3rd International Scientific Conference

31 May - 2 June, 2018
Vrnjačka Banja, Serbia

TOURISM IN FUNCTION OF DEVELOPMENT OF THE REPUBLIC OF SERBIA
Tourism in the Era of Digital Transformation

THEMATIC PROCEEDINGS II

UNIVERSITY OF KRAGUJEVAC
FACULTY OF HOTEL MANAGEMENT AND TOURISM IN VRNJAČKA BANJA
THE SITUATION AND PERSPECTIVES OF THE DEVELOPMENT OF TOURISM OF THE PODUNAVLJE DISTRICT

Boško Vojnović¹; Dejan Grujić²;

Abstract

Unlike the classic commodity market where supply is demand driven, tourism trends are the opposite - tourist demand is directed towards tourist offer, which leads to targeted travel to specific destinations. Therefore, an important factor for the development of tourism is the natural, material and motivational potential of the investigated area, which is directly related to the expected economic effects. The aim of this paper is to explore, analyze and propose measures for the development of tourism in one region using theoretical analysis, statistical methods, modeling methods and logical conclusion.

Key Words: development potentials, touristic traffic, prospectives for development

JEL classification: Z32

Introduction

Countries in transition have economies that are generally collapsed or reduced to the lowest possible extent. Due to this fact, tourism has advanced from an activity of a tertiary to primary importance in many countries, as it is the case in the Republic of Serbia. In our and other countries, the greatest developmental chances lie in tourism, because they have natural, geographical, historical and other potentials and competitiveness can be achieved here. Serbia abounds in the comparative advantages needed for the development of tourism and related activities, and this opportunity should be used. This is also indicated by the

¹ Boško Vojnović, full professor, High Agricultural School, Vojvode Putnika 56, Šabac, 062-675-966, bosko_@mts.rs
² Dejan Grujić, scientific associate and professor of vocational studies, High Agricultural School, Vojvode Putnika 56, Šabac, 060-639-3556, grujicd68@gmail.com
statistical data that say that the Republic of Serbia's revenues from tourism increase each year. In this paper, the elements and information relevant to the development of tourism in the Danube Region were examined. The significance of the development strategy choices, with particular reference to the optimal - applicable development strategy were pointed out. At the end, suggestions that can lead to a faster and better development of tourist activity, which can and should be more intensively developed in this region, are given.

Transit position and role of the district

Podunavlje district consists of three municipalities: Smederevo, Smederevska Palanka and Velika Plana. The advantage of its position is the fact that they are situated on the Danube coast, including parts of Pomoravlje as well as parts of the low Sumadija. Although spaciously small, this district is one of the most populated areas in relation to the number of inhabitants in one settlement.

Within the district, the most important municipality, which is also the seat of the district, is Smederevo. The Smederevo municipality has a total area of 481.5 km², while Smederevska Palanka spreads over the area of 422 km². The Podunavlje district is located in the area, which is one of the most important infrastructural hubs in the Republic. Three main roads of European significance go through this region: the Danube waterway, the Budapest-Belgrade – Niš - Athens highway and the railroad along the length of the same route as the highway.

The Danube river, as an important potential for development in every respect, is 587.5 km long through Serbia. Owing to the river, the district is connected with many centers in Eastern, Central and Western Europe by a waterway. The region's transit importance is gaining in quality, since this area is part of the Danube’s confluences with Velika Morava and Tisa, which is the most attractive part of the Danube coast in Serbia. Significant spatial advantage of the district is also that it borders the Belgrade region, which is at the same time the largest and most important area in the whole Republic (a million city on the surface of 3,222 km²).

Therefore, the Podunavlje District is located in the zone of interaction between economic, traffic, trade and other elements in the Republic.

258
All of this creates a good basis for the development of many economic and other activities, but more than anything, it provides vast opportunities for tourism development.

Tourism is an activity of tertiary importance and a very complex activity, which, in the last century, went through multiple stages. The most significant qualitative or quantitative changes have taken place in the last 30 years, when the development and growth of this sector has virtually experienced a revival. (Vojnović & Grujić, 2017, p. 341)

**Natural development potentials**

For economists, a natural resource is linked to its potential to produce useful goods and services for a man. If these goods or services can meet tourism needs, then these resources represent the natural basis for tourism development. The use of resources depends on the production conditions and the ability of the economy to use it, not its physical properties. (Vojnović et al., 2012, p. 54)

The climate of this area is moderate-continental, essentially determined by the geographical position of the region. Openness of the terrain caused the dependence of certain climatic elements on the air masses from different directions. The biggest influence of air currents is the movement from the north of the steppe-continental climate in southern Banat. Air masses from the east, which particularly affect the climate in the winter period, also have an important impact on the climate. The influence of southern currents is less prominent. Rainfall is characteristic throughout the year. The rainfall schedule confirms that a moderate continental climate prevails. The rainfall is present, as mentioned, throughout the year but mostly in spring and winter. February is the month with the least rainfall. (Jovičić et al., 1981, p. 121)

The air temperature is also an important precondition for the development of tourism. The average annual air temperature is about 11-12°C. The height of this air temperature is present 140-160 days during the year. The air temperature lower than 0 degrees is represented during 70-80 days a year. The average temperature is around 25°C for 50 days a year. (Municipality of Smederevska Palanka, 2006)

As for the winds, the western, the northern, and the northwestern are the most frequent. In winter, the most common wind is the northern and
northwestern, known as košava. Košava brings dry and cold weather, and is conditioned by the break-up of air masses from Ukraine and the Carpathians. In the summer the most frequent movement route is the one that brings sunny and dry weather.

The western wind occurs throughout the year and always brings rainfall. The southern wind is just as insignificant as its impact. The mean cloudiness during the year is 5-6 / 10 of the sky coverage. Summer cloudiness is 3-4 / 10 of the sky coverage, which indicates that the summer is quite sunny. Average sunshine annually exceeds 2,000 hours, and July is the sunniest month.

The Podunavlje Region's hydrography is very rich. Special richness is reflected in the quantity and representation of rivers, groundwater and reservoirs.

The largest European river Danube runs through the district. The abundance of groundwater is mostly present in parts of the Municipality of Smederevska Palanka, which is a consequence of the geological construction of the terrain.

Characteristic of geological material is the existence of water-resistant clays, at relatively small depths, which prevent deeper debris of water. The abundance of underground waters has caused the emergence of a large number of wells on all parts of the terrain. The special quality of hydrography is the mineral water well on Kiseljak, located on the territory of the southeast part of Smederevska Palanka. The well consists of several springs of cold mineral water, where it is prepared for further sale on the market. There are also two wells of thermo-mineral water. One was obtained by drilling the ground at 940 meters, with a temperature of 56 ° C and abundance of 10 l/s, while the other was obtained at a depth of 650 meters with a water temperature of 42 ° C and abundance of 4 l/s. The special advantage of hot water is that it can be used for health purposes, thus providing the opportunity for the development of spa tourism. (Municipality of Smederevska Palanka, 2006)

Cultural – historical tourist motifs

The area of present-day Serbia was the Roman province of UPPER MESIA where the first Slavic tribes moved in the 6th century. Hence the first mention of the Serbs in this area date back from the year of 822. The
earliest written traces of the roads in these parts date back from 424 BC by the Romans, which connected the Balkan Peninsula with Asia Minor, especially Singidunum with Byzantium. The then famous main roads were VIA MILITARIS and Constantinople road. Many events from the past of this region have left traces of various civilizations and cultures, which can be used to a large extent as tourist motifs, and can be one of the essential elements necessary for the development of tourism.

The most representative monument of the District is the Smederevo fortress. It consists of the Small Town, which was built in 1430, and the Grand City, which was later completed. The Small Town was built at the very confluence of the Jezava and Danube rivers, with the basis of an irregular triangle, and a watercourse that separates it from the Great City. On the crosslike tower there is a unique inscription in the construction work, which describes the building of the city. The most interesting part of the Small Town is the Danube wall which, with its four windows carved in stone, with Gothic and Romanesque archs - biforas - belongs to the most representative buildings of Serbian medieval architecture. Near the gate is Donjon tower, with walls thicker than 4 meters. (Special editions - book 39, 1992)

The construction of the Great City required a lot of effort and forced labour of the entire population. All the torture caused by the building of the fortress the people attributed to Djurdje's wife Jerina who was of Greek origin and whom they called the damn Jerina.

After the fall of the Smederevo fortress, in 1459, the Turks entered the city and made their own settlement, as evidenced by the remnants of the Turkish bath – Hamam, found in later archaeological researches. Also, the remains of the church were found at the corner of the Danube and Jezava Plateau. Today, the Little City is restored, and as in the time of Serbian Despotate represents the pearl of the medieval architecture. This type of fortress is unique in Europe.

On Plavinac, a few kilometers away from the city, there is the Obrenovics’ Summer House. In 1831, Miloš Obrenović raised vineyards on 36 ha, built a cellar and a house, later decorated by his son Milan. The Obrenovic family used it as a summer residence. Furniture and other items were eventually taken away from the Summer House, especially during the Second World War, when the command of the German army was situated there. About 15 exhibits have been preserved from that
period. The Summer House is now owned by the Republic of Serbia. It is only open for visitors when allowed by the Serbian Protocol.

The Koporin Monastery is a medieval monastery in the municipality of Velika Plana and is the endowment of the Despot Stefan Lazarević from the 15th century. The style of construction is Morava school. The most important works of this monastery are: Judas kiss, Baptism and Sorrow. Today it is a women's monastery, with a spacious residence in a style typical of Šumadija built for this purpose.

The Stone Bridge was built in 1730 at the time of the Austrian occupation. The Bridge, made of stone which, as the legend has it, was taken from the monastery of Prince Lazar, is located on Vidova voda in the village of Vodice, next to Smederevska Palanka. The Bridge has four full arches and one half-arch, it is 43 meters long and 5 meters wide. This Bridge is one of the oldest and is still in active use. The Bridge is located in the Old Bazaar in Smederevska Palanka and under the protection of the state.

The Danube Region has been organizing several tourist events for many years. The most famous are:

- Touristic-economic manifestation Smederevska jesen (Autumn in Smederevo) is the most famous manifestation of the District. It is held every year at the end of September with a presentation of agricultural and economic achievements of the region along the ceremonial procession of medieval knights, plenty of fruits, grapes and wine, with a rich cultural and artistic program.

- Dani azanjanske pogače (Days of Azanja Bread), has already gained the character of a tourist event that gathers a large number of people from all over the country each year. In addition to the competition, a rich cultural and artistic program is held, and the event is officially recorded in the Tourist Association of Serbia calendar.

- Krstovdanski vašar (Fair on the Day of Baptismal), in one place gathers a large number of craftsmen, traders and caterers. The Fair is held every year at the end of September and visited by between 100,000 and 200,000 people.

- Nušićevi dani (Days of Branislav Nušić), a cultural event dedicated to Branislav Nusic's work, is held every year in April.

- Smederevsko kulturno leto (Cultural Summer in Smederevo), held in the Fortress, the capital of Despot Djuradj Brankovic in the Small Town.
- The International Poetry Festival - Smederevo Poetry Autumn - is held every year in mid-October.
- Gold Danube kettle, competition in the preparation of fish soup.
- Golden Hands of Smederevo Women, Competition in folk creation.

**Accommodation capacities and tourist turnover**

The Podunavlje District has accommodation facilities, as a part of the material base for tourism in the following structure:

**Accommodation facilities**

Table 1: *Objects for accommodation by type and capacity*

<table>
<thead>
<tr>
<th>No</th>
<th>Name and type of object</th>
<th>Category</th>
<th>Number of rooms</th>
<th>Number of beds</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Hotel &quot;Smederevo&quot;</td>
<td>IV</td>
<td>102</td>
<td>159</td>
</tr>
<tr>
<td>2.</td>
<td>Hotel &quot;Plana&quot;</td>
<td>III</td>
<td>108</td>
<td>202</td>
</tr>
<tr>
<td>3.</td>
<td>Motel &quot;Jerina&quot;</td>
<td>II</td>
<td>32</td>
<td>70</td>
</tr>
<tr>
<td>4.</td>
<td>Motel &quot;Plana&quot;</td>
<td>II</td>
<td>30</td>
<td>51+12</td>
</tr>
<tr>
<td>5.</td>
<td>Motel &quot;Stari hrast&quot;</td>
<td>II</td>
<td>48</td>
<td>96</td>
</tr>
<tr>
<td>6.</td>
<td>Motel &quot;Krnjevo&quot;</td>
<td>III</td>
<td>28</td>
<td>58</td>
</tr>
<tr>
<td>7.</td>
<td>Motel &quot;Kolari&quot;</td>
<td>III</td>
<td>29</td>
<td>49</td>
</tr>
<tr>
<td>9.</td>
<td>Objekat &quot;Jezero&quot;</td>
<td>8</td>
<td>16</td>
<td></td>
</tr>
</tbody>
</table>

Source: *Federal Bureau of Statistics Belgrade, Department in Smederevo (2016)*

Sorted by type of accommodation:

Table 2: *Types of facilities for accommodation with capacities*

<table>
<thead>
<tr>
<th>No</th>
<th>Type of object</th>
<th>Number of rooms</th>
<th>Number of beds</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Hotels</td>
<td>210</td>
<td>361</td>
</tr>
<tr>
<td>2.</td>
<td>Motels</td>
<td>167</td>
<td>336</td>
</tr>
<tr>
<td>3.</td>
<td>Pansions</td>
<td>12</td>
<td>30</td>
</tr>
<tr>
<td>4.</td>
<td><strong>In total:</strong></td>
<td><strong>389</strong></td>
<td><strong>727</strong></td>
</tr>
</tbody>
</table>

Source: *Federal Bureau of Statistics Belgrade, Department in Smederevo (2016)*
Tourist turnover

Tourist turnover in the District measured on the basis of the number of visitors and realized overnight stays is shown in the following table.

Table 3: Tourism turnover of domestic and foreign tourists for 2016. by municipalities

<table>
<thead>
<tr>
<th></th>
<th>Total</th>
<th>Domestic</th>
<th>Foreign</th>
<th>Total</th>
<th>Domestic</th>
<th>Foreign</th>
<th>Average of overnight stays</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Podunavlje District</strong></td>
<td>11558</td>
<td>6741</td>
<td>4817</td>
<td>18605</td>
<td>8961</td>
<td>9644</td>
<td>1.3</td>
</tr>
<tr>
<td><strong>Velika Plana</strong></td>
<td>7840</td>
<td>5177</td>
<td>2663</td>
<td>12079</td>
<td>5839</td>
<td>6240</td>
<td>1.1</td>
</tr>
<tr>
<td><strong>Smederevo</strong></td>
<td>3554</td>
<td>1400</td>
<td>2154</td>
<td>5989</td>
<td>2585</td>
<td>3404</td>
<td>1.8</td>
</tr>
<tr>
<td><strong>Smed. Palanka</strong></td>
<td>164</td>
<td>164</td>
<td>-</td>
<td>537</td>
<td>537</td>
<td>-</td>
<td>3.3</td>
</tr>
</tbody>
</table>

Source: Federal Bureau of Statistics Belgrade, Department in Smederevo (2016)

Likewise, an indicator that can be relevant for assessing the quality of the tourist offer is the length of stay per visitor. From the presented data it is evident that there is no organized tourist offer, as the duration of visitors' stays indicates that the users valued the services in transit.

Table 4: Use of accommodation capacities by years expressed in percentages

<table>
<thead>
<tr>
<th></th>
<th>Capacity</th>
<th>Realized</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Podunavlje District</strong></td>
<td>271195</td>
<td>30163</td>
<td>8.99</td>
</tr>
<tr>
<td><strong>Velika Plana</strong></td>
<td>178485</td>
<td>19919</td>
<td>8.96</td>
</tr>
<tr>
<td><strong>Smederevo</strong></td>
<td>86870</td>
<td>9539</td>
<td>9.1</td>
</tr>
<tr>
<td><strong>Smed. Palanka</strong></td>
<td>5840</td>
<td>701</td>
<td>8.3</td>
</tr>
</tbody>
</table>

Source: Calculation by the author

Note: Aberrations are possible because we are not sure that all accommodation facilities still perform this function.

If we know that economic science has established that about 60% of occupation capacity is required to meet the basic economic principles of business (pro-activity, cost-effectiveness and profitability), it can be concluded that the achieved tourism turnover is not nearly as good to satisfy this requirement. Table 4 shows that the capacity utilization is far below the required level. In this case, it does not exceed 9%, which is
several times below the required level. Everything indicates that there is no organized tourist accommodation.

**Significant locations for the development of tourism in the area**

The Danube is a significant economic and tourist potential of the District's center. By activating commodity and passenger traffic on the Danube River, Smederevo, as the center of the Danube Region, can become attractive for tourists and business partners.

Smederevska Ada and Dunavac are an integral part of the Danube, which, with a mixture of forest and water environment, represents ecologically preserved nature, ideal for the development of a tourist destination. According to the development program of the Tourist Organization of the Smederevo Municipality, the construction of an artificial lake is planned on the Danube between Ada and Kovin coast, with all accompanying facilities (arrangement of the beach, renting of boats, jumps, locker rooms, construction of catering facilities, etc.).

This resort, according to the orderliness and beauty of the natural environment, occupies the second place in the category of sports and recreational centers in the Republic (the first place belongs to "Štrand" in Novi Sad). The location possesses: a campground with running water, showers, swimming pool, water slide, sports fields, trim trail and catering facilities.

Significant location as well as a cultural and historical monument is the fortress of Despot Djurdje Brankovic, built in the 15th century. It is also a unique flatland fortress in Europe. The fortress is the central place for the traditional manifestation "Smederevska Jesen".

On the left bank of the Jasenica river, at the outskirts of Smederevska Palanka, there are springs of hot and cold mineral water. After the springs of mineral sparkling water, this complex was named "Kiseljak". From the very discovery of mineral water, Kiseljak became the center of the inhabitants of this place. Today, this area is a health and recreational center where spa and swimming pools with warm mineral water can be used.

The artificial lake Kudrec is situated northeast of Smederevska Palanka at a distance of 2.5 km. The lake was formed by making a dam on the same
named stream, soil dam and water accumulation in the part of the watercourse. The lakeshores, symmetrical and slightly inclined, represent an extraordinary natural attraction and are characteristic of the site along the water mass.

"Mikulja" is a forest area of about 300 ha, and is 2 km away from Smederevska Palanka. The tradition of using this space by the population has been quite long. However, insufficient infrastructure construction is a major problem to be solved. The complex has a restaurant, which belongs to the hunting association, as well as a number of sports fields.

**Perspectives of development**

Tourism policy is a series of planned actions in the activities of tourism, with the aim to be undertaken at a certain time and in a certain space by the bearer of this policy. The aim of this policy is to disrupt the unwanted factors, as well as those that have a deviation of development of the economy. (Vojnović et al., 2013, p. 135)

The existing motifs on the territory of the District, rural lifestyle, customs, hospitality and monumental architecture, thanks to the vicinity of Belgrade and the highway, can be developed to become one of the top European tourist attractions. Taking into account the motif-related and economic possibilities, in order to start the tourism of this region, development directions can be formulated as follows. The activation of the tourist area implies the development of all natural sites, which can be of benefit, and whose features significantly contribute to completing the tourist offer.

In the phase of overall changes in economic relations, as well as environmental demands, the holders of economic and organizational functions find themselves facing great temptations. Companies must restructure, which requires the inevitable and new organizational structure and changes within themselves. (Vojnović et al., 2013, p. 126)

As in other places in our country, in this District as well, rural tourism has not had a long tradition, and its development and use of existing possibilities lack a more widely conceived and organized concept. The natural and economic characteristics of the villages of this area provide ideal opportunities for the development of tourism in several locations and smaller or larger rural areas. The rural households of the District are
concentrated in compact settlements. All villages have spacious rural courtyards and large residential areas, which allows for the development of different types of touristic movements in the countryside. Water supply is also at an enviable level.

The District has a number of villages where more intensive tourism development can be achieved. The villages are rich in ethnic heritage and tradition in the form of various encounters and customs, which can also be considered as a significant tourist motive.

Village entrepreneurship is particularly stimulating for the development of tourism. The development of tourism entrepreneurship in the country presents enormous potential for increasing the economic power of rural areas and provides real chances for increasing the employment of the village population who as a rule are less likely to find jobs. Only the introduction of diversity into a rural environment acts as a stimulating factor (not just agricultural activities) and creates the interest of village population to stay in those areas. Village entrepreneurship in the function of tourism can be valorized according to the following activities: hunting activities, catering, handmade craftwork, renting accommodation capacities for the needs of tourists, processing fruit and vegetables, carving and making tourist souvenirs, activating natural and cultural-historical potentials and a series of similar activities.

The development of entrepreneurship in tourism is possible in almost all areas and spheres of life, because we know that tourism pervades all social pores, so it is necessary to have a vision and be persistent in its realization. The special importance of entrepreneurship in the development of economic activities is evident in the possibility of launching activities in less developed areas, which are in many ways suitable for the realization of tourist activities.

The development of entrepreneurship in tourism requires to:
- provide support to entrepreneurial attempts in the form of advice and certain expert knowledge,
- help in evaluating potentials and opportunities,
- provide support in the form of intellectual and other infrastructure,
- create an entrepreneurial climate,
- establish legal regulations in order to stimulate the development of activities and the like.
The development of spa recreational tourism is primarily supported by the richness of the thermal mineral waters of the region. The use of these springs constitutes the backbone of the tourist valorization of the District. Thermal waters and cold mineral waters can be used in many ways, which depends largely on better organization and improvement of the degree of exploitation.

Due to the fact that staying in spa areas is becoming an increasingly attractive type of tourism, it is necessary to start with the realization of spa recreation activities. Interest in the capacities of "Kiseljak" is considerable. A particular interest is expressed for the use of physical medicine, which even at this moment has a regional character. The spa complex has a bath and medical equipment, as well as an indoor pool, which is filled with thermo-mineral water. However, all equipment as well as the facility itself are in a rather poor condition, so in addition to the introduction of a new organization it is necessary to adapt the existing capacities. More importantly, in the territory of the District, an increased demand for spa services and its capacity can be developed. Likewise, within the spa complex, it is necessary to enable the provision of intensive and continuous use of services, without significant seasonal deviations, or throughout the year.

The Physical Medicine Service is an independent unit of the City hospital in Smederevska Palanka. Formerly, it was an integral part of the Department of Surgery, while later it became an independent service when doctors - physiatrists were employed. The Physical Medicine Service consists of: a gymnastics hall - a kinesiotherapy hall, a thermal therapy room, an electro and photo therapy room, a doctor's office.

This Service was founded by an agreement on the level of the Podunavlje District, by physiatrists, when it was decided to build a center for physiatry in Smederevska Palanka. Such a decision was not accidentally made because it was concluded that Smederevska Palanka has all the necessary conditions for establishing such a service. The total area of the building is about 680 m^2, and is located next to the depot of the hotel "Kiseljak". In order for this Service to get real significance, it is necessary to provide enough accommodation units for receiving potential patients.

Lowland crops, hilly orchards and pasture lands, usually rich in river flows of smaller rivers and their tributaries, represent rich terrain for hunting and fishing. The tourist offer can be directed either to hunting and
fishing as a standalone touristic motif, or as a part of the activities upon arrival of the tourists, which would enrich the services during the stay. The main role should be played by hunting and fishing associations through hunting grounds maintenance and their enrichment. The advantage in the growth of this kind of tourism is that associations have facilities for accommodation and food in the nature. In these facilities, it is possible to organize hunting in the typical hunting conditions for several days.

**Defining an optimal strategy for the sustainable development of tourism**

Economic structures of a regional character become globalized and depend on the international division of labor and technological and developmental structure. Previous experience shows that a national economy can only count on global competitiveness when it builds high-quality and competitive positions in the national and regional structure. (Vojnović et al., 2013, p. 78)

The 21st century Agenda was adopted in 1992 at the UN Conference and is directly related to sustainable development. The Conference emphasized the sustainable development of tourism, or ecotourism in a healthy environment. The gathering was attended by 182 representatives from the same number of countries. The conclusions and decisions were made on the following:

- training, education and social awareness,
- planning sustainable development at all levels,
- the participation of all relevant entities,
- partnership of all factors influential on sustainable development,
- creation of new tourist services,
- reduction of waste of all kinds,
- involvement of employees in environmental issues,
- sustainable development projections.

On the basis of the recommended elements it is possible to define certain strategies of further development. When making strategic decisions, it is necessary to make use of a large number of essential information in order to make it more specific and applicable. *Figure 5* presents the information for strategic decisions in the context of sustainable development.
The optimal strategy for the sustainable development of tourism is to use two options: *the time needed to achieve the goals of the tourist organization and the intensity of development activities*, for moderate and qualitative development of the business activity. When choosing a strategy, there may be two extremes that are equally dangerous to sustainable development: (Vojnović, 2004, p 82)
- The first is to comprehensively pursue the ultimate goal of making a profit, without respect for ecology, with severe environmental disturbances,
- The second is that the development of the companies is narrowly defined and reduced in order to preserve the environment, because there is no clear strategy for the system to develop with the exploitation of the nature under sustainable circumstances.

The optimal strategy is not the best possible strategy, but the one that brings the highest possible profit, while respecting the principles of sustainable development.

Finding and defining the optimal strategy for sustainable development implies a series of activities of which the following are more important (Riznić & Vojnović, 2010, p 74)
- a clear distinction between all relevant development factors, including ecological, and their classification according to the important for enterprise development,
- classifying developmental factors by impacts, positive and negative for overall development,
- a versatile approach to multi-variant economic development in order to optimize the strategy and select the best,
- establishing basic methods for maximizing the economic development of the companies, while respecting sustainable development.

It is important to keep in mind three things: (Vojnović, et al., 2012, p. 222)
1. what kind of enterprise an optimal strategy for sustainable development is sought for,
2. for which period a sustainable strategy is established and
3. by which criterion it is possible to achieve a sustainability strategy.

With this inevitable assumption, the choice of the best (optimal) strategy must be based on a **convergent or supportive method**. The supportive method is the most optimal guarantee to respect eco-interests, protect the natural space, and at the same time make profit. By applying the convergent method, the interest of all factors, without which it is not possible to define the final development strategy, is maximized. Business tourism systems, by choosing an optimal development strategy, achieve the best practically possible results with respect to environmental parameters. Development strategies, in order to be optimal, should also be taken for the optimal deadline. The timing of the choice of optimal strategies is directly related to the development goals.

The division by time, for which the optimal strategy is adopted according to the types of changes which they include

**The short term** is the time period in which it occurs:
- practical application of existing knowledge and existing resources,
- economic development without significant changes in the structure and functioning of the system,
- uniform technical reconstruction on the basis of known technical achievements and
- further development of the prior designed management system.
The middle term includes:
- using new results of relevant sciences,
- economic development with changes in the structure and functioning of the system,
- acceleration of technical progress and its application; and
- improving the management system by applying new scientific achievements in this field.

The long term is the time period that involves:
- using the results that fundamental sciences achieved,
- transition to a new and, as a rule, higher economic system,
- new forms of production (new technology and new tourism product) on the basis of larger discoveries of natural sciences and
- introduction of new management methods based on completely new concepts.

A very long deadline covers the following:
- using the results of the new system of science and
- a brand new, large system.

Economic development can be extensive and intense. In any case, it is not possible to have an absolutely exclusive type of development, but still there is a defining one. Less developed countries have a largely extensive development model. It is a model, "development in breadth", while intensive is "qualitative development".

From this postulate outcome logical development strategies based on uniformity and moderation. The uniformity and moderation of the choice of strategy makes the basis for choosing the optimal strategy for sustainable development. Then we need to take into account several determining factors in order to make the correct choice of the strategy. These factors are partial in nature, because they are decisive in one segment, and together give a unique quality to the chosen strategy.

These factors are called partial optima and they are: (Vojnović et al., 2012, p. 124)
- optimum of priority,
- optimum of organization,
- optimum of freedom of choice and
- optimum of independence in relation to the environment.
Each of these optima is in charge of finding the best - optimal solution between some opposites, for example, between established business goals and protection of the natural environment, because absolutism in practice is never possible in one direction.

**Conclusion**

It can be concluded that tourism in this region deserves better development. All the potentials that the region has at its disposal enable more intensive development, but the data indicates that it is far below the required level. Obviously, he misses the organization, accommodation potential, and personnel structure. Prerequisites in every respect exist and should be intensified. In this direction proposals are given that can improve the quality of tourism development to a higher level. Without a good analysis of the environment and its own potential, it is not possible to determine the necessary strategy for the development of tourism. Regional factors play an important role in this venture.

In the context of tourism development of the Podunavlje tourist region, it is necessary to:
- Establish a team of experts at the level of the Podunavlje District for envisioning and monitoring the development of tourism in the Region.
- Request support and open a discussion on the development of a tourism economy (there is a possibility of forming an appropriate organizational unit in the municipalities).
- Stimulate agreements and find solutions to the organization and staff as the main promoters of development.
- Strengthen tourism organizations with knowledgeable economists in order to achieve good economic effects.
- Determine how to finance experts and services in charge of initiating development.

The co-operation of individual participants in the development of tourist activity is of great importance for the determination and realization of development activities.

**References**


