

UNIVERSITY SINGIDUNUM
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MASTER THESIS

**POSSIBILITIES OF CREATING DESTINATION MANAGEMENT
ORGANIZATION OF MIDLAND SERBIA AND ITS POSITIONING ON
THE INTERNET**

Mentor:
Dr. Verka Jovanović, PhD

Student:
Nikola Mihailović 405497/2014

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1. INTRODUCTION

Destination management organizations are increasingly concerned with the creation of new tourist products to enter the demands of modern tourists. To do so, they use a very attractive natural resources and historic and cultural heritage in order to visitors come to see and enjoy the curiosities that have the geographic region in our country, particularly Midland Serbia.

Modern tourism demands more complex management of tourist destination, because of big number of stakeholders. Institutionalized management of tourist destination as Destination management organization or Destination management company (DMC) is key of successful development. Destination management organization is based only on private sector and Destination management organization is based on public-private partnerships. In tourist market, where is none of Destination management company and where development of tourism is in hands of Tourist organizations, the best way to develop tourism generally is to create Destination management organization.

Important elements of destination (attractions, services and objects, accessibility, human resources and image) support marketing activities, in order to attract visitors to visit destination, and services at destination, which provide that expectations of visitors would be fulfilled. In that process, organization for destination management which is called Destination management organization (DMO) has the leading and coordinating role. ¹

Quality DMO must be good organized and it must have very good organizational structure with good human relations and cooperation.

In order to improve quality of exact tourist destination, web presentations of all cultural and natural resources should be created and administrative maintained in professional way. Web presence is must in this modern ages, in order to be more perceptible, geographic information system has to be created, because tourists could plan their trip easier. Other stakeholders, as institutionalized developers of tourist destination could make plans and follow development of destination.

When DMO is founded, web presence is provided, good organization structure is created, marketing strategy is what leads DMO in right way to develop competitive tourist destination.

DMO basics, organizational structure of DMO, web sites of resources and geographical information system of Midland Serbia and conceptual solution of tourist marketing strategy of Midland Serbia will be presented in this research.

¹ Popesku J. (2011.), Menadžment turističke destinacije, University Singidunum, Belgrade

It will be introduced the present situation of the cultural and natural tourist resources and the possibilities of their valorization. Also, importance of BTL, ATL, TTL promotions is going to be explained and how promotion of Midland Serbia should be created.

1.1 Research Subject

Problem/Challenge: Lack of institutionalized management of resources and their poor valorization. Unprofessional approach of local tourist organizations to solving problems and creating and fulfilling marketing strategies.

Subject: The subject of this thesis is how to represent tourist resources and the current situation, possibilities of valorization of tourist resources in Midland Serbia, possibilities of creating Destination Management Organization and its positioning on the Internet.

1.2 Goals of the Research

Scientific goal of this thesis is to point out the significance of creating Destination Management Organization and institutionalized management of tourist resources. Also, possibilities of positioning tourist resources of Midland Serbia on the Internet.

Social goal of this thesis is to show current situation and how important is tourism for this region, because it can improve economic and social situation via creating more vacancies through increasing tourist superstructure.

1.3 Hypothesis

General Hypothesis: Every tourist destination demands planned and institutionalized management. Nowadays, competition is very high, so the territory of the Midland Serbia have to be treated by institution like Destination Management Organization (DMO). We have to find out what attractions are located in this territory, create DMO, creating web presentations of DMO of Midland Serbia and tourist resources.

Special Hypothesis:

- Destination Management Organization of Midland Serbia must be created in order to improve quality of tourist offer;
- Quality cooperation between public and private sectors in order to be more competitive;

- Positioning DMO of Midland Serbia and tourist resources on the Internet;
- Creating Geographic Information System of Midland Serbia in order to improve web presentation of tourist resources.

1.4 Research Methods

In order to make this thesis objective, systematic and reliable, the following research methods will be used:

- Online research methods;
- Direct observation;
- Analysis of data from Serbian Bureau of Statistics;
- Theoretical research via archives of public libraries and published academic journals.

2. ADMINISTRATIVE-TERRITORIAL AREA

This part of Serbia, Midland Serbia, according to Spatial plan of Serbia, covers high mountain regions Sr. 1 and Sr.2, segments of national roads E-80, E-65, E-771, E-761 and M-22, cities of Kraljevo, Kruševac and Novi Pazar, municipalities of Vrnjci Spa, Trstenik, Raška, Kuršumlija, Prokuplje, Brus, Aleksandrovac and Tutin. There is also municipality of Ivanjica, but it is the part of the Tourist Organization of Western Serbia. Midland Serbia covers next mountains – Kopaonik, Željin, Golija, Goč, Stolovi, Čemerno, Rogozna, Jastrebac, Radan, Majdan, Radočelo, and Troglav. Rivers in Midland Serbia are – Ibar, Rasina, Studenica, Lopatnica, Raška, Toplica, and Zapadna Morava. Midland Serbia's spas are – Vrnjci Spa, Mataruška, Bogutovačka, Jošanička, Ribarska, Prolom, Novopazarska, Kuršumlijska, and Lukovska. Significant lakes in the territory of Midland Serbia are – Čelije, Semeteško and lakes at the mountain of Golija.²



Tourist zone: Midland Serbia

CITIES

Kraljevo covers an area of 1,530 km². It is the administrative center of the Raška district, occupies the space around the lower course of the river Ibar and the Midland course of the river Western Morava. The area of Kraljevo occupies the central position of the Republic of Serbia. Natural is a crossroads of land and waterways of central Serbia and the cradle of the Serbian state and culture. The boundaries of the city of Kraljevo in the north are Čačak, Knić, Kragujevac and Rekovac, in the east Trstenik, Vrnjci Spa and Aleksandrovac, Raška in the south and in the west Ivanjica and Lučani.

Novi Pazar is located in the south-western part of Serbia. It is a multi-ethnic city. It covers an area of 742 square kilometers, surrounded by mountains Golija and Rogozna and the slopes of Pešter plateau. The altitude of the city at the confluence of Jošanica into Raška River is 496 meters and the highest peak is Jankov Kamen on the mountain Golija with a height of 1883 m.

² Adapted from: Maksin M. (2012) page 181., Turizam i prostor, University Singidunum

Kruševac is the administrative center of the Rasina district. It has a surface of 854 km² and at altitude of 137 m. Kruševac was Serbian medieval capital. It is located in Kruševac Pit, between Zapadna Morava Valley, Aleksandrovac region called Župa, Kopaonik and Jastrebac.

MUNICIPALITIES

Vrnjci Spa is located in mountainous areas of northern part of Midland Serbia, some two hundred km southwest of the capital of Serbia. The municipality belongs to the Raška district and borders the municipalities of Trstenik, Aleksandrovac and the city of Kraljevo. It occupies an area of 239 km² and has a total of 14 settlements.

Raška is connected to West Morava valley and Šumadija in the north, and in the south with Kosovo and Metohija. Along the valley of the Jošanica River to the east, is connected with Aleksandrovac region, and in the southwest, along the River Raška, with Montenegro and Novi Pazar.

Aleksandrovac is situated in Rasina district on slopes of the Kopaonik. Trstenik and Vrnjci Spa are located in the northern side, in the west are Kraljevo, Kruševac and Raška, and Brus municipality is in the south side. Altitude is 370 m, and the surface of the municipality is 387 m².

Brus is the Picturesque municipality settled in the slopes of Kopaonik. Grašavača river flows through the town. Brus is about 450 m above sea. Brus is 345km from the capital of Serbia and is reachable through the city of Kruševac. Situated in Midland Serbia, the municipality of Brus borders the municipality of Aleksandrovac, Blace, Leposavić, Kuršumlja, Raška and the city of Kruševac.³

Kuršumlja is located between municipalities of Blace, Medveđa, Podujevo, Prokuplje, Brus and Leposavić. It has surface of 952 km².

Prokuplje is the administrative center of Toplica district. It has of 759 km², positioned at 300 m above sea level. It is located between municipalities of Aleksinac, Kuršumlja, Žitorađa, Bojnik, Merošina, Blace, and Kruševac.

This cities and municipalities are very important for tourist offers of the Midland Serbia, and the proposition is that those cities found DMO of the Midland Serbia.

³ www.serbia.travel (November 2015.)

3. DEMOGRAPHIC CHARACTERISTICS

Demographic structure is very important for analysis of development of tourist offer and tourism in generally of Midland Serbia. Beside infrastructure, tourist resources and suprastructure, human resources are crucial for creating appropriate competitive tourist offer and service processes.

In order to valorize tourist resources and create competitive tourist offer, destination must have educated work force and domestic population. Below will be shown data about population of Midland Serbia, number, employment and data about number of tourists and income.

According to the Republic Bureau of Statistics, in 2014 in the Republic of Serbia were 2,192.268 tourists. Domestic tourists - 1,165.536, foreign tourists - 1,028.732. Overnight stays of foreign tourists were 6,086.275. Domestic overnight stays - 3.925.221, foreign - 2,161.054. As one of the main tourist destination of Serbia, Vrnjci Spa is the number one destination in Midland Serbia, in the last year, there was 431.455 domestic overnight stays and 66.438 of foreign tourists.

Table 1. Number of people by municipality in Midland Serbia

Municipality	
Aleksandrovac	26.522
Brus	16.317
Kruševac	128.752
Trstenik	42.966
Vrnjci Spa	27.527
Kraljevo	125.488
Novi Pazar	100.410
Raška	24.678
Tutin	31.155
Kuršumlja	19.213
Prokuplje	44.419
Total	587.447

Source: Republic of Serbia, Bureau of Statistics. 2014 year.

Table 2. Economically active population by sector of work in Midland Serbia

Municipality	Accommodation and food services	Arts, entertainment and recreation
Aleksandrovac	204	67
Brus	239	76
Kruševac	781	497
Trstenik	354	105
Vrnjci Spa	784	114
Kraljevo	1.222	477
Novi Pazar	674	211
Raška	439	146
Tutin	106	33
Kuršumlija	179	34
Prokuplje	228	164
Total	5.210	1.924

Source: Republic of Serbia, Bureau of Statistics. 2014 year.

Destination Management Organization of Midland Serbia should create education center, where people of Midland Serbia could be professionally educated. With number of around 600.000 people, Midland Serbia is not big destination, so it could be compactly developed. Education of local population is important because everyone could profit directly or indirectly from tourist income. Tourism is multidisciplinary and includes all economic sectors.

4. RECEPTIVE CAPACITIES FOR TOURISM IN MIDLAND SERBIA

Further development of tourist destination starts with construction of receptive capacities which make things helpful for tourists who decides to stay at tourist destination.

Receptive factors are all organizational forms of accommodation, food and beverage, recreation of tourists, and by receptive factors should be considered all the activities that can directly or indirectly give some sorts of services to domestic or foreign tourists (hospitality, food industry, trading, culture institutions, utilities etc.) But the most important element that determinates dimension of tourism in any destination are accommodation capacities. Their scope, structure and dynamics depend, first of all from tourist demand request, but also from level of economic development of tourist destination.

For analysis of accommodation in Midland Serbia, all data are taken from Serbian Bureau Statistics, on August 31, 2015.

Aleksandrovac			
Type of accommodation	Number of units	Number of available rooms	Number of beds
Total	3	57	187
Basic accommodation facilities	1	12	24
Inns	1	12	24
Complementary accommodation facilities	2	45	163
Company resorts	1	27	63
Children's resorts	1	18	100

Aleksandrovac has 57 rooms and 187 beds. This municipality does not have hotels. If Midland Serbia develop its tourism, this accommodation structure must be changed. 3 star hotels should be built for middle class tourists in order to attract them to stay longer at the destination. Nearness of Kopaonik is big advantage and it should be trigger for development of tourism in this municipality. Aleksandrovac should develop rural tourism because it has a lot of natural tourist resources as Kopaonik. Cultural resources as Lukarevina Meadow and fortress Koznik have to be valorized and used in adequate way for tourism development.

Brus			
Type of accommodation	Number of units	Number of available rooms	Number of beds
Total	7	339	1050
Basic accommodation facilities	6	317	975
Hotels – Total	3	201	639
3*	1	119	391
2*	2	82	248
Doss houses	2	55	100
Apartments	1	61	236
2*	1	61	236
Complementary accommodation facilities	1	22	75
Mountain lodges	1	22	75

Brus has two two star hotels and one three star hotel. Municipality of Brus is similar to municipality of Aleksandrovac and distance between them is 18 km and those two municipalities should create mutual tourism offer. Brus has 339 rooms and 1.050 beds and this is good starting position for further tourism development. Brus should also develop rural tourism because of natural resources.

Trstenik			
Type of accommodation	Number of units	Number of available rooms	Number of beds
Total	1	24	46
Basic accommodation facilities	1	24	46
Doss houses	1	24	46

Trstenik is municipality with two well-known resources as monasteries Ljubostinja and Kalenić. It also has Gledić Mountains as primary natural resource. Tourism offer of Trstenik should be based on those three tourist resources. 24 rooms and 46 beds are little number for creating longer stay of tourists at destination because only 46 tourists could stay per night. The reason of this issue is the nearness on Vrnjci Spa which has big number of beds and rooms and it is one of the top tourist destinations in Serbia. Recommendation is to create inclusive tours with one overnight in Trstenik.

Kraljevo			
Type of accommodation	Number of units	Number of available rooms	Number of beds
Total	19	917	1991
Basic accommodation facilities	16	514	1034
Hotels – Total	4	316	605
4*	2	101	181
3*	1	115	224
2*	1	100	200
Doss houses	5	104	225
Inns	2	18	40
Garni hotels	5	76	164
4*	1	26	43
3*	1	21	55
2*	2	16	33
1*	1	13	33
Complementary accommodation facilities	3	403	957
Spa resorts	1	100	230
Children's resorts	2	71	258
Private rooms – Total	„	230	463
1*	„	230	463
Rural households – Total	„	2	6
2*	„	2	6

Kraljevo has the biggest surface of territory and it has the most of cultural and natural resources like monasteries, churches, spas, monuments, rivers and mountains. It has 917 rooms and 1.991 beds, this is good starting position for creating tourist offer which understands longer stay at the destination. This city has big potential for arranging music events lasting two or more days. Big issue would be if there is a big number of visitors of music events and they need a place to stay with overnight, 1.991 beds could be issue in this situation. So, conclusion is that Kraljevo also have good starting position but it needs more 2 and three star hotels if tourism offer is developed.

Kruševac			
Type of accommodation	Number of units	Number of available rooms	Number of beds
Total	9	455	1022
Basic accommodation facilities	8	208	405
Hotels – Total	2	114	191
3*	1	44	67
2*	1	70	124
Doss Houses	4	68	140
Garni hotels	2	26	74
2*	2	26	74
Complementary accommodation facilities	1	247	617
Spa resorts	1	137	247
Private rooms	„	110	370
1*	„	110	370

Kruševac is the second largest city in Midland Serbia after Kraljevo and it has 455 rooms and 1.022 beds. Kruševac also has big number of cultural and natural resources as spas, churches, fortresses, mountains, lakes and rivers. It has good starting position for creating longer stay at destination, but this city needs more two and three star hotels and at least one four star hotel with wellness center.

Kuršumlija			
Type of accommodation	Number of units	Number of available rooms	Number of beds
Total	3	437	831
Basic accommodation facilities	3	371	702
Hotels	2	360	680
3*	2	360	680
Motels	1	11	22
1*	1	11	22
Complementary accommodation facilities	0	66	129
Private rooms	„	66	129
3*	„	66	129

Kuršumlija has 437 rooms and 831 beds. Big number of those beds and rooms are located in Prolom and Lukovska spa. Kuršumlija has well-known world famous natural resource – Devil's Town, which attracts very big number of tourists daily, so this should be used to create tourism offer more attractive in order to create longer stay of tourists. Prolom and Lukovska spa should have more three and four star hotels in order to attract more tourists.

Vrnjci Spa			
Type of accommodation	Number of units	Number of available rooms	Number of beds
Total	27	2473	4346
Basic accommodation facilities	19	954	1828
Hotels – Total	8	655	1151
3*	2	177	270
2*	3	90	201
1*	3	388	680
Doss houses	6	200	415
Apartments – Total	2	18	63
4*	1	4	13
1*	1	14	50
Garni hotels	2	21	57
3*	1	10	24
2*	1	11	33
Apart hotels	1	60	142
2*	1	60	142
Complementary accommodation facilities	8	1519	2518
Spa resorts	1	419	779
Company resorts	6	124	329
Children's resorts	1	24	114
Private rooms	„„	952	1296
3*	„„	952	1296

Vrnjci Spa has the biggest number of beds and rooms in Midland Serbia, because this is the most attractive tourist destination, because of springs, air and good nightlife. It is attractive to young and old tourists. Vrnjci Spa has 2.473 rooms and 4.346 beds and this is very good structure of accommodation because Vrnjci Spa can provide 4.346 overnights. Vrnjci Spa needs at least two four stars hotels with wellness centers and more two and three star hotels. Vrnjci Spa has a lot of annually events with big attendance and that demands more accommodation capacities. For example, Love Fest in Vrnjci Spa is one of the biggest music events in Serbia, attendance in 2015 was around 60.000⁴. Conclusion is to create more attractive tourist offer and build more two, three and four star hotels.

⁴lovefest.rs/lovefest-2015/

Novi Pazar			
Type of accommodation	Number of units	Number of available rooms	Number of beds
Total	10	334	875
Basic accommodation facilities	9	254	695
Hotels - Total	3	107	290
2*	2	78	200
1*	1	29	90
Doss houses	5	127	305
Tourist resorts	1	20	100
2*	1	20	100
Complementary accommodation facilities	1	80	180
Spa resorts	1	80	180

Novi Pazar is multicultural city with big number of Muslims and Christians and it can be base for creating competitive tourist offer. With big number of Orthodox monasteries and churches in wider area of the city and the Islamic look of the city center, Novi Pazar can attract big number of tourists of both religion. Accommodation structure is poor because of 334 rooms and 875 beds. Novi Pazar has only 3 hotels and they are one and two star hotels. This city need at least one four star hotel and at least two three star hotels in order to improve tourist offer and create longer stay at destination.

Prokuplje			
Type of accommodation	Number of units	Number of available rooms	Number of beds
Total	3	48	152
Basic accommodation facilities	2	34	76
Doss houses	1	28	62
Inns	1	6	14
Complementary accommodation facilities	1	14	76
Children's resorts	1	14	76

Prokuplje is similar to Brus and Aleksandrovac, it has 48 rooms and 152 beds. This municipality has good natural resources but poor valorized. Rural tourism should be developed on the territory of this municipality with one day trips. At least one three star hotel should be built as initiator of tourism development.

Tutin			
Type of accommodation	Number of units	Number of available rooms	Number of beds
Total	2	21	45
Basic accommodation facilities	2	21	45
Hotels	1	13	29
2*	1	13	29
Doss houses	1	8	16

Tutin should create tourist offer alongside Novi Pazar because of the mutual nearness. It has 21 rooms and 45 beds and it is poor accommodation structure because of little number of beds.

Raška			
Type of accommodation	Number of units	Number of available rooms	Number of beds
Total	24	1651	5253
Basic accommodation facilities	19	1235	3889
Hotels - Total	7	733	2111
4*	2	439	1395
3*	3	219	513
2*	2	75	203
Doss houses	3	28	83
Apartments	1	56	186
4*	1	56	186
Apart hotels - Total	8	418	1509
4*	2	110	415
3*	2	102	313
2*	4	206	781
Complementary accommodation facilities	5	416	1364
Mountain lodges	1	74	234
Company resorts	2	15	44
Children's resorts	2	91	332
Private rooms	„	236	754
2*	„	236	754

Raška has 1.651 rooms and 5.253 beds and this big number of beds is because one of the most famous tourist destinations is located in the territory of Raška, it is Kopaonik. Tourism is being developed on Kopaonik and tourist offer is being created in order to make longer stay of tourists.

In Midland Serbia, there are 6.743 available rooms and 15.798 available beds.

5. ORGANIZATION OF TOURIST MARKET OF MIDLAND SERBIA

There are three ways of institutionalized management of tourist destination:

1. Tourist Organization;
2. Destination Management Organization;
3. Destination Management Company.

Tourist organization can be founded only by government of City, Region (Province) or Country and only public sector is involved in destination management. Destination Management Organization (DMO) is partnership between public and private sector and Destination Management Company (DMC) is only private sector. Exactly, DMC is tour operator which is specialized for destination where is situated.

Every city and municipality in Midland Serbia has its own institution which manages promotion of tourism and create some tourist products and they are all tourist organization type.

Here is the list of Local tourist organizations in Midland Serbia:

- Tourist organization of Kraljevo;
- Tourist-sports organization of Raška;
- Tourist organization of Novi Pazar;
- Tourist organization of Tutin;
- Tourist organization of Vrnjci Spa;
- Tourist organization of Trstenik;
- Tourist organization of Kruševac;
- Tourist organization of Aleksandrovac;
- Tourist organization of Brus;
- Tourist organization of Prokuplje;
- Tourist organization of Kuršumlija.

Every of those local tourist organizations has very narrow field of work. They only create promotion, exhibit on tourist fairs and give information about local tourist resources.

Under are tables which indicates to number of foreign and domestic tourists who visited Midland Serbia in 2014 year. Conclusion could be made after seeing numbers and work of local tourist organizations could be evaluated.

Table 3. Number of tourist arrivals

City/Municipality	Domestic	Foreign	Total
Kraljevo	16.815	6.688	23.503
Raška	61.165	10.929	72.094
Novi Pazar	8.374	4.102	12.476
Tutin	438	23	461
Vrnjci Spa	125.142	23.601	148.743
Trstenik	1.002	172	1.174
Kruševac	14.560	7.402	21.962
Brus	12.193	2.111	14.304
Aleksandrovac	1.839	99	1.938
Prokuplje	...	...	...
Kuršumlija	22.990	20.023	2.967
Total	264.518	75.150	299.622

Source: Republic of Serbia, Bureau of Statistics. 2014 year.

Table 4. Number of tourist overnights

City/Municipality	Domestic	Foreign	Total
Kraljevo	79.303	11.533	90.836
Raška	270.445	51.401	321.846
Novi Pazar	26.160	7.517	33.677
Tutin	459	41	500
Vrnjci Spa	444.532	66.438	510.970
Trstenik	1.616	254	1.870
Kruševac	70.202	15.497	85.699
Brus	53.692	7.941	61.633
Aleksandrovac	7.609	191	7.800
Prokuplje	...	...	...
Kuršumlija	124.855	10.324	135.179
Total	1.078.873	171.137	1.250.010

Source: Republic of Serbia, Bureau of Statistics. 2014 year.

In tables are particularized numbers of domestic and foreign tourist arrivals and overnights. Total number of arrivals is 299.622 and total number of overnights is 1.250.010. Destinations which generated the most of the tourists were Vrnjci Spa and Kopaonik. Kopaonik is divided between municipalities of Raška and Brus. Vrnjci Spa generated 125.142 and Kopaonik 73.358. These two destinations are the biggest tourist generators in Midland Serbia because they are also the most valorized tourist destinations of the Republic of Serbia. Kopaonik and Vrnjci Spa are being very promoted in the web and in physical way by Tourist Organization of Serbia, and that is the key reason of their big tourist traffic. According to Bureau of statistics, whole population of these

municipalities/cities has almost 600.000 people. Ratio between domestic population and tourists is 1:2.3. This situation is not good enough and the main reason of this current situation in tourist market of Midland Serbia are local tourist organizations. They do not have strategies, medium-term and short-term plans, there is a lack of local government ambition to develop tourist products and valorize current tourist resources. Political situation is very unstable and directors and managers of local tourist organizations are being replaced when the government is new, and directors/managers of LTO are not educated for management in tourism and hospitality. Almost every tourist project is financed by foreign investment funds. Midland Serbia is rich in cultural resources, because in this territory was found first Serbian country and there are a lot of resources from that period.

Creating Destination Management Organization of Midland Serbia, where is created partnership between public and private sector would be solution. The main reason is that public sector would lobby for new projects which are created and financed by local companies and public sector.

6. TOURISM RESOURCES OF MIDLAND SERBIA

Generally, there are two types of tourist resources – Cultural and Natural. Both are important for creating Tourist products of Midland Serbia. If some product is based on natural resources, cultural resources should be backup in order to fulfil and improve tourist offer of some destination and reverse.

In this chapter, natural and cultural tourist resources of Midland Serbia, significant for tourist offer will be described.

Resources of big and great importance to Republic of Serbia, on territory of Midland Serbia are located on municipalities of Kraljevo, Vrnjci Spa, Trstenik, Kruševac, Raška, Brus, Aleksandrovac, Novi Pazar, Tutin, Blace, Leposavić and Kuršumlija. Ivanjica is also located on territory of Midland Serbia but it is one of the municipalities which has created Regional tourist organization of West Serbia, so, in this research, Ivanjica will not be listed as part of Midland Serbia.

Natural resources of Midland Serbia will be particularized and described.

6.1 Natural Resources of Midland Serbia

The most of the natural tourist resources of Midland Serbia are located on municipality of Kraljevo, which is the biggest municipality of this tourist zone.

Significant natural resources for tourist offer of Midland Serbia are Mountains, Rivers, Lakes and Spas.

MOUNTAINS

Among big number of Mountains, the significant for tourism of Midland Serbia are: Kopaonik, Goč, Stolovi, Čemerno, Radočelo, Željin, Gledić and Golija.

Kopaonik is the most important Mountain for Serbian tourism. It is one of the five national parks of Serbia. Surface of National park territory is 118 km². The highest peak is Pančić peak with 2.016 m⁵ height. On this Mountain is possible to offer alpine skiing in winter and active stay in nature during whole year.

Natural monuments of Kopaonik:

Geomorphological monuments - stone granite figures: Lisica rock, Paja grawe, Suvi peak, Janko hill, Baba grawe, Karaman - Vučak;

⁵ <http://www.planinari.org.rs/PDFFormat/VrhoviSrbije.pdf>

Geomorphological monuments - Traces of Pleistocene glaciation: Circ Krčmar, Circ Široki do, Circ Velika Gobelja;

Geological monuments: Big rock, Big Šiljača, Jelica, Žljeb, Gvozdac and Oštri krš;

Hydrological monuments – wells and geysers: Well Duboko, Geyser Gvozdac, spring Marina voda, spring Krčmar, waterfall Barska reka - waterfall Jelovarnik, Lake Semeteško;

Hydrological monuments - protected watercourses: Samokovska River, Gobeljska River, Wading River, Brzeka River, Duboka River.

Goč is nearest Mountain to the Kraljevo. It can offer possibilities of alpine skiing during winter and active stay during whole year, like Kopaonik. The highest peak is 1.216 m⁶ high and its name is Ljukten. *Goč* has more than 250 springs of drinkable water. There is also one artificial Lake named Selište.

Stolovi is also very near to Kraljevo and it is perfect for active stay during whole year. *Stolovi* is well known because of the manifestation „Narcisu u pohode“ and there is unique drove of wild horses. The highest peak is 1.375 – Usovica⁷.

Čemerno like *Stolovi*, can offer active stay during whole year. The highest peak is Smrdljuč with height of 1.581 m⁸.

Radočelo divides Raška and Ivanjica. The highest peak is 1.643 m⁹ high and it is named Krivača. It can offer active stay during whole year.

Željin is located between Aleksandrovac and Ušće with highest peak of 1.784¹⁰ named Rogavska Čuka. It is famous among hikers because *Željin* can offer active stay during whole year.

Gledić Mountains are located in Central and Midland tourist zone of Serbia. The highest peak is Samar with height of 922 m¹¹. It is great for active stays during whole year.

Golija one of the most beautiful mountains in Serbia situated around 35 km from Ivanjica and it has wide specter of various leisure options for hiking and trekking. The highest point of *Golija* is Jankov Kamen, at 1.830 m¹².

The mountain of *Golija* is under protection of state as the Nature Park of *Golija*, which is placed in I category as a natural resource of exceptional importance. The committee of the UNESCO Man and the Biosphere Reserve Program set up the *Golija – Studenica* Biosphere Reserve within the *Golija* Nature Park.

⁶ <http://www.planinari.org.rs/PDFFormat/VrhoviSrbije.pdf>

⁷ <http://www.planinari.org.rs/PDFFormat/VrhoviSrbije.pdf>

⁸ <http://www.planinari.org.rs/PDFFormat/VrhoviSrbije.pdf>

⁹ <http://www.planinari.org.rs/PDFFormat/VrhoviSrbije.pdf>

¹⁰ <http://www.planinari.org.rs/PDFFormat/VrhoviSrbije.pdf>

¹¹ <http://www.planinari.org.rs/PDFFormat/VrhoviSrbije.pdf>

¹² <http://www.planinari.org.rs/PDFFormat/VrhoviSrbije.pdf>

Golija River Mountain lodge lies on around 1.400 m above sea and has a sport playgrounds.¹³

Beside previous particularized Mountains, also, important Mountains for tourism of Midland Serbia are: Rogozna, Jastrebac, Sokolovica, Vidojevica, Majdan and Radan.



Figure 1. Golija (Source: www.westserbia.org)

Rogozna is located 10 km southeast of Novi Pazar city and there is also administrative border between Serbia and Kosovo and Metohija. The highest peak is Crni Vrh with 1.479 m¹⁴ height. It got name from the medieval mine town Rogozno. This Mountain can offer active stay during whole year.

Jastrebac is located in triangle between Kruševac, Brus and Prokuplje. It is divided on Veliki Jastrebac and Mali Jastrebac. The highest peak is Velika Đulica with height of 1.491 m¹⁵. Jastrebac can offer active stay during whole year.

Sokolovica, Vidojevica, Majdan and Radan are located one by another in triangle between Prokuplje, Kuršumlja and Medveđa. They are perfect for active stay during whole year. In this area is located well known spa - Prolom.

Mountains of Midland Serbia are perfect for whole year tourism offer, because they are not so high and not steep. Hiking should be developed via creating marked hiking paths. Kopaonik is the most popular destination for winter tourism and it has developed skiing trails and good tourism infrastructure and suprastructure. Golija has also developed winter tourism, ski trails and hotels, but it is in process of stabile progress. Goč and Željin has good bases for development of winter tourism.

¹³ www.serbia.travel (November 2015.)

¹⁴ <http://www.planinari.org.rs/PDFFormat/VrhoviSrbije.pdf>

¹⁵ <http://www.planinari.org.rs/PDFFormat/VrhoviSrbije.pdf>

LAKES

There are two lakes, significant for tourist offer: Čelije and Semeteško. Beside these two, Golija Lakes are very important to fulfil the offer of Golija Mountain particular.

Čelije is located in municipality of Kruševac. It is artificial Lake and is 12 km long and 450 m wide. The surface of Lake is 598 km². It was formed in 1979, by damming of the River Rasina, right tributary of Zapadna Morava.

Semeteško Lake got name from the village Semeteš. The altitude is 900 m. Radius of the Lake is 60 m. Water supplies of the Lake are underwater springs. The main attraction of this Lake is to sail by moveable islands by paddle. Scientists still didn't determine the Lake depth and it originated.

Golija Lakes are located in Golija Nature Park. The Lakes are named: Tičar Lake, also known as Dajičko Lake, Košaninovo Lake and Okrugličko Lake, also known as The Tear of Heaven Lake. Tičar Lake is located 1.436 m above sea level, Košaninovo Lake at 900 m and Okrugličko Lake at 1.495 m.

Many scientists have studied the formation of Tičar Lake and have not come to a unique conclusion. Three theories have emerged from the research. The first is that the lake was formed under direct influence of tectonic movements; the second is that it is of glacial origin, and the third that the depression of the lake was formed by damming the underground stream in the initial part of the river Pakašnica. Due to its altitude, Dajičko Lake is favorable habitat for 117 types and varieties of 53 species of algae. At the proposal of the Institute for Nature Protection of Serbia, the location of Dajičko Lake – peat, was placed under state protection as a natural rarity and a geo-botanical asset. The site is under first-degree protection regime.

Košaninovo Lake was named after the famous Serbian botanist Nedeljko Košanin PhD who was born on Golija, in the village Čečina. Researcher Milovan Gajić PhD and his associates found that frogs lay their eggs only in the higher part of the lake, they come to the conclusion that the water in the lower part of Košaninovo Lake is – salty! The location of Košaninovo Lake, at the proposal of the institute for Nature Protection of Serbia, was placed under state protection. Today, the site is under first degree protection regime.

In the region of the Great Meadows, on Okruglica, one of Golija hills, in the spring area of the Jastrebačka River, the left tributary of the river Studenica, a lake was recently formed, and people called it the Tear of Heaven. It was formed after an earthquake in Romania in the 1970s. Another name for this lake is Okrugličko Lake.¹⁶

¹⁶ Milunović, A. (2013), Golija Lakes, Municipality of Ivanjica, Cicero, Belgrade

RIVERS AND SPAS

All rivers of Midland Serbia belong to the drainage basins of the Black Sea. Mountains, lakes and rivers must be unified through tourist offer, in order to create quality active stay in nature. There are a lot of rivers in this territory but the majority of river basin in Midland Serbia is consisted of: Ibar, Zapadna Morava, Rasina, Studenica, Raška, Ribnica and Toplica.

Ibar originates from the six springs on the 1.360 m high slopes of Hajla Mountain in Montenegro. The Ibar Valley was the main artery of the Serbia of the Nemanjić Dynasty. That is why it is called the Valley of History, the Valley of Kings and the Valley of Lilacs, after the lilacs which used to be planted by Uroš I Nemanjić. The area round the Ibar could also be called the Valley of Spas since Mataruška, Bogutovačka, Jošanička, and Novopazarska.¹⁷ Ibar flows into Zapadna Morava near city of Kraljevo. Numerous medieval cultural monuments are located the Ibar Valley, like: Monasteries Žiča, Studenica, Gradac, Stara Pavlica and old town Maglič.



Figure 2. The Valley of Ibar

Zapadna Morava originates from the Golijska Moravica and Đetinja headstreams in the field called Tašta. But, one kilometer before confluence, Đetinja receives from the left its main tributary, the Skrapež River. Because of this fact it can be said that those three rivers form *Zapadna Morava*. It flows through some landmarks of Midland Serbia: between the Gledić mountains and Goč; Vrnjci Spa; town of Trstenik and the Ljubostinja Monastery. *Zapadna Morava* creates with *Južna Morava* at the town of Stalać, the longest Serbian river – *Velika Morava*, which flows into Danube.



Figure 3. Place where Zapadna Morava meets Južna Morava and create Velika Morava

¹⁷ www.balkansgeotourism.travel (November 2015.)

Rasina springs at the mountain Goč. It flows around mountains Kopaonik and Goč, thorough town of Brus and city of Kruševac, where it flows into Zapadna Morava in the village Makrešane. At the village Ćelije, Rasina is dammed with artificial Lake Ćelije.

Studenica originates at the mountain of Golija from two rivers: Crna and Brusnička rivers. Crna River springs at altitude of 1.615 m. Studenica got name from the Serbian word Studena, which means – Very cold. It flows between Čemerno and Radočelo Mountains, next to monastery Studenica and then flows in Ibar in town Ušće.

Raška is formed out of well and few little stream, near monastery Sopoćani. Raška flows through the Raška area, where the first Serbian country was established, and it was called Raška like the river. There are significant medieval Serbian monuments in river Raška Valley, like: monasteries Sopoćani, Đurđevi Stupovi and Petrova Church. Raška flows into the Ibar River.

Ribnica is the longest river that passes through the territory of Kraljevo municipality throughout its whole watercourse. River Sokolja and Brezanska River creates River Ribnica, at the mountain of Goč. It flows between mountains of Goč and Stolovi until flows into Ibar River in the City of Kraljevo.

Toplica springs near the highest peak of mountain Kopaonik, Pančić peak. It flows through Kuršumlija and Prokuplje, until it flows into Južna Morava River at the town of Doljevac.

All of mentioned mountains, rivers and lakes are suitable for active stay in nature. Potential visitors can enjoy in fishing, hunting, trekking, and hiking or create daily trip to some destination.

Most important natural resources for territory of Midland Serbia are spas with springs of healthy water. Well known spas in this tourist zone are: Vrnjci Spa, Mataruška, Bogutovačka, Jošanička, Novopazarska, Lukovska, Prolom and Ribarska spa.

Vrnjci Spa has 7 known mineral springs and they are:

- Topla voda, the water from this spring belongs to the group of alkaline carbonic acid homoeothermic, the temperature is 36.5°C;
- Snežnik, this spring belongs to the group of earth alkaline carbon acid achrotopegae, the temperature is 17°C, located in the zone of the Vrnjačka River;
- Slatina, this spring belongs to the group of alkaline earth achrotopegae, its temperature was 14°C, located in the zone of the Lipovačka River;
- Jezero, this spring belongs to the group of alkaline earth carbon acid hypothermic, the temperature is 27°C, located in the Spa park, the place where the manifestation “Love Fest”;
- Beli Izvor, this spring is rich in sodium, calcium carbonate, little mineralized, slightly acidic, hypothermic, water temperature is 29.5°C, located near the confluence of the Lipovac Well into Lipovačka River;

- Borjak, this spring contains sodium and potassium hydrogen carbonate. It is low mineralized and low acidic, water temperature is 16.0°C. It is 700 m away from Snežnik;
- Vrnjačko Vrelo is located beside the National road Kraljevo - Kruševac.

Of mentioned springs, for spa therapies, four of them are being used: Topla Voda, Snežnik, Slatina and Jezero, while two are being bottled as mineral water ("Voda Vrnjci") from spring Topla Voda and "Vrnjačko Vrelo" from the same named spring).

Beside springs, Vrnjci Spa has more natural resources which are protected by National Government. Those are: Central Spa Park, Čajkino Hill, Avenues in Vrnjci Spa and Forrest Park.

Central Spa Park covers the area from the confluence of the Lipovačka River to the Vrnjačka River to the spring Snežnik, and the area around mineral springs Jezero and Slatina, a total area of 23.1 hectares at an average altitude of 230 meters. The part of the park is also Čajkino brdo with surface of 24.2 ha. In the park area, it is recorded 165 plant species: 38 species of conifer and 68 species of deciduous trees, 5 species of conifer, 9 of evergreen and 40 species of deciduous shrubs. Park is rich in rare and exotic species: Canadian spruce, willow, juniper, Japanese cherry, etc. The oldest trees are old 110 to 120 years. In addition to numerous trails equipped by sitting benches there are other contents: music pavilion, playground, lake, decorative candelabras, which resemble to those of the early 20th century, fountains and numerous sculptures of domestic and foreign sculptors.



Figure 4. Central Spa Park

Čajkino Hill is located in the center of the Vrnjci Spa and represents unique specific natural, cultural and historical entity. Forest on the Čajkino Hill abounds with exceptional examples of oaks (some of them are old more than a hundred years), there are also ash, maple and linden. At this hill, around 50 buildings are protected as cultural and historical properties, including Vrnjačka church, Parish house and a big number of the old Spa villas. However, Čajkino Hill is protected on the basis of two laws: Cultural Heritage Law and Law on Nature Protection. On the east side of the Hill, 1988 year open-type amphitheater was built, which is now being used for cultural manifestations.



Figure 5. Church at Čajkino Hill

Avenues in Vrnjci Spa represents unique tourist attraction, beside the Vrnjačka River, along the entire length. Avenues are long 1.5 km, from spring Snežnik to the confluence of Lipovačka River into Vrnjačka River. Exact number of trees is 902.

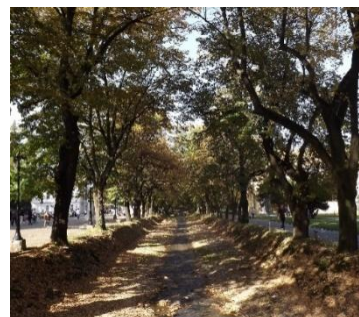


Figure 6. Avenues in Vrnjci Spa

Forrest Park is significant part of the complex of Spa greenery. It is the part of the mountain Goč forest. Function of this green areas is reflected in the climate, sanitary-hygienic and decorative aesthetic sense.

Mataruška spa is located 8 km from Kraljevo, on South, on the right side of the Ibar River. Altitude of this spa is 215 m. It is surrounded by mountains Stolovi and Troglav. Mataruška spa is specialized for treatment of inflammatory rheumatism, connective tissue diseases, degenerative diseases of the spinal pillar, damage of the central and peripheral nervous systems, also is specialized for treatment of primary and secondary sterility.



Figure 7. Bathroom in Mataruška spa

Bogutovačka spa has excellent transport links thanks to its ideal geographical location. It is located around 23 km from Kraljevo on South. It is on a halfway between Žiča and Studenica Monastery. It is specialized for treatment of neuropsychiatric disorders, functional disorders of the heart and blood vessels, certain rheumatic and digestive organs diseases. Mineral water belongs to the category of oligomineral sulphide hypothermic waters. The temperature ranges from 24-27°C.



Figure 8. Hotel „Mineral“ in Bogutovačka spa

Jošanička spa is located at the mountain of Kopaonik, near river Jošanica. It is situated at 550 m above sea level and it has very characteristic climate. It has 5 springs of water mineral rich. The temperature of the main spring is 77°C. Other springs varies from 36 to 75° Celsius. Springs water in Jošanička spa belongs to hyperthermic water types, it contains potassium, calcium, hydro carbonate, sulphate, fluoride and sodium. They are being used in medical treatments. Medical treatment is situated in the main medical station, which has spa bathroom with pool.¹⁸

Novopazarska spa is located on the northeast of Novi Pazar. It is surrounded by mountain slopes of Golija, Rogozna and Kopaonik. It lies on height of 500 m above sea level, and has a temperate climate. Helps in treating the following diseases: neuromuscular diseases, rheumatic diseases, sciatica, sports and other injuries, the situation after the stroke, skin and women's diseases. Novopazarska Spa is a rich source of mineral water whose temperature at the source is 52°C.¹⁹

Lukovska spa situated in the southern part of Midland Serbia, on the mountain of Kopaonik. It is the highest spa situated at 680 meters above sea. It has mild and calm climate. Lukovska Spa has a big number of mineral sources with production over 100 l/s.²⁰ The temperature of the spring varies from



Figure 9. Lukovska spa

56-69°C. The water of Lukovska spa is great for treatment of osteoporosis.

Prolom spa is situated in the southern part of Midland Serbia, on the mountain of Radan. Prolom spa is well known of its natural Prolom water, with a high balneological value. Prolom water can be used in the hotel rooms, the medical sections, pools, the wellness area and the restaurant.²¹



Figure 10. Big pool in Prolom spa

Because the moderate continental climate and dense vegetation have a positive effect on the human body, Prolom spa is considered a health resort not just for its waters but its climate too. Prolom spa has several thermal mineral water springs (ranging in temperature from 26 to 31.5°C), which are lightly mineralized and highly alkaline.

¹⁸ www.travel.rs (November 2015.)

¹⁹ www.turistickiklub.com (November 2015.)

²⁰ www.lukovskabanja.com (November 2015.)

²¹ www.prolombanja.com (November 2015.)

Ribarska spa situated at the northern part of Jastrebac, at 540 meters above sea level, near Ribarska spa flows the Ribarska river. This spa has 6 springs of sulphurous and mildly alkaline silicic water with the temperature from 38 to 42°C, and one cold water spring (16°C), and one spring of luke hot sulphurous water (28.1°C).²² The spa is good for treatment of orthopaedic, osteo-articular and degenerative diseases.



Figure 11. Ribarska spa

Beside these natural resources of Midland Serbia, which are very important for tourist offer of this tourist zone, there is one significant natural tourist resource which was in narrow circle with world natural resources when was voting for World Natural Wonders. This Serbian and World natural wonder is Devil's Town.

Devil's Town is located about 25 kilometers south-east from the town of Kuršumljija. It has two natural phenomena at the same location: 202 stone formations created by erosion, between two and 15 meters in height and the Midland diameter of under 1 m, topped by stone blocks weighing as much as 100 kg, appearing unreal and yet lasting for centuries, and two springs of extremely acid water (pH 1.5) with high mineral content (15 g/l; content of some elements even 1000 times as high as in ordinary drinking waters) make Đavolja Varoš a true wonder of nature. Đavolja Varoš has been put under protection of the state in 1959, while in 1995, by the Decision of the Serbian Government, it was declared the natural good of an outstanding importance, giving it the first-category level of protection – NATURAL MONUMENT. Thus, the whole 67 hectares of its territory are protected.²³



Figure 12. Devil's Town (Đavolja Varoš)

Water resources of Midland Serbia are the most attractive tourist resources and alongside cultural resources, tourism offer of Midland Serbia should be based on. Coastal of lakes and rivers is not satisfactory, it is overgrown in bushes and there is a lot of trash which is made by local citizens and people in transit. Rivers and lake Čelije in Midland Serbia are suitable for rafting, swimming and fishing. Event "Veseli spust" is rafting on Ibar from starting from Maglič to Kraljevo, this is traditional event but it needs more professional approach in organizing. Recommendation is to create and develop events which would attract big

²² www.ribarskabanja.org (November 2015.)

²³ www.djavoljavaros.com (November 2015.)

number of visitors and accumulate profit from those events and use it for cleaning and maintenance of rivers and lakes.

6.2 Cultural Heritage of Midland Serbia

Serbian country was found by Stefan Nemanja in Raška region, which is now territory from southern part of City of Kraljevo to the city of Novi Pazar. At the beginning, Stefan Nemanja ruled territories around Ibar, Toplica, Rasina and Raška River. In 1083 he has found country named Raška with the capital named Stari Ras, now Novi Pazar. When Stefan Nemanja left the throne, his son Stefan Nemanjić succeeded him and in 1217 Serbia was proclaimed as Kingdom, Stefan Nemanjić was the first Serbian king. Stefan Radoslav Nemanjić succeeded Stefan Nemanjić in 1228 until 1234. After Stefan Radoslav came on throne until 1243. Stefan Uroš I succeeded Stefan Radoslav in 1243 and he was king until 1276. Next Serbian king was Stefan Dragutin, who came on throne in 1276 until 1282. Stefan Uroš II Milutin came on throne in 1282 till 1321. His son Stefan Uroš III Dečanski came on throne in 1321 until 1331. After Stefan Uroš III Dečanski came the biggest Serbian emperor for good – Stefan Uroš IV Dušan. He was a king in period from 1331 until 1345. After that, Serbian kingdom was proclaimed as empire and he was Tsar in period from 1345 until 1355. His son Stefan Uroš V succeeded him in 1355 and he was Tsar until 1371 and this year is also the end of Serbian medieval empire.



Figure 13. Coat of Arms - Nemanjić Dynasty

In period of Nemanjić Dynasty were built a very big number of churches and monasteries in Raška building style, in Romanesque period. Monasteries are listed in biggest European Cultural Route – Transromanica.

Transromanica was officially recognized as a "Major European Cultural Route" by the Council of Europe in August 2007. The Cultural Routes program was launched by the Council of Europe in 1987. Its goal is to show in a visible way, by means of a trip through space and time, how the cultural resources of the different states and cultures of Europe represent a common cultural heritage.²⁴

Monasteries which are located in Midland Serbia and were built in Romanesque period are: Žiča, Studenica, Gradac, Sopoćani, Đurđevi Stupovi, Stara Pavlica and Petrova Church.

²⁴ www.transromanica.com (December 2015.)

Žiĉa Monastery which monastery complex is consisted of Church of the Savoir, it is situated in the midst of city of Kraljevo and Mataruška Spa, it was built by Stefan Nemanja's sons, Stefan Prvovenĉani and Rastko (Saint Sava). Monastery was built in 1.207. Žiĉa was the first Seat of the Serbian Archbishoprics in 1.219, when Rastko Nemanjiĉ (Saint Sava) became the first Serbian Archbishop and the Church obtained autocephaly. Rastko crowned Stefan Prvovenĉani in Žiĉa as the first King of medieval Serbia. Seven Serbian kings were crowned in this monastery. The monastery of Žiĉa was built in Raška style..²⁵

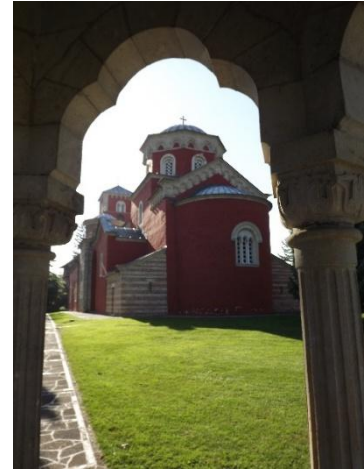


Figure 14. Monastery Žiĉa

Studenica is situated near the town of Ušĉe at the territory of Kraljevo. Inside monastery complex of the monastery of Studenica compound the most important church devoted to the Mother of God Evergetida, which is a crypt of Stefan Nemanja. It is assumed that it was constructed between 1.183-1.196/7. The exterior is in the Romanesque spirit, while its paintings bear the Byzantine characteristics. The Romanesque decor of St. Marry's church in Studenica represents one of the richest programmatic and stylistic creations in the Serbian Medieval art. UNESCO put the monastery of Studenica on the List of the World Cultural Heritage in 1.986.²⁶ King Milutin erects in Studenica church of Saint Joachim and Anna in 1.314 – also known as Kings church. It is small church but it has very important frescos. Those frescos belong to medieval Serbian art which at the time was nurtured. Art conception is very similar to fresco painting Graĉanica, Žiĉa and Bogorodica Ljeviška.



Figure 15. Studenica Monastery

Gradac is located in the Valley of Brvenica River on the mountain of Golija. It is assumed that Gradac was built between 1.277 and 1.282. It is the endowment of the Queen Helen d'Anjou, wife of King Uroš I, where she was buried in 1.314. Complex of monastery Gradac is consisted of Church of our Lady. Gradac monastery resembles to monastery of Studenica, and it was building role model. Mix of the Byzantine and Romanesque elements put the church amid the monasteries and churches belonging to the Raška style of building.²⁷



Figure 16. Gradac Monastery

²⁵ www.transromanica.com (December 2015.)

²⁶ www.transromanica.com (December 2015.)

²⁷ www.transromanica.com (December 2015.)

Sopoćani is located close to the spring of the Raška River, near fortress/town of Ras, once the Serbian Capital. The church inside monastery complex is devoted to Holy Trinity, it is the endowment of King Uroš I. There is no precise date construction but it is assumed that it was built in the 2nd half of 13th century. From outside the church looks like a three-nave basilica. Doors and all windows are Romanesque in shape. The Monastery compound of Sopoćani (together with the complex of the Ancient Ras) because of exceptional spiritual, cultural and artistic value was included by UNESCO, in 1979 in the List of the World Cultural Heritage.²⁸



Figure 17. *Sopoćani Monastery*

Đurđevi Stupovi is situated just a few kilometers far from the center of Novi Pazar. Precise date of construction is not known but it is assumed that the construction of Đurđevi Stupovi started in 1168, and that the works were completed in 1171. It is endowment of Stefan Nemanja. The church inside monastery complex is dedicated to Saint George, for having him out of dungeons-caves where his brothers shut him. In Serbian medieval architecture church of Saint George is the first building of Raška style of building. Originality of Raška School can be seen by fusing Byzantine concept of inner space with inner shapes of Romanic architecture, unique (elliptical dome). Church of Saint George was painted around 1175. It is certain that Stefan Nemanja hired Byzantine artists and especially those with stylistic properties emerge from school which have created great painting in Nerezi at Skopje 1164. UNESCO included the Đurđevi Stupovi in the World Art Heritage²⁹, along with Stari Ras, Sopoćani and Petrova Church.



Figure 18. *Đurđevi Stupovi Monastery*

²⁸ www.transromanica.com (December 2015.)

²⁹ www.transromanica.com (December 2015.)

Stara Pavlica is located in the village of Pavlica, 6 km from Raška. The monastery was first mentioned in the Muniment of Stefan Prvovenčani. The precise period of the monastery's origin is not known, also not when it was built, but it is assumed that it was built at the end of XI or the beginning of the XII century. The monastery complex is a church that is dedicated to the holy Apostles Peter and Paul.



Figure 19. Stara Pavlica Monastery

Petrova Church (Church of the Holy Apostles Peter and Paul) from the X or X century, near Novi Pazar is the oldest monument of church architecture in Serbia. The frescoes inside church originate from X, XII and XIII century. Before church in this place was Christian construction that was built in the seventh century whose remains were discovered in 1.957. The church was preserved in 1.960. Type of building is identical to the churches from Georgia and Armenia, which are dated from VII to IX century. The church is listed on UNESCO list of world cultural heritage. In the courtyard of the church is very old Orthodox cemetery. It is located 1.2 km from the center of Novi Pazar.



Figure 20. Petrova Church

These monuments are the most known cultural monuments of Midland Serbia but there are a very big number of other cultural resources which must be mentioned and described. In every part of Midland Serbia are located monuments which are attractive for domestic and foreign tourists.

Those resources will be particularized by type of immovable cultural property:

- Spatial cultural and historical complex;
- Cultural monument;
- Archaeological site;
- Memorable place.

City of Kraljevo, Novi Pazar, Kruševac and Aleksandrovac have the most famous spatial cultural and historical complexes. There are archaeological sites, but they are not fully explored and lack of information of their origins, so in this thesis could not be described those cultural resources. In Midland Serbia are located two very important memorable places in Kraljevo and Kruševac. Cultural monuments, in this case, could be divided on Monasteries, Churches and Medieval towns and it will be particularized and described in particular in this chapter.

Now will be listed all cultural monuments by type, in Midland Serbia:

- Monasteries and Churches: Nova Pavlica, Ljubostinja, Sveti Roman, Pridvorica, Saint Sava's anchoress, Lazarica, Sveti Nikola.
- Medieval Towns: Maglič, Koznik, Jeleč, St. Lazar's town, Hisar, Stari Ras.

Nova Pavlica is located only 300 m away from Stara Pavlica, in village Pavlica near Raška. It was built at the end of XIV century by Musić brothers, Lazar and Stefan, in Morava building style. In 1392 body of Lazar Hrebeljanović overnighted here on the way to Ravanica monastery.

Figure 21. Nova Pavlica monastery



Ljubostinja is located near Trstenik. It was built between 1338 and 1405 year in Morava type of building. In this monastery is buried Lazar Hrebeljanović's wife, princess Milica. This monastery was robbed and burned by Ottomans, and in that occasion, they took the crown of Prince Lazar and took it Istanbul.

Figure 22. Ljubostinja monastery

Sveti Roman (Saint Roman) is located 20 km from Kruševac. It was first mentioned in XI century. Nearby monastery are located two springs with healing water. What's so important for this monastery is that here is buried the heart of Russian colonel Rajevski, who was the role model for Vronski in the Tolstoy's novel *Anna Karenina*. Big advantage is that this novel is the second most translated piece after the Bible. People want to see where the real Vronski died, and what did he fight for. He died defending Serbia against Ottomans in Serbian-Turkish wars in XIX century.



Figure 23. Sveti Roman monastery



Pridvorica was built in XII century in Raška building type. It is located by the river Studenica, 28 km south-western of Ivanjica.

Figure 24. Pridvorica monastery

Saint Sava's anchoress (Upper) is located 10 km far from monastery Studenica, on the slopes of mountain Radočelo by the river Studenica. Saint Sava built it in XIII century after his return from monastery Hilandar. To Upper Sava anchoress can be reached by a forest path that in the first part passes through lush woods and passing by the Lower Sava's anchoress, it arrows to a path not wider than one meter, which is located between the cliffs and deep ravines. After passing through the wooden gate, the anchoress is reached.



Figure 25. Saint Sava's anchoress

Lazarica is located in the center of the city of Kruševac and it is part of the complex where the medieval town of Prince Lazar is located. It was built by Prince Lazar in XIV century in Morava type of building.

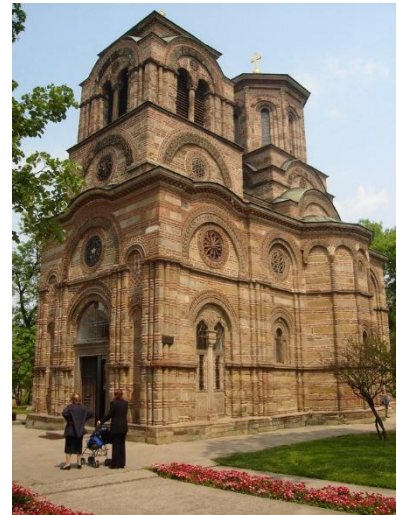


Figure 26. *Lazarica*



Sveti Nikola (Saint Nicholas) is monastery located in the 1 km from the center of Kuršumlija. It is one of the oldest cultural monuments which was built by Nemanjić dynasty, exactly Stefan Nemanja. This monastery was built in Raška type of building between 1.152 and 1.168.

Figure 27. *Sveti Nikola monastery*

Maglič is situated about 30 km southwest from Kraljevo in central part of Midland Serbia. It is well preserved fortress but access to the town is challenging. *Maglič*'s origin hasn't been explained. It is assumed that *Maglič* was built after Mongolian invasion around 1.250. The first written document about *Maglič* came from 1.337, from the archbishop Danilo Second, who has built palaces and cells at *Maglič*.³⁰

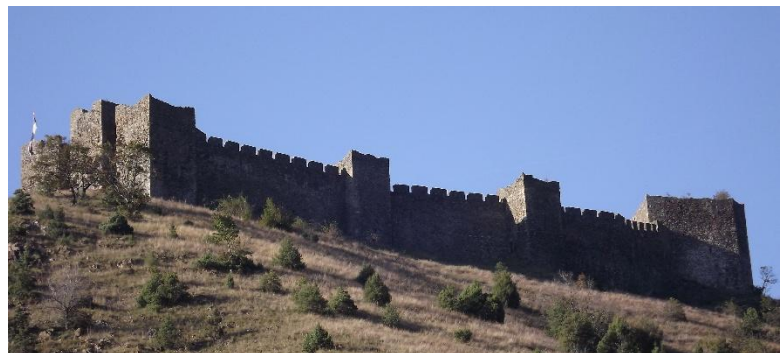


Figure 28. *Maglič fortress*

³⁰ www.jutok.org.rs (December 2015)



Koznik is with Maglič one of the most preserved fortresses in Serbia. It is assumed that it was built in of Celts and Romans but remains of the city origins from XIV century. It is located 8 km from Aleksandrovac and 10 km from Brus on the slopes of Kopaonik on altitude of 922 m.

Figure 29. Koznik fortress

Jeleč is medieval town located 12 km southern of Novi Pazar on the slopes of the mountain Rogozna. It was built in XII century on at the altitude of 1.262 m. According to Archbishop Danilo, when king Dragutin rode with his nobility under the city Jeleč, he fell from a horse and broke his leg. After that he abdicated and his brother Milutin succeeded him.



Figure 30. Jeleč

Saint Lazar's town is located in the center of Kruševac. The medieval town was a big complex which covered church Lazarica, but now there is only remains of the town. The



most preserved part of the city is Donjon tower. It was built by Prince Lazar Hrebeljanović in 1.381. After the Battle for Kosovo, Ottomans briefly took control of the town, but it was quickly returned to the Serbia. Lazar's son and heir Stefan managed Despot from Kruševac until 1.405, when the capital moved to Belgrade. But Stefan started from 1.403 to renew the town in Kruševac.

Figure 31. Lazar's town

Hisar is located on hill with the same name, surrounded by river Toplica. It was built between 1.371 and 1.389 for defense against Ottomans. As the most preserved part of the Hisar is Jug Bogdan tower, which controlled the crossing over the Toplica River.



Figure 32. Hisar

Stari Ras is situated around 10 kilometers southwest of the city of Novi Pazar located on a hill known as Gradina. There are three archaeological sites within the old Ras complex: the fortress on Gradina, the cave together with the monastery of the Archangel Michael and the settlement of Pazarište. The Ras fortress is preserved in a ruined state as the oldest example of military architecture from mediaeval Raška, and as the seat of the Serbian rulers this fortress is of inestimable value in studying the earliest history of the Serbian

state. Ras and a group of mediaeval monasteries and churches like Sopoćani, Peter's church, Đurđevi Stupovi are listed, in 1979, into the UNESCO World Heritage List under the common name of Stari Ras and Sopoćani.³¹



Figure 33. Stari Ras

³¹ www.serbia.travel (December 2015)

Above mentioned, two memorable places of Midland Serbia are: Memorial park “14. Oktobar” and memorial park “Slobodište”.

“14. Oktobar” is located in the center of the city of Kraljevo. It is dedicated to executed citizens of Kraljevo in World War II by Germans in 1.941. The surface of park is 12 ha. At the mass graves, the monumental complex was built in the form of several columns of stone sculptures, which are made to resemble the harvested trees. This is a symbol of sudden interruption of lives of Kraljevo citizens. There is amphitheater, intended for appropriate events.



Figure 34. “14. Oktobar”



“Slobodište” is memorial park located in Kruševac where executed 1.650 people in World War II was. The basic elements of the monument are: mounds, "Gate of Death", "valley mail" with 12 stone birds and "Valley of the living", an amphitheater with a stage and auditorium.

Figure 35. “Slobodište”

Before mentioned in thesis, spatial cultural and historical complexes are:

- Kraljevo – Čaršija sa trgom (Old town around square);
- Novi Pazar – Novopazarska tvrđava sa starom čaršijom i kompleksom oko Altun-alem džamije (Novi Pazar’s fortress with old town and complex around Altun-alem mosque);
- Kruševac – Grčki šor;
- Aleksandrovac – Poljana Lukarevina (Meadow Lukarevina).

Čaršija sa trgom (Old town around square) has very famous monument to Fallen warriors in wars between 1912 – 1918. The idea of building the monument, dates back to 1913, immediately after the Second Balkan War. Since the outbreak of the First World War, the idea was not realized, and when the war was ended, the idea has been revived. The monument is made to resemble figure of Serbian soldier.

Figure 36. Monument to Fallen warriors 1912 – 1918



Novopazarska tvrđava sa starom čaršijom i kompleksom oko Altun-alem džamije (Novi Pazar's fortress with old town and complex around Altin-alem mosque) the old temple, located in Jeleč-mahala at the Constantinople road. Jeleč-mahala at Constantinople road is



Figure 37. Novi Pazar fortress

named after Jeleč medieval town, on the road towards Rogozna, today in the Midland part of Prvomajska Street in Novi Pazar, was an "old temple." The church in the XVI century converted into a mosque. Today, it is the most famous mosque in the city. During the conservation work in 1.961, in its ground were found parts of the original church. Name Jeleč-mahala was used for this part of Novi Pazar during the XVII century.³² Novi Pazar fortress is a medieval Ottoman fortress built by one of the most popular Ottoman military leader Isa-Beg-Isahović in the XV century in Novi Pazar, at the crossroads of caravan routes which connected Bosnia, Dubrovnik and southern Adriatic with Constantinople and Thessaloniki. Today the fortress is partially preserved. It is located in the city center, on the right bank of the river Raška in the city park.

³² Kalić J. (2013), Episkopski gradovi Srbije u srednjem veku, Proceedings of the Byzantine Institute, Serbian Academy of Sciences and Arts, Belgrade

Grčki šor is also known as Vuka Karadžića Street in the city of Kruševac. It is a group of residential family houses which represent type of Serbian folk building in the second half of the XIX century. By the regulation of Miloš Obrenović, old center of Kruševac was transferred to the southern part of the town, and Karadžića Street in this new urban concept, after that connected old with the new part of town. It was named after the founders, Cincars, the people from northern parts of Greece.



Figure 38. One of the houses in *Grčki šor*



Figure 39. Meadow Lukarevina

Poljana Lukarevina (Meadow Lukarevina) is located 4 km from Aleksandrovac, at the slopes of the mountains of Kopaonik and Željin, in area named Aleksandrovačka Župa with wavy terrain and sunny hills, wine was cultivated for centuries. It contains twenty-seven wine cellars built from the XIX to XX century. Buildings are made of stone and wood. It resembles to Rajac wine cellars near Negotin.

Cultural resources of Midland Serbia are old and well-known because monasteries and churches were built already in XII century. Generally, cultural resources are well preserved and have decent infrastructure. Monastery Žiča is example how area around monastery should look like. Monastery Žiča have parking for cars and buses, little park, souvenir shops, restaurants and toilets. Monastery Đurđevi Stupovi is not still returned to its original state, reconstruction is still in progress. Road to monastery Sopoćani is ruined with damaged asphalt. Fortresses in Midland Serbia are not well preserved, do not have marked paths and additional content which would create interesting content for visitors. Maglič fortress is most preserved comparing to Koznik, Lazar's town, Jeleč and Hisar, it is not damaged as those fortresses. Recommendation is to create tourism products based on cultural resources, where stay of tourists would be longer by creating additional content with natural resources.

7. DESTINATION MANAGEMENT ORGANIZATION AS TOOL OF TOURISM DEVELOPMENT IN MIDLAND SERBIA

Destination management organization is the most effective way to integrate public and private sector to improve and create competitive tourism offer. In order to manage, develop and promote tourism in Midland Serbia, all stakeholders must be united with common goal as improving quality of tourist products and resources.

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Figure 40. DMO stakeholders

Figure 1. shows types of companies and organizations who have interest for mutual networking in order to create better tourism offer and gain more profit from domestic and foreign visitors. Incoming travel agents transport visitors from homeland to destination and create attractive stay by cooperating with attraction managers and accommodation providers. Restaurants and retail outlets are located in destination in order to full fill visitor stay and make it more comfortable. The role of DMO is to coordinate all these subjects which goal is to make profit from visitor stay.

7.1. The concept of destination management organization

For success in the operation of destination management organizations is necessary to ensure certain conditions of which are particularly noteworthy:

The existence of efficient models and structures:

- Require more flexible management structure: the most successful models include joint participation of the private and public sectors combined with significant influence of local authorities and the local tourism industry
- Powerful leadership and efficient partnership
- Common commitment to achieving results

Vision and Leadership:

- Vision is the overall of desired future of destination and an essential component of tourism policy which should include all the elements necessary for reaching the competitive advantage of destination
- Vision gives the course of development
- On the way of achieving the vision, participants who often have different views and possibilities of influence should formulate a common attitude (a clear sense of purpose, common ambitions)

DMO may have following functions:

- Initiator of economic development (the creation of new income, employment, tax revenues, the contribution to the diversification of the local economy);
- "Marketer of destination" (shows the most appropriate Figure to the chosen target market segment of the destination, attractions, facilities);
- Coordinator of the tourism industry (correctly directs and reduces the division in order to ensure participation in the benefits of tourism development);
- Quasi-public representative (give legitimacy to the tourism industry and the protector of the individual and group visitors);
- Pride destination builder (increases the quality of life in the area and represents the organization on which can rely equally by both tourists and citizens of destination).

Overall activity of DMO can be particularized into two main groups: internal development of the destination (IDD) and external destination marketing (EDM). IDD refers to several elements within the same destination (participants/stakeholders, local community, etc.) While the EDM refers to the promotion, visitor management and information and research. Selection of specific activities within the IDD and EDM depends on their importance for

achieving the goals of DMO, the resources available as well as a comprehensive analysis of the environment.³⁴

Key areas of DMO activities are:

- To act as strategic leaders in the marketing and development of tourism destinations - the capacity for leadership and expertise
- To facilitate partnerships with and within the economy and the public sector to cooperate to achieve a shared vision of destination

According to Law on Tourism in Serbia, 2016 year, Destination management organization (DMO) is a company or other legal entity established to manage the tourist destination (planning, organization, control and management of marketing), whose founders may be from the public, private and civil sectors.

7.2. Organizational structure of DMO of Midland Serbia

Every organization must have good business systematization, in order to be more effective and efficient. Destination management organization is mediator between public and private sector, however, organizational structure have to be planned and conducted to create good foundation for DMO business.

Recommended organizational structure of DMO of Midland Serbia will be presented descriptive way and be more explained in text.

DMO of Midland Serbia should have Board of Directors, Executive Board, DMO Director, sector for destination marketing, sector for strategic development and investments, sector for development of tourism products and destination competitiveness, sector for legal business, finances and human resources.

Board of Directors is consisted of representatives of cities and municipalities, representatives from private sector (hotels, motels, restaurants, travel agencies etc.) and representatives from public enterprises. The mission and the task of the Board is that based on the proposal of the Executive Board makes key strategic decisions regarding development and management of destination.

Executive Board is consisted of representatives from public and private sector. Five members of the Executive Board are elected by Board of Directors and they are in charge for four years. The other five members are composed of representatives from public and private sector. The Executive Board, in cooperation with the Director of DMO and Board of Directors bring key decisions on the management of tourism in Midland Serbia.

Director of DMO is elected by Board of Directors. His responsibilities are the management of operational activities DMO in cooperation with the Executive and Board of Directors.

³⁴ Popesku J. (2011.), Menadžment turističke destinacije, University Singidunum, Belgrade

Responsibilities of Director therefore include the strategic orientation and coordination of all departments.

Duties of Sector for destination marketing:

- Continuous market research
- Identification and targeting adequate markets
- Raising awareness and explaining the benefits of the target markets and market segments
- Establishing cooperation and harmonization of development and marketing activities with key interest entities
- Development of marketing strategy
- Building and managing brand / identity destinations
- Corporate design and identity
- The image of marketing campaigns
- Tourism products campaigns
- Making an annual plan performance at tourist fairs
- Doing public relations according to the instructions of the Director of DMO and preparation press releases
- Development of promotion programs
- Development of media plans
- Conducting general and TV advertising, from the procurement process through contracting to realization
- Cooperation with tour operators and travel agencies
- Organizing study trips for journalists and travel agents
- Communication and arranging cooperation with new business partners
- Making the monthly newsletter
- Printed materials
- Bank of photos
- Bank of videos
- Products for sale (merchandising)
- E marketing
- Editing, structuring, design and construction of web site of DMO of Midland Serbia
- Update information on web site of DMO of Midland Serbia
- The use of new technologies and training other employees about them
- Creating profiles of DMO of Midland Serbia on competitive social networks
- Advertising on the Internet and monitoring the effectiveness of such advertising
- Tracking trends in e-marketing
- Monitoring visits on DMO web site

Duties of Sector for strategic development and investments:

- Evaluation of tourism destination potential
- Creating model of cooperation and consultation with all stakeholders in the area
- The focus on the identification and promotion of investment and infrastructure projects
- Long-term tourism strategies to secure the achievement of sustainable growth
- Definition of investment projects and their feasibility
- Monitoring of legislation and regulations related to the planning and development of tourism projects
- Coordination and harmonization of spatial planning documents with strategic plans
- Monitoring of all potential funding
- Strengthening partnerships with neighboring areas
- Strengthening the capacities for entrepreneurship

Duties of Sector for development of tourism products and destination competitiveness:

- Protection and valorization of unique resource destinations
- Construction of the existing structure of tourism products
- Designing programs to improve the quality of existing tourism products
- The creation of new tourist products
- Communications with the Sector of Marketing in connection with creating promotions of existing and new tourism products
- Cooperation with subjects of the public sector in relation to improve the current quality of destination tourism products
- Cooperation with local tourist organizations of the region
- Monitoring trends in tourism destination with a similar tourist offer in order to develop new and innovative tourism products
- Tracks all potential projects and tenders in the regional, national and European level for funding for projects to raise competitiveness and other projects related to the development of tourism
- Design and realization of projects for the construction of the overall competitiveness of destinations

Duties of Sector for legal business, finances and human resources:

- Monitoring legislation
- Administrative and legal affairs
- Legal issues related to the operation of DMO
- Participation in the process of hiring new employees at DMO
- Monitoring of labor law and the application of other relevant laws and regulations in connection with the DMO activities

- Monitoring regulations and business practices in the area of employment, social insurance, adult education, employment, social protection
- Preparation of the annual budget of work force
- Responsibility for financial policy
- Making financial plans
- Preparation of financial statements, periodic calculation and final accounts
- Evaluation of the economic feasibility of investment and production of financing plans
- Strengthening human resources and "know - how"
- Proposal for a plan of education and training for employees of DMO
- The implementation of education and training programs for employees of DMO³⁵

All four sectors have to work together and be synchronized in order to create competitive and quality tourism destination which should attract big number of domestic and foreign visitors. Beside, local citizens should feel economic and social prosperity.

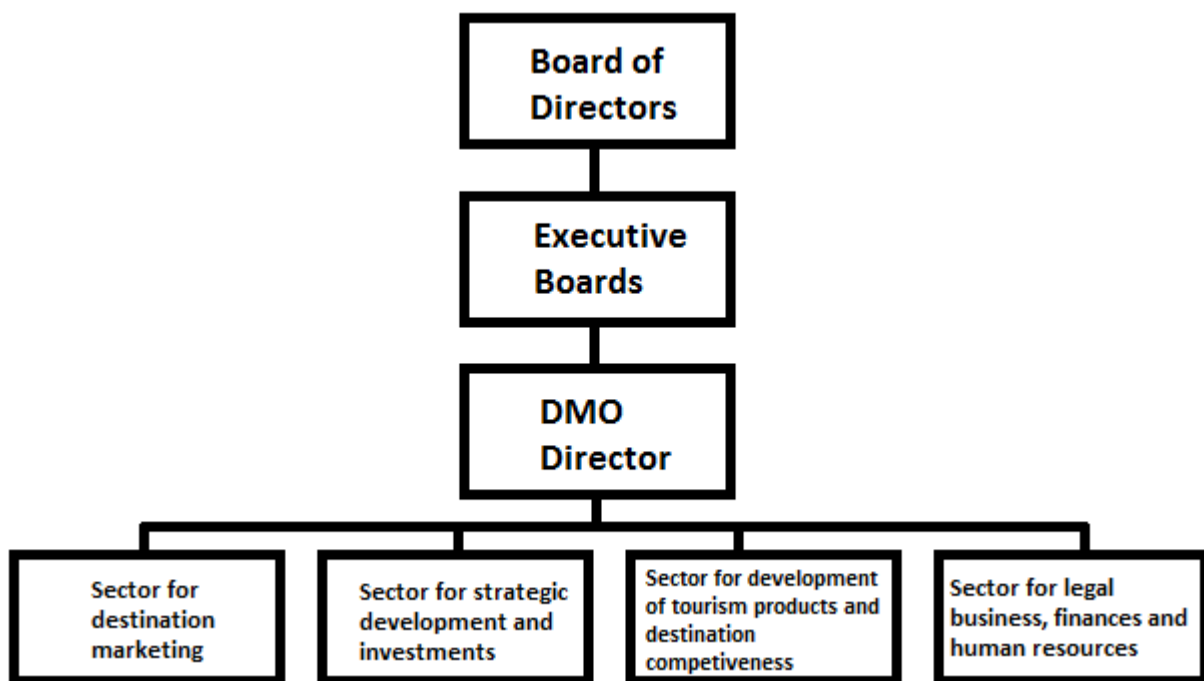


Figure 41. DMO Organizational Structure

³⁵Adapted to: Proposed model of optimal tourism management with organizational structure tourist region of West Serbia, Final report (2012.), Horwath HTL, Zagreb

8. PROMOTION AS MARKETING TOOL FOR TOURISM DEVELOPMENT IN MIDLAND SERBIA

Promotion presents all activities that aim to facilitate and accelerate the acceptance of products or services by customers and consumers on the basis of creating a positive attitude about the product, and is one of the essential preconditions of exchange process or the sales process.

The basic premise of promotion as a marketing tool in tourism, is manifested in providing the appropriate level of demand on the basis of creating a positive attitude towards products and services. In essence, it is a process of mass communication between producers and consumers, with the object of communication exchange of information that can stimulate the sale of tourism products and services.³⁶

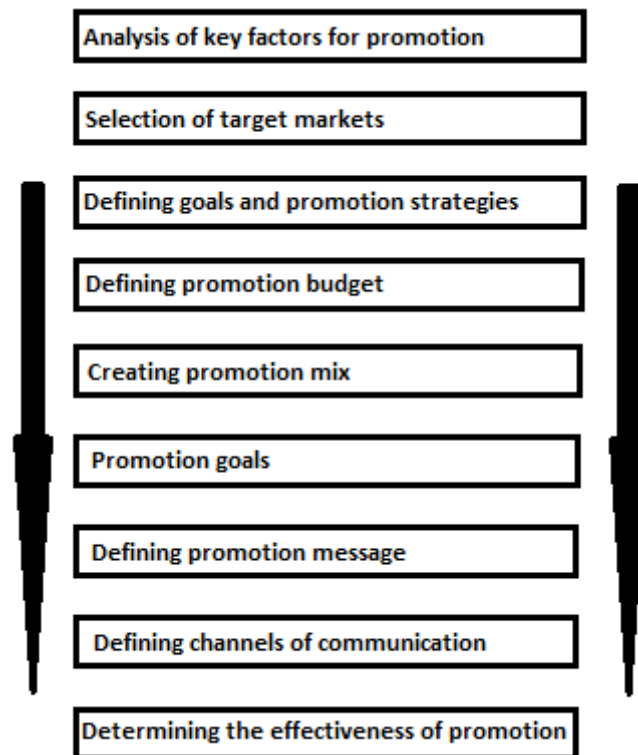


Figure 42. Phases of promotion activities

³⁶ Popesku J. (2013), Marketing u turizmu i hotelijerstvu, University Singidunum, Belgrade

First phase, analysis of key factors for promotion implies that research of key market segments and goals must be done, in order to create good foundation for next promotion phases. This phase is very important, because in this step subjects who create promotion find the key consumer segments in accordance with tourism offer and target them in further activities.

Selection of target markets has a special significance in the planning and programming of promotional activities in order to influence the manner and style of promotion, media selection and positioning of the tourism product.

Defining goals and promotion strategies is third phase which makes foundation for other activities, because this is framework for defining goals, promotion mix and communication channels. When goals and strategy is defined, promotion influence on consumer in three ways: Reaching consumer awareness; Changing consumer attitudes; Taking action.

Defining promotion budget determines the strength of promotion. With more funds, more tools from promotion mix could be used for whole promotion. Most popular methods for defining promotion budget are: Methods of parrying onto competition; Method percent of sale; Method goal and assignment; Method of maximum available funds.

Next phase, Creating promotion mix is how to reach potential consumers in the best way, combined with all tools of promotion mix. Promotion mix is consisted of advertising, personal selling, sales promotion, publicity and direct marketing.

Promotion goals must be determined in order to create optimal marketing mix in accordance with previous determined promotion budget.

Defining promotion message has two phases: creating content of messages and formatting messages. Creating content of messages includes choice and defining type of influence on potential visitors. It could be rational, emotional and moral. Formatting messages refers to way of expression of what have been defined by creating content of messages.

Channels of communication can be personal and impersonal. Personal includes few number of people who discuss about some subject, as chat or via telephone. Impersonal do not include personal contact between source of information and receiver. It is consisted of media, atmosphere and events. Media can be printed, radio, television, signs, posters, leaflets etc. Atmosphere means to create environment which encourages shopping. Events are created in some intervals and their purpose is to transfer some message from source to receiver of information, as conferences, fairs etc.

Determining the effectiveness of promotion gives feedback what was good and what was poor about promotion. So, it gives crucial information for next promotion strategies, in order to improve the effectiveness of next planned promotions.

8.1. Types of promotions and promotion activities in Midland Serbia

There are three different types of promotions: ATL, BTL and TTL. ATL is promotion via mass media and it is very good for developing brand awareness at potential consumers. It has broad mostly untargeted reach. Examples for ATL promotions are TV, radio, internet etc. BTL, unlike ATL, targets specific segments of potential consumers, as leaflets, Google AdWords and Facebook Advertising. TTL is mix of ATL and BTL, which means that promotion is uses ATL and BTL tools of promotion.

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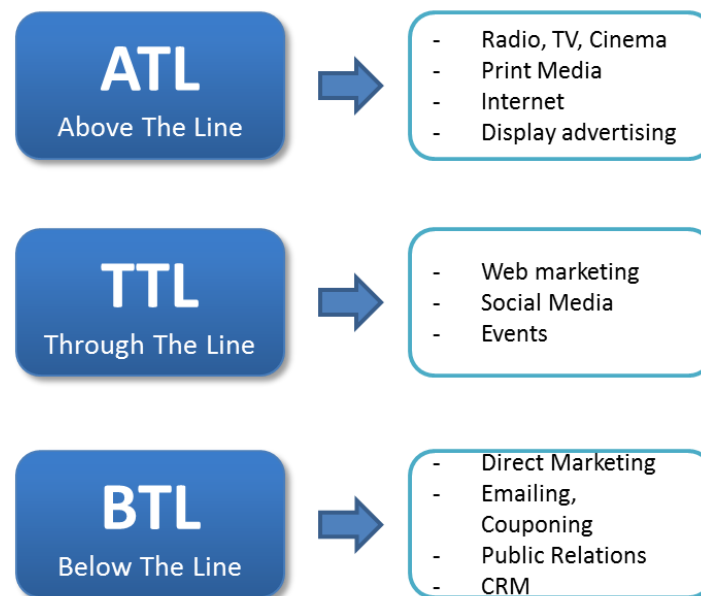


Figure 43. ATL, TTL, BTL promotion description

Further in text will be given examples for every type of promotion:

- ATL – TV commercial, Radio commercial
- BTL – Leaflets, Mini promotions with info-desk
- TTL – Fair, Social Media, E-mail marketing

DMO of Midland Serbia must use every type of promotion, because promotion will only build awareness of tourist potentials which are now very poor valorized and familiar to visitors. Recommendation for ATL activity is to create promo films which would be pushed into local and national TV stations. BTL and TTL are very important, because every tourist and potential tourist must have good treatment in order to create powerful connection

³⁷ <https://www.linkedin.com/pulse/how-stay-popular-marketing-secrets-your-small-business-hiren-bhatt>

with them, after that, they are the most powerful and cheapest promotion – Word of mouth. This type of promotion could become viral and make a really big buzz which could initiate tourist traffic, but Midland Serbia is not familiar to potential visitors and those three types of promotions must be really good planned and used. This is practice with developed tourist destinations as Firenze, Paris, New York – big number of potential tourists decide to visit those places because big number of world citizens know about those destinations.

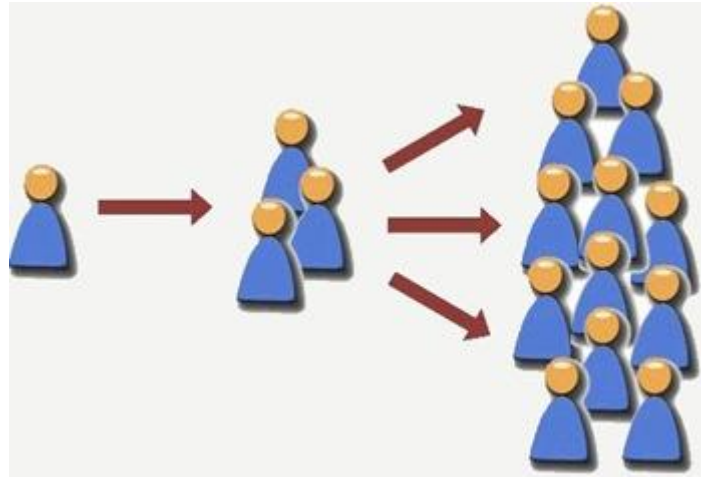
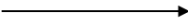


Figure 44. Power of Word of Mouth

9. SALES CHANNELS OF TOURIST PRODUCTS OF MIDLAND SERBIA

Selling is one of the most sensitive stage in the business of tourism market. Its importance was highlighted by characteristics of the tourism market as the service market. From these characteristics should single out the separation process of creation, production and tourism services, and processes of their purchase, and the high risk that is always present in jobs in the tourism market. Nonoccurrence of the production process and purchase process to purchase tourism product well before its use. It is so-called ex ante sales (sales before tourist trips) and ex post (subsequent) delivery of products that for spatial separation offer and demand can be known to potential consumer promotion.

Tourism product should integrate cultural, natural and created attractions, hotels, restaurants, museums and infrastructure. This can be called integrated tourism product.

The components of a tourism product		
Physical (tangible) goods...	plus human resources	...create activities or services (experiences)
Attractions • Natural attractions: e.g. a lake • Cultural attractions: e.g. local architecture • Tourism attractions: e.g. Disneyland		Activities • Swimming, kayaking, fishing • Sightseeing, visiting a museum • Riding a rollercoaster
Facilities and equipment • A restaurant • A hotel • A bus		Services • Drinking and eating • Lodging • Traveling
Infrastructure (e.g. communications, roads, electricity, drinking water, etc.) help to facilitate the development of any tourism business		

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³⁸ <http://www.freenomads.com/blog/?p=1012#sthash.FNaDILkd.dpbs>

After creating competitive tourism product, good selling strategy should be created. In initiative stage of development of Midland Serbia, tourism products should be sold via receptive travel agencies, hotels located at destination and via DMO web site. This should make more profit for local economy and make social prosperity.

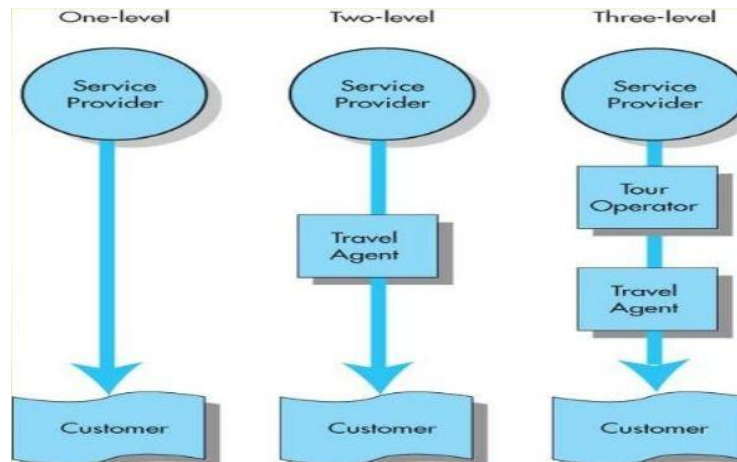


Figure 45. Sales channels of tourism products

In those channels, two more should be added. First – Visitor could reserve and buy tour from service provider in hotel at destination. Second – Visitor could reserve and buy tour from service provider via web site of DMO of Midland Serbia.

Commission is variable which has impact on final price of tourism product. With more channels in sales, product will be more expensive. Direct sales to customer provide the cheapest product, but the profit for other channels is lost. So, in order to create profits for all channels in sale, good selling strategy must be created.

10. DEVELOPING MIDLAND SERBIA PROMOTION WITH INTERNET MARKETING

Since the introduction of the Internet in mid-last decade of the 20th century, there are tendencies of its rapid expansion in the tourism market. Data at the end of 2010 indicate that in this network system around the world were included nearly 2 billion users representing 24% of world population. Leading position in the number of users are USA, if we consider the relative number of users in relation to the population - 240 million or more than 12% of the total number in the world. In absolute figures, the Figure is different - in the first place is China with 420 million users and with a share of 21.4% in the total number of users in the world. In second place is the USA with 240 million users, followed by Japan (100 million), India (81 million), Brazil (76), Germany (65) Russia (60) and Great Britain (51.5).

Tourists at the most developed outbound tourist markets are frequent travelers, with a previous experience, which makes the organization of individual trips easier, but, also modern information and communication technology offered efficient instruments for the creation of such travels. Using the Internet and other electronic media provided to tourists the opportunity to obtain the necessary information and reserve the necessary tourist services with savings in time compared to conventional methods of shopping in the tourist market. The main advantage is based on the continuous available sources information (24 hours a day/365 days a year) and from their own apartment or from work. Business travelers increasingly use the Internet for organizing the trips, also the segment of tourists who travel for leisure and recreation, their use of the internet in the organization of tourist trips is also in expansion. Tourists use the Internet to gather information, travel planning, booking and paying for individual tourism services (transport, mainly aircraft, accommodation, rent-a-car, tickets for museums, theaters, amusement parks and other services).³⁹

10.1. Web site as tool of Internet Marketing of Midland Serbia

Website is a place on the Internet. This is a collection of web pages that may contain text, Figures, video clips and other multimedia content assembled in one unit. The site can be located on the local computer or on the internet or web server. Some sites are available to all users, and some have restrictions regarding access. The site may have its own internet domain (address) or subdomains. There are two types of web sites: dynamic and static. Dynamic is web site whose content is being changed in some intervals (daily, weekly, monthly). On static web site, content is not being changed, maybe not ever. This is the best

³⁹ Spasić V. (2013.), Poslovanje turističkih agencija i organizatora putovanja, University Singidunum, Belgrade

way to represent tourism potentials, resources and products to domestic and foreign potential visitors.

In Midland Serbia, Local tourist organizations, cities and municipalities (jutok.org.rs, kraljevo.org, raska.gov.rs) have web sites and they represent tourism only on their territory. Web site of Midland Serbia should represent cultural and natural resources, attractions and other tourist resources of whole territory of Midland Serbia in order to make internet research of tourist potential easier.

In web site, DMO of Midland Serbia must contain GIS, Figures, reservation system of local accommodation providers, list of restaurants and receptive travel agencies, list of cultural and natural resources. Whole destination of Midland Serbia must be represented in this web site, in order to make tourism of Midland Serbia more reachable and understandable.

Steps of creating web site will be particularized now:

- 1) Buying name of web domain. Recommended is – midlandserbia.com
- 2) Designing web site via WordPress. This is the easiest program for web developing, it is not so hard for administration of web site and it is very secure
- 3) Recommended web pages at web site: Home, Interactive map, Resources, Reservation system, Sights to see, Day trips, Travel forum.

After creating web site, content of web site is very important, in order to be more visible at web browsers as Google, Bing, Yandex etc. Search Engine Optimization (SEO) helps improving position of web site at web browser pages. Good position is when web site is located in some of the first three pages (Figure 46.).



Figure 46. SEO process

First step in SEO for Google is to create Gmail account in order to have access to Google Analytics and Search Console. In Google Analytics keywords can be researched and planned, after that Copywriter should create texts with those keywords. Also, very important strategy is Link building, where web site of Midland Serbia should be linked at some competitive and visited web site with the same theme or at some popular news and travel portal (BBC, Trip Advisor).

10.2. Social Networks as tool of Internet Marketing of Midland Serbia

Social networks, virtual communities or online communities are groups of people communicating in different ways, using blogs, comments, phone, email, and they share their impressions each as text, audio and video clips, Figures. Nowadays everything takes place on social networks and therefore it is necessary that every business has a social network profile. Facebook was founded with the desire to give people the strength to make the world more open and more connected. Twitter is a social network, founded in San Francisco in 2006 and represents a micro blog tool that allows users to monitor the latest information related to their interests.⁴⁰

Beside Facebook and Twitter, important social networks for companies in tourism are Instagram and YouTube.

Instagram was founded in 2010, at this social network user can process and publish photos and videos. In 2012 year Facebook bought Instagram, because of it Facebook Ads are connected with Instagram Ads.

YouTube is a popular Internet service for sharing video content where users can upload, view and review the video clips. To set content requires registration, while the browsing does not.

Parameters for content ratings are:

- Facebook – Like, Comment and Share;
- Twitter – Tweet, Retweet and Like;
- Instagram – Like, Comment and Share;
- YouTube – Like, Dislike, Comment and Share.

Some of cultural and natural resources of Midland Serbia have social networks profiles, such as Monasteries Žiža and Studenica on Facebook and mountain Kopaonik on Facebook. In order to improve tourist resources research of potential visitors via social networks, Midland Serbia as DMO should have profiles on Facebook, Instagram, Twitter and YouTube.

⁴⁰ Gajić J., Golijanin D. (2016.), Advertajzing, University Singidunum, Belgrade

Good promotion strategy of resources should be made in order to promote every cultural and natural resource.

10.3. Social Networks advertising as tool of Internet Marketing of Midland Serbia

Most powerful advertising via social networks are on Facebook, Instagram, YouTube. Also, very important web advertising is via Google, it is called Google AdWords.

Facebook Advertising

This is the most powerful online ad tool. Facebook has 1.59⁴¹ billion active users and all of them can be reached via segmentation in Facebook Ad Manager. How does it work? First step is to create content (photo, video, post etc.), then segment of users can be precisely chosen via choosing age, interests, place of living. After that, budget and length of campaign have to be determined. Every post that has been created as ad will be shown at Home Page of targeted Facebook users.

Instagram Advertising

Instagram has 500⁴² million active users. Formats of Instagram Ads are Photo, Video and Carousel Ads. Results of Instagram advertising are: Clicks to web site, Web site conversions, Mobile app installs, Mobile app engagement, Video views, Reach, Post engagement and Awareness. Instagram ad manager works like Facebook ad manager, and ads at Facebook and Instagram can be connected, in order to spam users in more channels.

YouTube Advertising

This type of advertising works almost the same as Facebook and Instagram advertising, but at YouTube advertising, only video ad can spam users. In YouTube all results of ads can be measured and create feedback, this option also have Facebook and Instagram.

Google AdWords

Google is web browser, so advertising via Google is not like Social networks ads. When potential visitor enters in Google search box words Serbia travel, Serbia tourism or Serbia vacation, web site of Midland Serbia must be located in first page of Google. This could be done with good SEO of web site of Midland Serbia, but this process can be accelerated with Google AdWords. First step in this process is to create Gmail account, then log in to Google AdWords and then choose keywords and then pay for them. This is process after that, if potential visitor enters Serbia tourism (this is paid keyword), web site of Midland Serbia will be shown in first page of Google.

⁴¹ <http://www.statista.com/statistics/272014/global-social-networks-ranked-by-number-of-users/>

⁴² <https://business.instagram.com/advertising>

11. GIS ANALYSIS OF TOURIST RESOURCES IN MIDLAND SERBIA

Geographic Information System (GIS) is a modern way for clear and detailed research and analysis of tourism offer of every destination, region or country which is also applies to tourist products and territorial potential of Serbia. These presentations are becoming a trend in the world and tourists from countries that represent emission source of tourism require all the complete information. This is all the more important because it has been noted that bigger number of modern tourists' research destination independently and often travels without the services of travel agencies. So, quality web site with GIS system is a promotional tool, but also an efficient on-line sales channel of tourism products. GIS technologies integrates tourism databases, spatial position and frequency of occurrence of the phenomenon of tourism with the unique visualization creating thematic maps. GIS has enormous potential for use in tourism. However, due to lack of tourist databases and inconsistency of data, GIS applications are limited.

In tourism, the use of GIS is different on side of tourist supply and tourism demand. The side of foreign tourist offer mainly uses all of these aspects of GIS. Foreign tourism demand is actually using GIS technology that is installed by tourist offer.

Within tourist offer, two basic levels may differ of GIS application. The first relates to carriers and implementers of tourism policy. Here are primarily state organizations and organizations in charge of tourism, or the relevant ministries and tourist organizations. The second level relates to the tourism economy or individual economic entities within the tourism activity.⁴³

Based on everything written, GIS is very important for developing of tourist offer and demand. Some of GIS potentials in tourism are:

- Planning and determining appropriate locations for tourism development
- Listing of tourism resources
- Measuring the impact of tourism
- Following visitors itineraries
- Analysis relationships in accordance with the use of the tourist resources
- Assessing the potential impacts of tourism development

⁴³ Jovanović V. (2015.), Tematski turizam, University Singidunum, Belgrade

11.1. Visualization of Resources of Midland Serbia in Google My Maps

In further part of this research thesis will be shown disposition of cultural and water resources, mountains, cities and municipalities and spas in web tool Google My Maps.

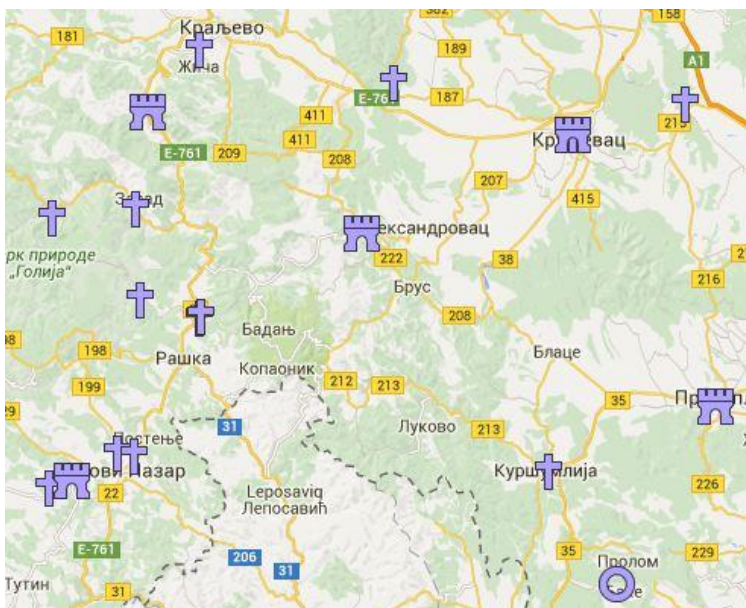


Figure 47. Cultural resources in Midland Serbia

In Figure 47. crosses present monasteries and churches, buildings present fortresses and circle presents Devil's town in Kuršumlja. The Monasteries are: Žiča, Ljubostinja, Roman, Studenica, Gradac, Pridvorica, Đurđevi Stupovi, Sopoćani, Sveti Nikola, Stara Pavlica, Nova Pavlica and Churches are Petrova Church and Lazarica. Fortresses are Maglič, Lazar's town, Koznik, Stari Ras and Hisar.

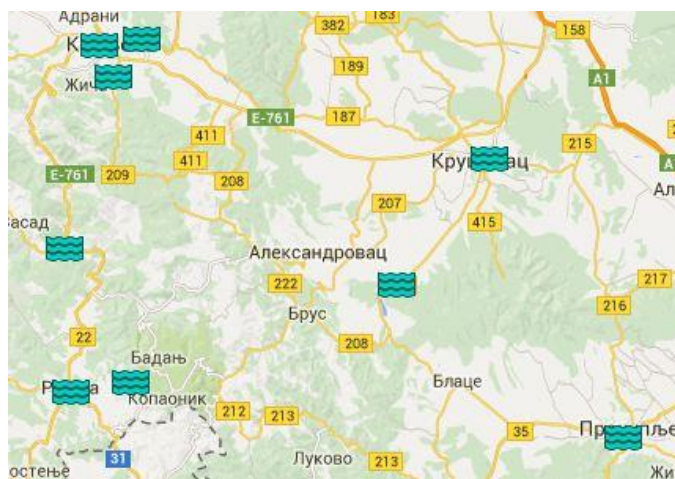


Figure 48. Water resources

Water resources of Midland Serbia presented by rivers – Ibar, Zapadna Morava, Ribnica, Toplica, Raška, Studenica, Rasina and lakes – Semeteško and Ćelije (Figure 48.).

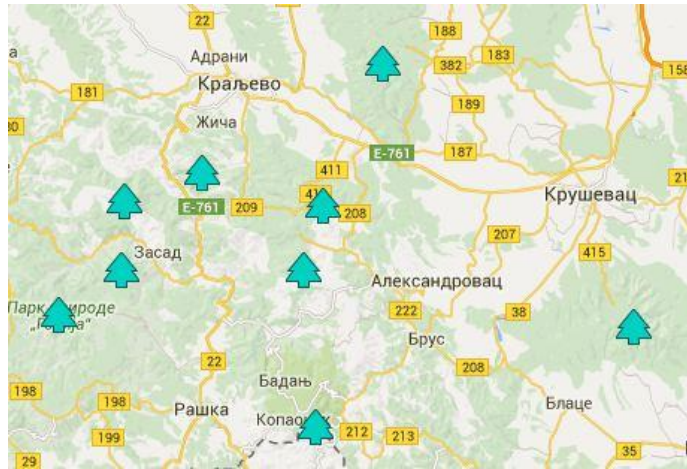


Figure 49. Mountains in Midland Serbia

Mountains of Midland Serbia represented by Kopaonik, Goč, Gledić, Jastrebac, Ćemerno, Radočelo, Golija, Stolovi and Željina (Figure 49.).

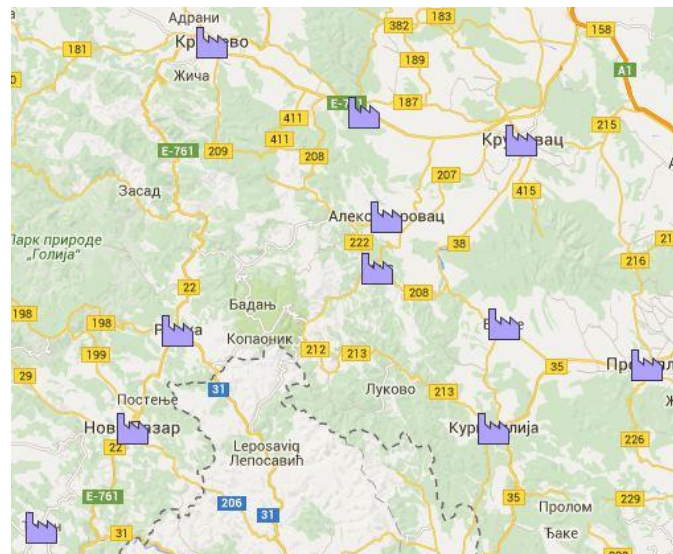


Figure 50. Cities and Municipalities in Midland Serbia

The list of cities of Midland Serbia represented by: Kraljevo, Kruševac and Novi Pazar. The list of municipalities: Trstenik, Aleksandrovac, Brus, Blace, Prokuplje, Kuršumlija, Raška and Tutin (Figure 50.).

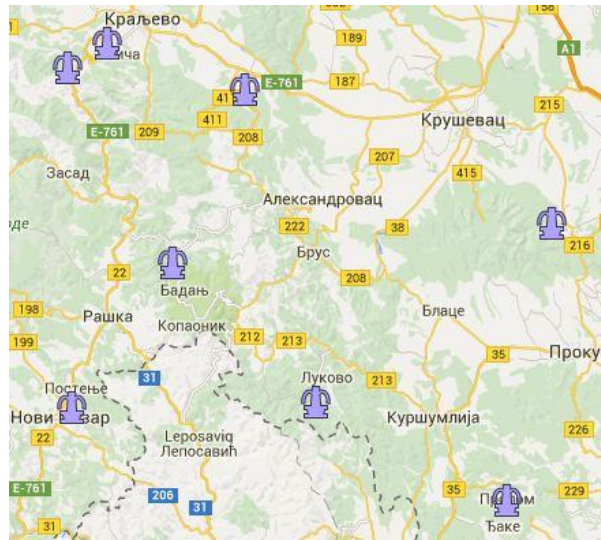


Figure 51. Spas in Midland Serbia

One of the most significant resources, beside cultural resources, for Midland Serbia are spas. Here is the list – Vrnjci Spa, Mataruška, Bogutovačka, Jošanička, Novopazarska, Ribarska, Lukovska and Prolom spa (Figure 51.).



Figure 52. Transromanica in Midland Serbia

TRANSROMANICA was officially recognized as a "Major European Cultural Route" by the Council of Europe in August 2007. The Cultural Routes program was launched by the Council of Europe in 1987. Its objective was to demonstrate in a visible way, by means of a journey through space and time, how the heritage of the different countries and cultures of Europe represented a shared cultural heritage. TRANSROMANICA as Cultural Route provides a concrete demonstration of the fundamental principles of the Council of Europe: human rights, cultural democracy, cultural diversity and identity, dialogue, mutual exchange and enrichment across boundaries and centuries.⁴⁴

The list of cultural resources which are located in Midland Serbia and listed as Transromanica cultural treasure are represented in Figure 52. The list of those resources – Monastery Žiča, Studenica, Gradac, Sopoćani, Đurđevi Stupovi and church Petrova Church.

⁴⁴ <http://www.transromanica.com/en/major-cultural-routes/>

CONCLUSION

In 2014, the number of foreign tourists was about 300.000 and number of overnight was around 1.250.000. The biggest impact on this trend have two biggest tourist centers, Kopaonik and Vrnjci Spa. If other natural and cultural resources were developed, the number of arrival and overnights would be much bigger. So, creating institutional management of this tourist zone and tourist resources would be the best solution, because the whole development of tourism would be systematic and every resource would be appropriately used.

The Midland Serbia has tourism potential with a huge number of natural and cultural resources. Some of cultural resources of the area are classified as World Heritage. Peter's Church, Monastery Studenica, Sopoćani Monastery, Đurđevi Stupovi Monastery and the medieval town of Stari Ras are found in the UNESCO list of world cultural heritage. Gradac Monastery is located in the Biosphere Reserve "Golija – Studenica" which is on the UNESCO list "Man and Biosphere". Those monasteries, since 2007, have been listed in the biggest European cultural route - Transromanica, which connects European heritage of the Romanesque period. In the Republic of Serbia those resources have been classified as a cultural property of the exceptional importance.

The lack of unified institutionalized tourist management is lagging the development and without adequate tourist strategy for this area exactly. The current situation in this area is not enough satisfying. Medieval castles are neglected, and there is no service that will monitor and deal with the preservation of the quality of content and viewpoint. Close surrounding of monasteries and churches does not have enough parking space, especially for tourist buses. The wider environment of cultural assets of the area is left to itself, with large quantities of waste produced by the local population and people in transit. Infrastructure partially meets the conditions for creating competitive tourist supply, local roads which are only ways to arrive at a tourist destination are not at satisfactory level.

Forming the destination management organization of Midland Serbia which would be based on a public-private partnership, would make professional management of tourist supply, which could make tourism as actuator of economic development.

Next step is to make effective organization structure, where public institutions would initiate development of infrastructure, valorizing cultural and natural resources, and, on the other way there is private companies which would develop accommodation, suprastructure and additional tourist content.

After creating organization structure of DMO, marketing plan is next step. There have to be developed competitive tourist products, BTL, ATL and Internet promotion and selling channels of tourism products.

Very big challenge is to annihilate employment through political parties, because there is a big number of well-educated tourist professionals who are unemployed. Solution for this challenge is very hard to find because bigger and bigger number of not educated people who are being involved in politics and being employed in public companies, which is also case in tourism in Midland Serbia. Also, a big number of spas in Midland Serbia are abandoned because of unsuccessful privatizations.

In the register of the Tourist Organization of Serbia there are 23 of receptive tourism agencies in the Republic of Serbia. With direct observation of web sites of these agencies led to the information that only one agency has in its offer already created inclusive tour for the visit of Serbian medieval monasteries. Accommodation in this part of Serbia is at satisfactory level for further tourism development, especially in Kraljevo, Vrnjci Spa and Kopaonik, where there are several high class hotels. As a good example of creating additional profit via accommodation is Monastery Studenica, which offers bed and breakfast in their residence halls. It is recommended that other monasteries begin to apply this method as it can bring profit.

Local tourism organizations do not have common cooperation which would enhance the tourist offer of this area and extended the stay of tourists. There is no general database of tourist guides who would be hired part-time during the visit of tourists. In some local tourist organizations, there is no cooperation with the private sector, hotels, restaurants, travel agencies, which would make the tourist offer more competitive. Local residents do not understand the economic importance of tourism to the economy of the Midland Serbia, and hence to local budgets of cities and municipalities.

By creating a destination management organization (DMO) in this area, it would lead to advancing tourism. DMO is based on cooperation between the public and private sectors (PPP). The seat of DMO would be in Kraljevo. DMO have to be the mediator between the public and private sectors, and therefore the mediator between the local population and the tourism industry. DMO must follow all marketing trends and do good external merchandising, in order to create competitive and attractive tourist offer. DMO should be lever for economic development of Midland Serbia.

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