

# ANALYSIS OF GOOD PRACTICES AND PERCEPTIONS OF STAKEHOLDERS TO SUPPORT THE DEVELOPMENT OF DOMESTIC MARKETS

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**Abstract:** *Intense competition and changes in the global market have also affected the markets, which are strategically being redirected to the sale of organic agricultural products and tourism using the traditional importance and position in the infrastructure of cities. The primary goal of the research is to create strategic guidelines for the development of markets in the Republic of Serbia, but based on the identification of globally competitive business examples and the views of management, sellers and buyers on the potential of domestic markets. The research methodology includes descriptive, quantitative and qualitative analysis that resulted in the presentation of effective business solutions on the global market and priorities for developing the potential of domestic markets. In addition, through a survey survey*

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*of the attitudes of the management of relevant market organizations, the motives and needs of reference sellers and buyers in the markets, the perception of key actors on the state and prospects of the domestic market business was ascertained. market of organic food and tourism, as well as the necessity of creating a national framework for the development of domestic markets. Therefore, the results of the conducted research can especially benefit the creators of local and national economic policy as an instrument in improving the business environment, and domestic market organizations and actors a better insight into the possibilities of using and developing potential.*

**Keywords:** *strategic analysis / markets / competitive / marketing / tourism.*

## INTRODUCTION

Marketplaces are the oldest market institutions dating back to the Middle Ages. In addition to trade in traditional products, they also represent national culture, local culture and long-term tourist potential. In addition to the specific trade in local goods, they are interesting to tourists and are placed regularly in the tourist itineraries. With the development of productive forces, relations and traffic, over time, they became large organised trade spaces, ie closed and open spaces where sellers sell goods (Morales, 2011), and almost always in the city centre.

Namely, along with the growth of global tourism and a large increase in the number of tourists and international travel, there was a saturation of visits to standard cultural monuments, historic buildings, etc, so the central streets and town squares with marketplaces have become places where you can feel the spirit of local life and culture. Historically, the evolution of the marketplace has been linked to people's lives (Prdić, 2021). Satisfying the needs of tourists and developing the tourist offer of the city enables the realisation of appropriate economic effects that are a consequence of the development of the tourist function, and which are manifested not only in tourism organisations but also in a number of other economic and non-economic activities (Vujović et al., 2012). It should be borne in mind that marketplaces as business entities are exposed to various risks on a daily basis, from currency risk to risk of sales, procurement, loss of assets, etc., which determine their business, which

requires integrated management (Čavlin & Tepavac, 2020). Profitability and liquidity stand out as basic measures of sustainability and operational flexibility and represent the focus of the management orientation of modern companies (Čavlin & Vapa-Tankosić, 2021), and thus the marketplace. Marketplaces are market institutions that have a global significance in the world trade in agricultural products and universal significance for the presentation of the tourist potentials of individual countries. Marketplaces are an indicator of the socio-economic condition of the population, i.e., an indicator of the situation in agriculture and agriculture, and the overall economy (Kuzman et al., 2020), so it is advisable to create sustainable business models for marketplaces, and changes in the environment.

Therefore, the subject of research is the market, as a specialized market institution, which in developed societies has transformed into drivers of the development of not only tourism, but also the overall social potential of local communities. The goal of the work is to determine strategic guidelines for improving the strategic position of markets in the Republic of Serbia, starting from the solutions of good business practices on global markets and the attitudes, motives and needs of key local actors. In this regard, the initial hypothesis is that the creation and implementation of strategic guidelines for the development of domestic markets can bring multiple positive effects for tourism, the economy and the entire society. The paper is structured as follows. In the Research Methodology section, the applied methodological procedure is explained, followed by the Research Results and Discussion section, which includes the analysis of examples of good practice, the perceptions of key actors, and the perspective of market development in the Republic of Serbia. recommendations for further analysis.

## **Research methodology**

In order to achieve the goal of the paper, with the analysis of the literature and a descriptive approach, special methods of cognition and research were used, and primarily comparison by inertia. Therefore, for the crystallization of the results of the research on the strategic position of the markets in the EU, the PEST method was used, which focuses on the analysis of the external environment of the markets. The survey of the attitudes of the management of the relevant marketplace organisations

was conducted in June 2020 through a telephone questionnaire, lasting about 10 minutes. The survey of the attitudes of sellers and consumers was conducted in June 2021, on weekends at the Zeleni Venac Marketplace in Belgrade, the Fish Market (Riblja Pijaca) in Novi Sad and the Fortress Market (Tvrđava) in Niš. Survey of the attitudes of the management of relevant marketplace organisations on the position of marketplaces in the Republic of Serbia was conducted through a telephone questionnaire on a sample of 17 (N=17) relevant market organizations (management) in the Republic of Serbia. The survey conducted on the motives and attitudes of sellers about potential markets was conducted in selected cities of the Republic of Serbia, and the interview was conducted through a questionnaire on the markets Zeleni Venac Marketplace in Belgrade, the Fish Market (Riblja Pijaca) in Novi Sad and the Fortress Market (Tvrđava) in Niš, on a total sample of 135 (N (135) sellers – 45 at each market. A survey of the motives and needs of customers was conducted at selected markets of the Republic of Serbia, and the interview was conducted through a questionnaire at the Zeleni Venac Marketplace in Belgrade, the Fish Market (Riblja Pijaca) in Novi Sad and the Fortress Market (Tvrđava) in Niš, on the total sample of 150 (N = 150) sellers - 50 on each market. The SWOT method was used for the strategic analysis of markets in the Republic of Serbia, that is, the identification of internal and external factors that affect their business, and the author's experience is a special aspect of the practical contribution. Data from secondary sources of information were also collected.

## **Research results and discussions**

### **Strategic analysis of the position of marketplaces in the markets of the European Union using the PEST method**

In most developed EU countries, marketplaces survive as a distribution channel between production and consumption. They operate on the principles of good hygienic maintenance and efficient management based on knowledge and modern technologies, since the efficient operation of markets directly affects the lower costs of product marketing. High marketing costs have the role of reducing costs for farmers and higher prices for customers, and an inefficient market increases the risk of poor hygiene as well as care for the environment and especially the production

of organic products. The existence of the "central marketplace" as well as city halls, churches and other buildings, is the basis and engine of urban growth, development and ensuring the sustainability of the economy (Janssens, 2013). Of special importance and role for the development of wholesale markets and markets is the World Union of Wholesale Markets (WUWM), which was founded in 1958 with the aim of: providing international promotion of wholesale marketplaces and wholesale markets, increasing the efficiency and effectiveness of wholesale markets and the marketplaces and increasing the role of wholesale markets and marketplaces within the food sector as a whole.

The role of the marketplace has changed to a special extent in this century, with the change of distribution and sales channels. The total volume of the product market is 26 million tonnes per year, which is approximately 40% of the supply of fruit and vegetables in Europe (24 million tonnes per year), 10% supply of fish and fish products in Europe (1 million tonnes per year), and 2% from meat and meat supply to products in Europe (1 million tons per year) ([www.wuwm.org](http://www.wuwm.org)) The management of wholesale markets and marketplaces in the EU is based on the controlled development of the market. Assumptions of the functioning of markets in the EU based on the analysis of competition and marketing environment include certain aspects in the form of implementation of plans. As a suitable method for analysing the business environment of markets in the EU, we have chosen the "PEST" method.

**Political factors**, in terms of EU policies when it comes to marketplaces are implemented through the harmonisation of the principles of functioning of markets in the public and private sectors. This alignment is implemented through government strategies and policies through public marketplace interventions to:

- Ensure the supply of various organic products
- Establish criteria and guidelines for maintaining fair trade and competition between producers, distributors and sellers of organic products
- Provide quality standards and quality levels
- Precise criteria for classification of significance and historical role of marketplaces for tourism development

- Invest in marketplaces that represent historical, archaeological and urban assets
- Spur the urban development of the city or re-revitalisation of marketplaces for the purpose of tourist offer.

In addition to the above, the EU implements preferential legislation, tax policy, employment, government decisions through legislation, and especially legal frameworks that are specific to the development of marketplaces and marketplace tourism based on the specifics of individual countries and local climates. The most important laws are those on environmental protection and human health. The standards applied in the EU from the ISO 14000 series contain standards related to environmental aspects of application in organisations, and standards related to the product. Groups of standards related to environmental management refer to specific organisations (14001-14004), through the introduction, review and management of the environmental protection system. Standards (14031-32) refer to the evaluation of environmental performance, measuring the impact on the product during the entire production cycle.

**Economic factors** are primarily related to the legally defined roles that marketplace defines in the organic food trade sector and especially in the tourism industry. The strategy of the economic role of the marketplace is defined individually in all EU countries, depending on the national economy of the country and compliance with certain standards. State, regional and local authorities have the legal competence to apply the legislation and tourism rules it establishes the market of each country, respecting the adopted norms and rules of the EU. In some countries, the economic policy of the government enables and encourages the realisation of economic benefits for marketplace stockholders. This strategy is easier to achieve in developed economies. The exclusivity of the city's marketplace position gives the possibility of applying local tourism strategies. Today, marketplaces are global institutions of importance for national economies and, according to modern trends in tourism, represent a turn in interest at the beginning of this century. However, this is an issue that mainly concerns local authorities, unless marketplaces are national cultural assets and require decisions by national governments and protection as cultural and infrastructural assets.

**Socio-cultural factors** are particularly clearly defined, and the established socio-cultural rules of the marketplace through effective and managerial control. In our country, however, expenditures for primary social needs achieve an increasing share in the budget. (Mihajlović et al., 2022). Depending on the organisation of the authorities of certain EU countries, there may be certain conflicts over cultural goods at the national and local level due to the application of the rules of exclusivity for the economic benefit of marketplaces of historical significance. For the purpose of efficient economic use of marketplaces for tourist purposes, legislation is adjusted that is adapted to the country and tradition, especially through:

- By forming a national body that will coordinate the work and make decisions on how the marketplaces will be used for tourist purposes, taking into account the national culture. This primarily refers to the relationship between economic interest in the tourism industry and the old architecture of the marketplace.
- All bodies must be in accordance with certain EU standards that regulate this area from the point of view of tourism and national culture
- The financial autonomy of local authorities stems from the need for a sustainable system of using marketplaces for tourism purposes as a local good and local culture
- The financial sustainability of marketplaces on the market represents local trust and their use as part of the national treasure for tourism purposes.

**Technological factors** are of particular importance for the global market of EU countries. Marketplaces as public goods meet with well-organised competition, so the possibility of economic illiquidity is great. These risks in the global marketplace can be eliminated or minimised by carefully renewable marketplace architecture and trade rules rooted in national and local culture. Connecting marketplaces within the national tourism industry is of special importance, through the Internet it is possible to create a time-efficient information system that covers all tourism marketplaces. All marketplaces in the country and the EU can be special tourist attractions for tourists. With the application of information technology and modern technology, old marketplaces are becoming part of the global tourist offer for the purpose of developing local tourism.

Modern technological forecasting in the future when it comes to the tourist potential of traditional marketplaces in the EU will be simpler compared to other technological changes. That is why the connection between the traditional significance of the marketplace and the technological predictions that will be used in the future for tourist purposes is important.

### **Demonstration of the model of development of spanish marketplaces - an example of good practice**

The year 1217 is recorded in documents as the time of the presence of the first local stalls on the Pla de la Boqueria, as part of the street marketplaces located on the Ramblas. These markets consisted of temporary open-air stalls where farmers from villages around Barcelona sold their goods. ([www.boqueria.barcelona.es](http://www.boqueria.barcelona.es)). They (marketplaces) contribute to many social benefits, increase income, social communication and interaction, development of social wealth, as well as a stronger degree of connection between consumers and the local community. (Bonanno et al., 2017). Modern consumers buy organic products whose consumption contributes to the environmental awareness of society, increasing health care and improving the quality of life. The result of such a strategy is the development of a unique social interest and communication, which has identity value, trust and security. With the creation of "MERCAS" in 1966 for reasons of national interest, the supply and distribution of fresh agricultural products and food was organised. The annual volume of total trade in fresh products is about 50% through the wholesale markets and marketplaces, 6,822,831 tons, on an area of 7,700,866 m<sup>2</sup>, with about 77,000 daily customers with a transport share of 71,000 vehicles. ([www.spainbusiness.com](http://www.spainbusiness.com)).

From the aforementioned data, as an indicator of success, a strategy for the development of Spanish marketplaces in the last decade emerged, based on the protection of old architectural values and splendour under state protection and adjusting the offer to organic and traditional local products. The strategic guidelines for the development of Spanish marketplaces in the last decade are reflected in:



- Development strategy in the form of diversity of individual regions - The modernity of the marketplace, assuming that food is the best medicine
- Competitiveness increased by selling organic products according to the highest EU standards
- Old marketplaces as cultural and historical monuments in global conditions have been turned into gastronomic meeting places for foreign tourists with regard to the central city position
- Development of the "Mercado de la Plata Madrid" marketplace as the largest gastro bar in Europe
- Development of tourist potential depending on the natural wealth of the region and the development of the tourist economy
- Regional, financial and urban incentives for the tourist potential of the marketplaces, especially in Madrid and Barcelona.

### **Systematisation of the results of strategic position analysis of the marketplaces in the European Union**

Creating a model for the functioning of marketplaces as a universal solution in the EU is quite complex given the fact that each country has its own specifics and history of marketplaces. At the same time, the results of statistical modeling, in terms of their value for practical problem solving, are often close to the results of other methods. (Savić et al., 2022). As the laws governing the management of wholesale and retail marketplaces differ from country to country in the EU, it was not appropriate to present a detailed list of rules of operation and responsibility in this study. However, all countries have common business on common principles and responsibilities (Revised draft, 2009). Therefore, in that period, mapping of digitalisation of marketplaces at the institutional and personal level was carried out in the EU with the clear support of EU institutions. The good side of everything is the application of digitalisation in the organisation and work of marketplaces at the world level and the stimulation of digital sales. Accordingly, we can identify several common factors that determine the nature of the settings of the modern business model of marketplaces in the EU, namely:

- Laws within the EU that also apply to marketplace activities

- Delimitation of marketplaces as trade, communal and social institutions
- Individual national strategies for the development of marketplaces in individual countries
- Modelling the development of marketplace activity of individual regions and cities
- Development of marketplaces as market institutions in organic food trade
- Development of marketplaces as tourist potentials of individual countries
- Adapting the development model to the individual city as a local environment
- Determining national cultural interests through the development of local marketplaces
- Preservation of the cultural-historical and urban heritage of the marketplace
- Development of a local strategy for the use of marketplaces for tourist purposes
- Arrangement of local squares and marketplaces as a unique city tourist offer
- Arrangement of promenades and marketplace spaces with the architecture of coastal cities
- Socialisation of various social groups through the sale of local products to foreign tourists
- The connection between the historical and global significance of marketplaces as local tourist potentials, etc.

### **Analysis of the survey research of the marketplace perspective in the Republic of Serbia**

The subject of the survey research is the knowledge of the attitudes of consumers, sellers and marketplace management about the prospects of

marketplaces with a focus on identifying the motives and needs of consumers in shopping and tourism. The research takes into account the fact that the competitive advantage of the marketplace in the modern business model is based on the purchase of fresh products from a well-known seller with many years of experience since we have been buying. Respondents in this study were marketplace vendors with many years of experience (more than 5 years), and top management representatives with at least three years of experience in the marketplace business, while customers were surveyed at marketplaces by random selection. The analysis of the attitudes of the management of relevant marketplace organisations on the position of marketplaces in the Republic of Serbia is based on the following answers to the questions asked:

1. How do you see the marketplace position of the market now in your opinion?
  - Marketplace development process 26%,
  - Process of undefined development status 54%,
  - The process of bad market position of the marketplace 20%.
2. How can the marketplace potential of your markets be increased?
  - Stimulating domestic production and production of organic products and sales on the marketplace 58%,
  - With infrastructure and technological equipment 26%
  - Better promotion of marketplaces and healthy products 16%.
3. If your views were taken into account, do you think you would have a higher annual income?
  - Yes 68%
  - Probably 28%
  - I'm not sure 4%.

Today, efficiency is one of the basic elements that determine the business success of the marketplace, marketplace potential and survival in the modern marketplace environment. The modern way of doing business has affected the environment and thus the markets. (Prdic et al., 2022). The modern economic system does not tolerate neglect of development. (Cavlin, 2022). The mentioned research shows that the management of the surveyed marketplaces in the new

technological and information age sees the business success of the marketplaces in the future rather skeptically, with special emphasis that 54% of them think that the marketplaces are in a rather undefined marketplace status. The answer to this question is a change in business strategy in marketplace access. This strategy can be realised by applying various marketing communication instruments and using new technologies in business. The mentioned opinion and attitudes of the marketplace management are quite similar, but they imply a certain marketplace and time period for considering the market position and taking measures. Through efficient planning of production and distribution of domestic organic products, marketplaces can maintain and improve their marketplace and social position. In the modern context, sales are organised in the form of clusters as urban marketplaces, are places for cultural events, the manifestation of social values, cultural values and symbols and social interactions (Marciniak, 2020). From the above, the recommendation is derived that the technological and infrastructural equipment of marketplaces and a greater offer of organic products is an indicator that should go into the future. This fact is confirmed by the attitude of the marketplace management, which with 68% believes that these changes would improve their business.

Based on the previous position and the positions of marketplace administrations, it can be noticed that marketplaces belong to social and market institutions. This market position gives them an advantage in the future because they have the ability to create a new urban economic market segment by combining local products, cultural content and social interactions.

The analysis of motives and attitudes of sellers about potential marketplaces in selected cities of the Republic of Serbia is based on the following answers to the questions:

1. The basic question asked in response is: What is their motive for selling in the marketplace?
  - I have my own production 31%
  - I earn the most revenue by selling at the market 27%
  - I have usual customers 21%

- My products are healthy and safe 16%
- Marketplaces will always work 5%

Based on the obtained data, we notice that the sellers have clear motives why they sell on the marketplace. It is clear that they know how to realise their interests by counting on having good products and reliable customers. The next question referred to the obstacles that stand in the way of achieving their interests.

2. To a specific question: What is the biggest problem affecting your sales? the results are as follows:

- Rent 54%
- Poor equipment and infrastructural arrangement of marketplaces 34%
- Insufficient promotion of marketplaces compared to the competition 12%

The analysis of the mentioned data shows that the price for the use of space is a problem for 54% of the surveyed, a very serious problem in the business of sellers. It is followed by the infrastructure arrangement with the 34% of the interviewed as the main problem, and the marketplace promotion with the 12% as the biggest problem for their business success. Except for the lease price of the space, the attitude of the sellers is approximately the same as the attitude of the manager about the prospects of sales and marketplace development in the future.

3. How would your sales and revenue increase?

- By maintaining the level of rents and modern equipment of markets 44%
- By organised sales of domestic and organic domestic products 34%
- Influence on customers to come to the marketplace 16%
- Additional services 6%,

Adjusting the interests of management and salespeople will lead to marketplace development and improved sales. Lease prices alone would be more acceptable if working conditions and marketplace infrastructure were improved. These data indicate that the offer of domestic and organic products, along with the promotion of marketplaces, is an instrument that

can compete with the competition. Additional services in the form of parking, etc., will allow a larger number of consumers to visit the marketplace.

4. To the question to the sellers: On what should the markets in the future adopt the model of development on the principles? the answers are as follows:

- Infrastructure equipment 31%
- Organising special parts of the marketplace for organic food trade through organic marketplaces 27%
- By investing in the infrastructure of city marketplaces and tourism development 23%
- Preservation of the specifics and traditions of the marketplace 12%
- By investing in additional services that will increase the market importance of the marketplace by 7%

In order to realise these attitudes of the sellers, it is necessary to strengthen all types of interesting associations and organisations. Especially around projects that have a perspective based on the integration of the attitudes of tenants, marketplaces and analysis of the competitive environment. One of the most important directions of development in the future is certainly the organised sale of organic food on the marketplace. Based on the experiences of EU countries and their own capabilities, it is necessary to create their own model and direction of marketplace development in the future. The creation of all production conditions, especially in the region of AP Vojvodina, which leans on the Danube River, points to the fact that production conditions and a healthy environment are the drivers of progress and development. (Prdić, 2020). Creating favourable production conditions and marketplace perspectives based on the views of tenants are realistic and objective. Therefore, at the same time, producers must follow technological development and increase their offer on the marketplace based on anticipation of new consumer needs. Such an ambience will create greater conditions for sale on the marketplace and will enable meeting, communication and tourist presentation of the old city marketplaces. The analysis of motives and needs of consumers in selected marketplaces of the Republic of Serbia, ie attitudes that would, in their opinion, improve the work and overall

potential of markets, in the form of motives for shopping, product quality and tourism development opportunities is based on the following answers:

1. To the specific question, what are your motives for your purchase on the market?
  - Appropriate prices 27%
  - Quality and freshness of products 25%,
  - Diversity of offer 21%,
  - Well-known seller 18%,
  - My local marketplace-meeting with acquaintances 9%.

This result gives priority to price and quality as priorities for shopping on the marketplace. Together with the variety of offers, they are the basic motives for shopping on the marketplace. The specific attitudes of the buyers have a reliable basis for drawing conclusions on which bases the sellers should adjust their offer. Although today the competition is very pronounced, the prices and the quality and variety of the offer give them an advantage. According to the sellers, the social role of the market is to socialise with the acquaintances.

2. To the question. What is the frequency of shopping at the marketplace by the number of daily purchases?
  - Three times a week 45%,
  - Twice a week 35%,
  - once a week / 20%.

According to the frequency of purchases, we see that the marketplaces are quite popular with the surveyed customers. Their arrival at the marketplace from the analysed sample was quite frequent. With the communication effort of sellers and marketplaces, it is certainly possible to attract a larger number of visitors and the frequency of purchases.

3. To the specific question: What is the most important thing for your market to have more visitors? The answers were as follows:
  - Organised sales and sales of domestic organic products 33%,
  - Better promotion of marketplaces and domestic producers 27%,

- Promotion of marketplaces as central urban urban areas 21%,
- Promotion of marketplaces through the city's tourism industry and the offer of local products 19%.

Respondents favour the sale of domestic and organic products, considering the supply and distribution on the marketplace as organised individual domestic production. These views are based on the principles of common interest. It is interesting that consumers notice the need for better promotion of marketplaces and the city centres as a form of better attendance. High consumer involvement in decision-making can increase the intensity of communication and higher marketplace attendance.

4. In your opinion, can your local marketplace attract domestic and foreign tourists who visit the city and the city centre?

- Yes, with the existing offer of 51%,
- Maybe if the product offer is improved by 31%,
- It can be if the authenticity is preserved and is rearranged 15%,
- No 3%.

As many as 51% of respondents have a perception that the local marketplace, without changes, can increase the number of domestic and foreign tourists, and the rest if it improves the offer or infrastructure, which is a good basis for improving the model of attracting tourists. If we know that consumer behaviour in tourism is a matter of choice, then according to that model, the offer of city tourist potentials, including marketplaces, should be defined. The dynamic needs and desires of modern consumers, combining different motives, the threshold of expectations in future purchases are key changes in the marketplace that must be taken into account. Consumers as tourists invest a huge effort in finding information in choosing a destination, so based on that it can be concluded that a visit to the city centre means a visit to the marketplace.

### **Strategic analysis of the position and guidelines for the development of market activity in the Republic of Serbia**

Therefore, starting from the results of the analysis of attitudes of



consumers, sellers and marketplace management, in the SWOT analysis we decided to emphasise the "inside-out" approach to the environment (Malešević & Čavlin, 2020) focused on the concept of modern marketplaces, while relying on the experiential and practical competencies of the author for the marketplace activity, all with the aim of influencing the development of tourist and market potentials of local communities in the Republic of Serbia.

As there is no national strategy for marketplace development in the function of local tourism in the Republic of Serbia, it is necessary to influence political, economic, sociological, technological and other factors based on examples of good European practice, in order to create a basis for strategic action and development of marketplace organisations in Serbia. Having in mind the real fact that a significant number of foreign tourists visit our country, and the city centres themselves, and changes in consumer motives and needs, as well as operational knowledge based on SWOT analysis, there are chances and opportunities that can eliminate threats and weaknesses. Therefore, we expect that the greatest potential for the development of marketplaces in Serbia have the Venac Marketplace in Belgrade, the Fish Market (Riblja Pijaca) in Novi Sad and the Fortress Market (Tvrđava) in Niš, and that the need to innovate the existing strategic model of marketplaces in Serbia in accordance with good European practice.

Further direction of future marketplace development in the Republic of Serbia should be based on the following assumptions:

- enactment of laws that define the status and regulate specialised market institutions: fairs, wholesale markets and marketplaces,
- adoption of a national strategy and action plans for the development of marketplace activities,
- normative framework regulating the mutual functionality of wholesale markets and marketplaces,
- development of marketplaces as trade, communal and social institutions,
- development of trade through wholesale markets and marketplaces of certain regions,

- encouragement of the development of domestic agricultural production,
- stimulating the sale of regional products on the marketplace,
- stimulating the sale of the local climate,
- development of marketplaces as priority institutions of organic food trade,
- development of old marketplaces as tourist potentials,
- inclusion of marketplaces in the special tourist offer,
- special urban and construction arrangement of old city marketplaces,
- promotion of marketplaces as places of importance for local culture,
- organising special events of importance for the promotion of certain local marketplaces,
- internet presentation and promotion through integrated instruments, etc.

The future of marketplaces on the world market, on the basis of which the position on the direction of development of domestic marketplaces arises, is in stimulating the production and sale of organic food and improving the tourist potential of individual local marketplaces. This indicates that in the Republic of Serbia there is still no knowledge about the possibilities of marketplaces as a new type of selling organic food and tourist offer. Thus, marketplaces are one of the most important tourist potentials and sales of local products in the EU, and especially in Spain, which implies that our marketplaces also have a future. At the same time, in the future, it is necessary to strengthen the digital and information infrastructure by reducing the gap between EU countries, underdeveloped countries, rural and urban areas, and at the same time connecting producers and customers in the food supply chain.

**Table 1:** *SWOT analysis of the strategic position of markets in the Republic of Serbia*

<b>External factors</b>	
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• empirical research of customers' interest in marketplaces</li> <li>• adoption of a strategy based on the attitudes of customers and consumers</li> <li>• creating better sales conditions through the use of information technology systems</li> <li>• investment in infrastructure based on marketplace traditions</li> <li>• application of marketing in promotion and skills in communication with users</li> <li>• cooperation with local state bodies for the improvement of the work and tourist potential of the marketplaces</li> <li>• defining and promoting a clear strategy in relation to competition</li> <li>• creating a brand of marketplaces through organising special events and tourist promotion</li> </ul>	<ul style="list-style-type: none"> <li>• continuous increase of competition</li> <li>• growing customer needs</li> <li>• growth of the system and possibilities of payment on the marketplace</li> <li>• enriched offer, location and local production of competitors</li> <li>• non-harmonised legislation and the status of marketplaces as tourist potentials</li> <li>• undefined and threatening ownership status</li> </ul>
<b>Internal factors</b>	
<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>- stimulating and diversifying the sales of domestic producers</li> <li>- organic products and brands of domestic producers</li> <li>- application of experiences of regional countries and countries in the field of EU legislation</li> <li>- association with professional associations and chambers of commerce</li> <li>- increased level of services in cooperation with the local city community</li> <li>- exploitation of old city marketplaces for the sale of traditional products</li> <li>- increasing the scope and standardisation of services</li> <li>- the possibility of using old marketplaces for tourist purposes</li> </ul>	<ul style="list-style-type: none"> <li>• lack of understanding of changes in the environment and moves of competition</li> <li>• infrastructural and technological equipment</li> <li>• low level of marketplace promotion</li> <li>• inefficient management system</li> <li>• negative influence of political factors</li> <li>• deterioration of the marketplace position by the actions of competitors</li> </ul>

Source: Author's own work

## CONCLUSION

Many consider markets to be the most significant institutions and phenomenon of global trade, because they have retained their traditional character and do not function like multinational companies. Apart from their traditional importance for trade in agricultural products, in modern conditions they are of unique importance for tourism potential.

The conducted research indicates that strengthening the competitiveness and vitality of markets is possible by focusing on the development of the following areas:

The first direction of market development is based on the distribution of organic products in the markets and the use of all the benefits of domestic, healthy and fresh products, that is, on the use of local traditions in food production.

The second direction of market development is based on the historical, urban, construction and central position of markets in populated areas and the offer of traditional cultural attractions and organic gastronomy as a unique tourist product.

In addition, the research proved that there is a perception of the need to strengthen the competitiveness of domestic markets, because the views of our key stakeholders on the perspective of development are largely similar to the Spanish model, who see the most important factors for the development of markets in the offer of domestic organic and local products, the urban arrangement of markets on the basis of history and tradition and the inclusion of old markets in the tourist offer.

At the end of the research work, we identified the strategic critical factors of market development in the Republic of Serbia, complementary to good European practice and the perception of key actors, and formulated strategic guidelines that should represent a platform for the creation of a national strategy for the development of markets in the function of tourism and for the transformation of the business strategy market in the Republic of Serbia.

Therefore, starting from the state and perspective of market development, we appeal to the authors to intensify the production of theoretical and practical research on the issue in question, whereby this research can be seen as a good starting point.

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# ANALIZA DOBRE PRAKSE I PERCEPCIJE STEJKHOLDERA U CILJU PODRŠKE RAZVOJU DOMAĆIH PIJACA

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**Sažetak:** *Intenzivna konkurencija i promene na globalnom tržištu zahvatile su i pijace, koje se strateški preusmeravaju na prodaju organskih poljoprivrednih proizvoda i turizam koristeći tradicionalni značaj i položaj u infrastrukturi gradova. Primarni cilj istraživanja je da se kreiraju strateške smernice za razvoj pijaca u Republici Srbiji, ali na osnovu identifikovanja globalno konkurentnih poslovnih primera te stavova menadžmenta, prodavaca i kupaca o potencijalima domaćih pijaca. Metodologija istraživanja uključuje deskriptivnu, kvantitativnu i kvalitativnu analizu koja je ishodovala predstavljanje efikasnih poslovnih rešenja na globalnom tržištu te prioriteta za razvoj potencijala domaćih pijaca. Pored toga, putem anketnog istraživanja stavova menadžmenta relevantnih pijačnih organizacija, motiva i potreba referentnih prodavaca te kupaca na pijacama spoznata percepcija ključnih aktera o stanju i perspektivama domaćeg pijačnog poslovanja. Rezultati istraživanja pokazuju neophodnost reafirmacije tradicionalnog poslovanja pijaca u Republici Srbiji u pravcu jačanja njene uloge na tržištu organske hrane i turizma kao i celishodnosti kreiranja nacionalnog okvira za razvoj domaćih pijaca. Stoga, rezultati sprovedenog istraživanja mogu naročito koristiti kreatorima lokalne i nacionalne ekonomske politike kao instrument u unapređenju poslovnog ambijenta, a domaćim pijačnim organizacijama i akterima bolji uvid u mogućnosti korišćenja i razvoja potencijala.*

**Ključne reči:** *strateška analiza / pijace / konkurentnost / marketing / turizam.*