

**Ss. Cyril and Methodius University in Skopje  
Faculty of Physical Education, Sport and Health**



**2<sup>ND</sup> INTERNATIONAL SCIENTIFIC CONFERENCE  
RESEARCH IN PHYSICAL EDUCATION, SPORT AND HEALTH**

**CONFERENCE PROCEEDINGS**

**Skopje, 03-05, June 2016**

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### *Research in Physical Education, Sport and Health*

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# CONTENTS

<b>PREFACE .....</b>	<b>13</b>
<b>SELECTIVE ASSESSMENT OF MUSCLE MECHANICAL PROPERTIES THROUGH LOADED FUNCTIONAL MOVEMENTS</b>	
<b>Slobodan Jaric .....</b>	<b>17</b>
<b>BIODYNAMICAL FACTORS OF RUNNING SPEED DEVELOPMENT</b>	
<b>Milan Čoh, Milan Žvan, Lenče A. Veličkovska, Vujica Živković, Seryozha Gontarev .....</b>	<b>23</b>
<b>RESTRICTED BLOOD FLOW RESISTANCE TRAINING: THE OPTIMAL TRAINING PROTOCOL TO INCREASE MUSCLE MASS AND STRENGTH</b>	
<b>Armin Paravlić, Mitja Geržević, Rado Pišot .....</b>	<b>29</b>
<b>PERIODICAL PRE-PARTICIPATION PHYSICAL EXAMINATION OF ATHLETES IN R. OF MACEDONIA COMPARED WITH OTHER EUROPEAN COUNTRIES</b>	
<b>Lidija Todorovska, Beti Dejanova, Vesela M. Ivanovska, Slobodan Nikolic, Jasmina P. Gligorovska, Ivanka Karadjozova, Elizabeta S. Smilevska .....</b>	<b>37</b>
<b>THE CORRELATION BETWEEN LEISURE TIME AND THE FREQUENCY OF DOING PHYSICAL ACTIVITY AND MEMBERSHIP IN SPORTS CLUBS</b>	
<b>Nevenka Maras, Mirjana Marinčević, Petra Mandić Jelaska .....</b>	<b>43</b>
<b>ANALYSIS OF FINANCIAL CRITERION OF FOOTBALL CLUBS IN B&amp;H ON DIFFERENT LEVELS OF COMPETITION</b>	
<b>Talović M., Mahmutović I., Ormanović Š., Jelešković E., Alić H., Mašala A., Ćirić A .....</b>	<b>49</b>
<b>MOLECULAR-GENETIC PREDICTIONS IN SELECTION OF SPORT TALENTS AND ETHICAL ASPECT OF THEIR APPLICATION</b>	
<b>Zoran T. Popovski, Macdonald Wick, Aleksandar Tufekchievski, Srecko Gjorgjevski, Tome Nestorovski, Aleksandar Aceski .....</b>	<b>55</b>
<b>APPLICATION OF THE CONCEPT OF MODERN ENTREPRENEURSHIP IN THE DEVELOPMENT OF SPORTS TOURISM IN MACEDONIA</b>	
<b>Marija Magdinceva-Sopova, Tanja Angelkova Petkova, Lidija Pulevska- Ivanovska, Simona Savic .....</b>	<b>63</b>
<b>ACTN3 GENOTYPE AND ISOKINETIC CHARACTERISTICS OF THE KNESS OF SOCCER PLAYERS U17</b>	
<b>Zoran Handjiski, Eli Handzjska, Mimoza Milenkova .....</b>	<b>69</b>
<b>REGRESSION ANALYSIS OF VARIABLES FOR ASSESMENT OF SITUATIONAL-MOTORIC KNOWLEDGE WITH MOTORIC ABILITIES AMONG FEMALE VOLLEYBALL PLAYERS IN REPUBLIC OF MACEDONIA</b>	
<b>Andrijana Misovski, JoshkoMilenkoski, Vlatko Nedelkovski, Vladimir Vuksanovic, Katarina Nejić .....</b>	<b>75</b>
<b>POSSIBLE MECHANISMS IN EXERCISE INDUCED PROTEINURIA</b>	
<b>Dejanov Petar, Dejanova Beti .....</b>	<b>79</b>
<b>DIFFERENCES OF SOME SPECIFIC MOTOR SKILLS FOR BOXERS IN DIFFERENT LEVEL OF COMPETITIVE SUCCESS</b>	
<b>Kalach Ruzdija, Seryozha Gontarev, Branko Krstevski .....</b>	<b>83</b>
<b>THE RATIO BETWEEN INDIRECT AND DIRECT INJURIES IN SOCCER</b>	
<b>Adem Nura, Abdullah Elezi, Avdullah Mehana.....</b>	<b>89</b>
<b>HOW CAN HELP A SPORT PSYCHOLOGY AT BASKETBALL PLAYER</b>	
<b>Dafinë Ibrahim-Kaçuri .....</b>	<b>93</b>

INFLUENCE ON OPINIONS OF MACEDONIAN CITIZENS ON SPORT LAWS, BASED ON SEX AND AGE IN REPUBLIC OF MACEDONIA Igor Nikolov, Ivan Anastasovski, Lazar Nanev, Slobodan Stamatovski .....	97
ATTITUDES OF MALE AND FEMALE STUDENTS ON UNIVERSITY "SS.CYRIL AND METHODIUS"– SKOPJE IN MARTIAL SPORTS Kalach Ruzdija, Seryozha Gontarev .....	103
ANALYSIS AND IMPACT OF TWO MOTOR SKILLS WITH SPECIFIC SAMPLE EXAMINEES Zoran Radich, Aleksandar Simeonov, Astrit Iseni, Ratko Pavlovic .....	109
PSYCHOPHYSIOLOGY AND THE SPORT SCIENCE Sanja Mancevska, Jasmina Pluncevik Gligoroska, Lidija Todorovska, Beti Dejanova, Sunchica Petrovska .....	115
INTERCORRELATION ANALYSIS OF THE VARIABLES FOR ASSESSMENT OF SPECIFIC MOTOR SPACE ON THE FREQUENCY OF MOVEMENTS OF MACEDONIAN KARATE TEAM MEMBERS Asani Kenan, Besnik Telai, Laureta Abazi, Nagib Lenjani .....	121
EFFECTS OF BEACH VOLLEYBALL TRAINING ON PHYSICAL PERFORMANCE IN YOUNG INDOOR VOLLEYBALL PLAYERS Dragan Nejić, Nebojša Trajković, Katarina Nejić, Josko Milenkoski, Andrijana Misovski .....	125
ONE APPROACH FOR DETERMINING THE BIOMECHANICAL SIMILARITY BETWEEN THE BASIC MOTOR STEREOTYPES OF BOXING TECHNIQUE Marko Stevanovski , Aleksandar Tufekchievski , Aleksandar Aceski .....	133
THE EFFECT OF ADDITIONAL AEROBIC TRAINING IN THE DEVELOPMENT OF SOME MOTOR SKILLS IN HANDBA Abdulla Elezi, Nnazim Myrtaj, Naser Rashiti .....	137
RELATION BETWEEN THE STANDING VERTICAL JUMP (ABALAK TEST), STANDING LONG JUMP, AND SQUAT JUMP 2 LEGS 5 JUMPS (OPTOJUMP) TESTS FOR ASSESSMENT OF THE EXPLOSIVE STRENGTH OF LEGS Vladimir Vuksanovikj, Jovan Jovanovski, Ilija Klincarov, Gregor Starc, Mihailo Sejkeroski .....	141
DIFFERENCES OF THESE ABILITIES IN THE PARAMETERS OF FOOTBALL PLAYERS OF AGE GROUP 14-16 YEARS OF AGE (KADET) IN THE FIRST LEAGUE OF R.MACEDONIAIN FOOTBALL FOR AGE GROUP Ardonid Abdullahu .....	147
DETERMINATION AND COMPARISON OF THE QUALITATIVE BIOMECHANICAL STATUS OF THE MOTOR STEREOTYPES IN HANDBALL WITH TWO METHODOLOGICAL APPROACHES Toni Trajkovski, Aleksandar Aceski, Aleksandar Tufekchievski, Vladimir Vuksanovic .....	155
DIFFERENCES IN ANTHROPOMETRIC,MOTORIC AND FUNCIONAL CHARACHTERISTICS BETWEEN TWO AGE GROUPS (YOUNG FOOTBALL PLAYERS OF 14-15 YEARS OLD) AND (YOUNG FOOTBALL PLAYERS OF 16 YEARS OLD) Ardonid Abdullahu .....	163
THE INFLUENCE OF SMOKING IN THE AEROBIC STABILITY IN FOOTBALL Avdullah Mehana, Abdullah Elezi, Adem Nura .....	173
RELIABILITY AND VALIDITY OF A NEW AGILITY TEST Marko Erceg, Zoran Grgantov, Saša Krstulović, Goran Kuvačić, Ante Rada .....	177
CHANGES OF THE MAXIMUM STRENGTH POTENTIAL OF ELBOW FLEXORS IN 3 GROUPS OF SUBJECTS AFTER 3 WEEKS OF EXERCISES WITH MODIFIED MUSCLE CONTRACTIONS Vladimir Vuksanovikj, Jovan Jovanovski, Andriana Misovski, Aleksandar Aceski .....	183

DIFFERENCES IN BALL VELOCITY USING DIFFERENT KICKING TECHNIQUES AMONG YOUNG FUTSAL PLAYERS Ante Rađa, Marko Erceg, Frane Žuvela, Saša Krstulović, Goran Kuvačić, Nebojsa Markovski .....	189
NEW MEDIA AND BRENDA COMPONENTS AND STRATEGIES Snezana Ristevska – Jovanovska .....	195
THE EFFECTS OF A THREE AND HALF DAY LONG PROCESSED SUGAR-FREE DIET Maria Jelaca-Tavakoli, Ivan Anastasovski, Vujica Zivkovic, Lence A. Velickovska .....	203
THE INFLUENCE OF DEEP TISSUE MASSAGE IN CHRONIC NONSPECIFIC LOW BACK PAIN Arbnore Ibrahimaj, Vujica Zivkovic, Eqrem Gara .....	207
TRANSFORMATIONAL LEADERSHIP STYLE THROUGH THE ROLE OF SPORTS AND RECREATIONAL ACTIVITIES - CASE STUDY Aleksandar Ivanovski, Sanja Petricic, Marko Dimitrijević, Bojan Ugrinić, Branko Bošković .....	213
QUALITATIVE BIOMECHANICAL ANALYSIS OF CORRECTIVE EXERCISES FOR KYPHOSIS OF THE SPINE Rrecaj-Malaj Sh., Tufekcievski A., Zivkovic V., Aceski A., Ibrahim- Kacurri D. ....	217
POSSIBLE ROLE OF EXERCISE IN AGING Betj Dejanova, Suncica Petrovska, Lidija Todorovska, Sanja Mancevska, Jasmina Pluncevic Gligoroska, Petar Dejanov .....	223
REPRESENTATION OF KYPHOSIS DEFORMITIES IN CHILDREN OF PRIMARY SCHOOL IN THE REPUBLIC OF SERBIA: A SYSTEMATIC REVIEW STUDY Đorđević S., Jorgić B., Milenković S., Milenković M., Đokić M., Tsonkova D. ....	227
INFLUENCE OF PHYSICAL ACTIVITIES ON BODY MASS Arben Osmani, Abdulla Elezi .....	231
DIFFERENCES IN BODY COMPOSITION BETWEEN 12 YEARS OLD ATHLETES AND NON-ATHLETES BOTH GENDERS Daniela Shukova Stojmanovska, Georgi Georgiev .....	235
EATING HABITS AND PHYSICAL ACTIVITY IN UNIVERSITY EDUCATION Güneş E., Sormaz Ü., Arslan F., Erdoğan M. ....	243
THE EFFECT OF PILATES EXERCISE PROGRAM ON POSTURAL DEFORMITIES, QUALITY OF LIFE IN SEDENTARY WOMEN Arslan F., Çakmakçı E., Taşkın H., Taşkın Ö., Çakmakçı O., Erkmen N. ....	249
FAST FOOD SELECTION OF TEENAGERS TAKING NUTRITION EDUCATION AND NOT Yılmaz M., Sormaz Ü., Güneş E., Kafadar AMH., Onur N.A. ....	255
A SCIENTIFIC AND THEORETICAL APPROACH IN PHYSICAL CULTURE NEW TERMINOLOGY Mitrichka Dj. Stardelova, Katerina Spasovska .....	265
THE INFLUENCE OF THE CERVICAL TRACTION AND MANIPULATIVE METHODS IN A REPORT WITH CHRONIC NECK PAIN Naser Lahu, Sylejman Miftari, Valmira Latifi-Lahu .....	269
THE ROLE OF PHYSIOTHERAPY IN TREATMENT OF FROZEN SHOULDER Sylejman Miftari, Naser Lahu .....	273
SOME OF THE PSYCHOLOGICAL PARAMETERS, BODY COMPOSITION, SOMATO TYPE AND SKILLS OF MOTORIC IN INTELLECTUAL DISABILITIES Songül Turhan, İrfan Arguz, Muhsin Çinar, Fatma Arslan .....	281

<b>EATING HABITS AND PHYSICAL ACTIVITY IN UNIVERSITY EDUCATION</b> <b>Güneş E., Sormaz Ü., Arslan F., Erdoğan M. ....</b>	<b>289</b>
<b>RELATIONS OF ORAL CARE AND DIETARY HABITS OF STUDENTS WITH LONG-TERM PARTICIPATION IN SPORT</b> <b>Diana Aranza, Boris Milavić, Mirjana Milić .....</b>	<b>295</b>
<b>ROLE OF TRADITIONAL GAMES AND SPORTS IN SOCIAL AND ETHNICAL INCLUSION, INTEGRATION AND COHESION IN THE POST-CONFLICT AND TRANSITIONAL SOCIETIES AMONG CHILDREN OF ELEMENTARY SCHOOLS</b> <b>Ivan Anastasovski, Lence V. Aleksovska, Vujica Živković, Andriana Z. Misovski, Lazar Nanev, Tatjana Stojanoska Ivanova .....</b>	<b>303</b>
<b>HIERARCHICAL CLASSIFICATION METHODOLOGICAL MODEL FOR TEACHING SNOW PLOW TURN</b> <b>Danijela Kuna, Siniša Kovač, Ivica Franjko .....</b>	<b>311</b>
<b>SPORTS RECREATION ACTIVITIES AMONG STUDENTS AND EMPLOYEES IN RURAL ENVIRONMENTS IN VOJVODINA</b> <b>Silvija Kermeci, Dušan Mitić .....</b>	<b>317</b>
<b>BALANCE AND ORIENTATION OF HEARING IMPAIRED CHILDREN</b> <b>Jasmina Kovačević, Zora Jachova .....</b>	<b>323</b>
<b>SUCCESSFUL PERFORMANCE OF THE GYMNASTICS ELEMENT KIP UP TO SUPPORT ON RINGS, DEPENDING ON THE ANTHROPOMETRIC AND MOTOR FACTORS</b> <b>Orce Mitevski, Biljana Popeska, Katerina Spasovska, Stefan Veljanoski .....</b>	<b>329</b>
<b>COMPARATIVE ANALYSIS AND STRUCTURE OF THE MORPHOLOGICAL, BASIC AND SPECIFIC MOTOR STRUCTURE OF THE STUDENTS IN THEIR SECOND YEAR OF STUDIES AT THE FACULTY OF PHYSICAL EDUCATION IN THE DISCIPLINE OF SHOT PUT</b> <b>Aleksandar Simeonov, Zoran Radich, Aleksandar Rakovich, Astrit Iseni .....</b>	<b>335</b>
<b>IMPACT OF SPECIAL PHYSICAL EDUCATION CLASSES ON BASIC MOTOR STATUS AMONG STUDENTS AT THE FACULTY OF SECURITY</b> <b>Jonche Ivanovski .....</b>	<b>339</b>
<b>DETERMINING THE CONDITION AND DIFFERENCES BETWEEN SOME ANTHROPOMETRIC AND MOTOR, MOTOR-SPECIFIC INDICATORS AND BODY COMPOSITION OF STUDENTS OF THE BASKETBALL SPORT CLASS</b> <b>Branko Krstevski, Risto Stamenov, Kalach Ruzdija, Seryozha Gontarev, Mirjana Krstevska .....</b>	<b>345</b>
<b>RELIABILITY AND VALIDITY OF THE LATERAL ENDURANCE TRUNK TEST</b> <b>Maja Kalauz, Nina Ivančić, Jelena Paušić .....</b>	<b>349</b>
<b>THE SUBJECTIVE EXERCISE EXPERIENCES OF RHYTHM ACCOMPANYING EXERCISE – GENDER DIFFERENCES</b> <b>Nina Ivancic, Durdica Miletic, Ana Kezic .....</b>	<b>353</b>
<b>SOME RELATIONS BETWEEN THE MOTORIC TESTS FOR ASSESSMENT OF COORDINATION AND EXPLOSIVE POWER WITH THE MEASURES OF THE SUCCESSFUL PERFORMANCE OF THE GYMNASTIC ELEMENT, FORWARD DISMOUNT WITH STRADDLE LEGS ON RINGS</b> <b>Katerina Spasovska, Orce Mitevski, Aleksandar Aceski, Darko Kalanoski, Mitricka Dzambazova Stardelova .....</b>	<b>357</b>



## APPLICATION OF THE CONCEPT OF MODERN ENTREPRENEURSHIP IN THE DEVELOPMENT OF SPORTS TOURISM IN MACEDONIA

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### Abstract

*The tourism sector is one of the fastest growing service sectors in the world economy and one the most complex social – economic phenomena. Connection and similarities between tourism and sport is derived from the basic characteristic of the two activities which need. Most modern tourist movements involve a certain sport activities. The essence of entrepreneurship lies in recognizing opportunities and innovation of individuals – entrepreneurs. Basics of the successful operation of enterprises in the constant introduction of the new ways and forms of work. In the applied part of the paper will be conducted practical research on how to organize, finance a new business and application of the concept of modern entrepreneurship enterprises in the field of sports tourism. The aim of the research lies in understanding the real situation in terms of the willingness of enterprises to create the necessary supply by detecting the manner of organization of business activities, financing and implementation of the concept of modern entrepreneurship. Based on the results of the survey the possibilities will be indicated and later offered by this concept in the development of sports tourism. The contribution of this paper consists in expanding the literature in this area and indicate the necessity of representation of the entrepreneurial initiative of the enterprises in the field of tourism in order to improve their performance and contribution to the development of sports tourism.*

**Keywords:** entrepreneurial initiative, modern entrepreneurship, sports tourism, tourism offer, enterprises

### Introduction

Tourism and sport represent two areas that are interconnected due to the specific needs of people involved in sporting events. Tourism is the branch that stimulates economic development and has a major role in the creation of the labor market and the establishment of enterprises in the tourism sector. Improvement of operations and increase the efficiency of operations is a challenge for any enterprise since creating a new successful business and maintaining the already developed business is hard work.

Entrepreneurship as a fourth factor of production is driving the process of creating a tourist offer. Among the dependence on tourism products is a direct consequence of the characteristics of the tourist offer. The modern concept of entrepreneurship provides increased efficiency in the operation of enterprises, creating an optimal tourist offer and encourage the development of sports tourism. The application of the concept of modern entrepreneurship in operation allows constant introduction of new forms of work, encouraging teamwork and entrepreneurial concepts of corporate behavior. The representation of entrepreneurial initiative in the field of sports tourism expresses the orientation of entrepreneurs to innovative ways of organizing work and providing appropriate tourist offer.

### Characteristics of sports tourism

The term tourism involves travel, movement, change. Tourism is a modern phenomenon that affects all segments of the society. According to the World Tourism Organization, tourism is the sum of the activities that people make during their trips and accommodation in a place outside their normal residence without interruption, but not longer than a year, mostly for vacation or for business and other reasons. Tourism today is one of the major social and economic phenomena of modern like that reveals new aspects of the lifestyle that people recognize. Tourism is an area that fosters economic growth and affects the labor market and the establishment of enterprises in the tourism sector and in sports.



Tourism as an area associated with the sport. Tourism represents a set of relationships and phenomena arising from the travel and stay of foreigners in one place, if it does not mean permanent settlement if they are not bound for economic purpose. In terms of sport, tourism is defined as a human need that it occurs due to the modern lifestyle. Touristic holidays are an attempt to discover new ways of living and working that will be compatible with modern life. From this perspective, sports tourism is associated with everyday travel for the maintenance of a sporting event. Most modern tourist movements involve particular sport events. The resemblance between tourism and sport as two independent areas stems from the existence of the necessity, the main feature of both activities. In sports, the small and big enterprises are key factors for the growth of the tourism industry globally level. Connection of modern tourism and sport can be perceived through the factors that initiate the development of tourism and sport and the economic benefit arising as a result of tourism and sport.

Modern working conditions are characterized by the rapid development of the sport in terms of the mass involvement of stakeholders in the pursuit of sporting activities and in terms of geographical representation of the sport. Sports tourism refers to travel, national and international that are realized in order to see the desired sporting events that are previously known. Sports tourism means all forms of active and passive involvement in sporting activities in which random or organized participate, commercial or non-commercial reasons for which there is the need of leaving the temporally place of living. Active sport tourism is involving an active physical performance and passive sports tourism implies of non-committing a physical performance rather than travel for creating or following specific tourist offer. During travels in a certain way, actively or passively, people participate in sports events. Athletes who compete are active participants in sports events, while others are passive participants and are part of the audience.

#### *Entrepreneurial initiative as a prerequisite for development of sports tourism in Macedonia*

In the area of sports tourism is a very dynamic region with high growth potential primarily as a result of consumer – tourists who are constantly in motion and constantly create new needs. Therefore, enterprises involved in this area need to apply entrepreneurial and constantly adjust conception of work to the challenge of the processes of globalization and economic integration. Every enterprise must be able to simultaneously run three important things: he works to promote, to expand and innovate. These enterprises are located in the new development phase characterized by discovering new job opportunities and introducing innovative ways of meeting the needs of tourists.

The trend for the development of sports tourism in the Republic of Macedonia is perceived by analyzing the overall demand and supply in the area. Sport and especially major sporting events have a positive influence on the people in the environment and encourage people to travel. Sport events that offer interesting content at the same time represent an opportunity for an active holiday visitors and one of the basic elements of sports tourism in terms of number of visitors and sharing the wealth of the country that organized sports events.

The application of entrepreneurial concept of work in the field of sports tourism on the availability of certain prerequisites which facilitate the way of practicing this concept. The basic prerequisite for the application of this concept is the existence of entrepreneurial initiative and culture in the creation of tourist facilities and various contents that are part of the tourist offer. Culture is compatible with other aspects of management and organization. Development concept of sports tourism can be realized through the constant monitoring of the work processes, valuing the offer, valuing the needs of tourists, providing conditions to meet the needs on time and place, creating a proper teamwork and constant education of human resources. The basis for creating and maintaining a competitive advantage consists in the ability to create an appropriate organizational structure that fosters entrepreneurial behavior and dedication to innovation and flexibility to change and market demands. Because many enterprises respond to rapidly changing technical requirements and consumer demand through entrepreneurial behavior.

Entrepreneurial initiative boosts the innovation and teamwork that valued the role of the human resources to supporting and implementing a development concept in the field of sports tourism. The creation of a competitive offer in the area of sports tourism through the modern concept of entrepreneurship was identified as a need in the following areas, innovative approach in shaping the supply of sports events and events, development and implementation of competitive travel arrangements in the areas of sports tourism, implementing innovative organizational culture among tourism enterprises



and innovative approach in mediating between subjects in the field of sports tourism.

The introduction of the innovative concept of the work depends of the deliberations and decisions of the entrepreneur of the management of enterprises. Entrepreneurs carry the concept of work, and therefore if they want the enterprises to be successful need to implement market – based operations that are based on constantly enhancing the performance and knowledge of all employees. Important prerequisites for fostering the development concept in the operation of enterprises in the field of sports tourism is an entrepreneurial – focused management that supports initiatives in operation, open communication between employees and provides resources for research and development.

### **Research methodology**

The introduction of modern entrepreneurship in the operation of enterprises by connecting the way of organization, financing of business activity in the area of sports tourism basically consists of introducing new ways of working, new products and services, introducing innovations in performance, innovative ways of financing business activities, implementation of training programs for employees, improvement of management and practice teamwork. Subject of practical research is a survey that was conducted among 60 enterprises in the field of tourism for the identification of the situation in terms of how to organize, finance the work and representation of the concept of modern entrepreneurship enterprises in the field of sports tourism. Practical research was conducted in the period from July 1<sup>st</sup> 2015 to February 1<sup>st</sup> 2016. Through the method of questionnaire consisting of fifteen questions from 60 enterprises surveyed, 45 showed interest and fill in the questionnaire.

### **Research Results**

According to the results of the survey among enterprises whose main business is tourism and the total number of observations received on each question conclude that the sample consists of 45 enterprises, with the first question – Do you use the services of enterprises in the tourism mediation?, most of the surveyed enterprises or just 35 said that they use the services of travel agencies or other intermediary enterprises and only 7 enterprises said they sometimes use the services of travel agencies.

The question – Do you cooperate with entities possessing tourist in the area of sports tourism? (If you cooperate specify which), most of the surveyed enterprises or 40 enterprises responded that they do not cooperate with entities that mediate in the area of sports tourism and only 5 enterprises realizing occasional cooperation with travel agencies.

The third question – Do you cooperate with sports organizations in terms of exchange of information? (If you cooperate specify which), 37 enterprises have said they have established cooperation and 8 enterprises have some type of collaboration with sports clubs and travel agencies.

The next question – In which way do you inform yourself about maintenance of certain sport events?, 38 enterprises said they were informed individually by the means of mass media and social networks and 7 enterprises and informed in an official way, through institutions or travel agents.

The fifth question – Do you have an employed manager for marketing or person for public relations RP, or in the enterprise there is a special sector for marketing?, most of the surveyed enterprises or 41 enterprises answered that they have employed a manager or person for public relations, and only 4 certain enterprises have a separate marketing.

The next question – Do you have information on revenues of sporting events held in the past?, most of the surveyed enterprises responded negatively or 42 enterprises responded that they have no information and only 3 enterprises or 6% of the surveyed enterprises said they have information on it.

The seventh question – Whether the enterprise introduced a list of products and services (sports-touristic) that are offered to consumers? (If there is specify which), the majority of enterprises voting against, meaning 41 enterprises or 91% of the surveyed enterprises have arrangements for tours, brochures, promotional material, flyers with registered products and services and all related to the maintenance of a sporting event and 9% or 4 enterprises have introduced a list of products and services.

The eighth question – Are you familiar with the concept of modern entrepreneurship?, most of the surveyed enterprises or 35 enterprises responded that they do not understand and 10 enterprises responded that they understand.

The next question – Do you accept innovations in operation?, 32 enterprises or 71% voted to accept innovation and 13 enterprises or 29% of the respondents said they do not accept innovations in work but



work on established ways of working.

The tenth question – In which area do you most innovate?, 32 enterprises have said they accept innovation in operations most enterprises or 25 enterprises have said they bring innovation in information technology and 7 enterprises said they introduce new products and services.

The question – Do you carry out programs for training and education of employees in the area of sports tourism? (If you have training programs, specify which programs), all interviewed 45 managers of enterprises do not plan and do not provide training and education of employees in the area of sports tourism. Managers surveyed said they conduct training for staff training in the field of occupational safety because they have a legal obligation to relationships with consumers.

The twelfth question – Does teamwork represent in the work of the enterprise?, the majority of those surveyed 38 or 83% managers responded that decisions about work are made individually by own enterprises managers and only 7 or 15% responded that all decisions related to the operation of the enterprise make a team.

The questions – Do you think the success of the operation depends on the introduction of new products and services (sports-touristic)?, managers of 37 enterprises have said they believe that the success of the operation depends on the introduction of new products and services and 8 managers said they do not believe that the success of the work depends on the introduction of new products and services.

The next question – On which way do you finance new activities in the enterprise?, most of the surveyed stream 36 managers and 80% responded that the financing of new business activities are performed by trade credits, 3 managers of 6% responded that they are recipients of grant funds and only 6 enterprises or 14% of new business activities are financed with own personal funds.

The last question – Do you have the need an expert's advice, education and training in the field of sports tourism?, the majority, 43 managers or 96% said yes meaning a need for specialized expert advice in the field of sports tourism and only 2 managers or 4% said they had no need for such kind of education or professional advice.

The financing of new business activities, enterprises mostly are financed by trade credits. According to the results, one can conclude that most of this enterprises do not provide training to employees and most of them are not familiar with the meaning and possibilities offered by the concept of modern entrepreneurship and simultaneously reported to require the use of services of professional training, advice and education.

## Conclusion

Modern trends in the field of sports tourism globally tended to development that constantly receive new content and value and is a dynamic region with high potential for growth and development, in terms of number of tourists and participants involved in this activity and realized income. Sports tourism drive action athletes and other participants who in any way participate in this area through direct participation, creation and introduction to certain values to overcome seasonal features of tourism and realization of synergies in the development of tourism and sport. Therefore, the enterprises involved in the sector need to change their position in terms of adjusting the organization of work and applying the concept of modern entrepreneurship in order to achieve effectiveness. There are five dimensions of effectiveness in sports: the ability to obtain resources, indoor environment, efficiency of processes, and implementation of the objectives and general level of activity.

Based on the results obtained from the analysis and survey of the perception of reality in terms of how the organization, financing of new business activities and application of the concept of modern entrepreneurship enterprises in the field of sports tourism can be concluded that the majority of enterprises surveyed accept the introduction of innovations, new products and services, new ways and forms of organization of work and new business processes.

The challenges of development and improvement of the entities that are part of the area of sports tourism levy implementing a genuine process of organizing work that are essentially based on the real situation and possibilities for the development of undertakings and contained in: implementation of a modern model of enterprise management, identification of potential segment, and development through the introduction of the requested products and services, building a quality system of exchange of information between sports entities and enterprises that create an offer in order to achieve a high level of synergy, the formation of specialized enterprises for mediation in this area (specialized travel agencies) implementing programs for training and education of human resources in this sector, active approach to



tourism enterprises in the creation of the concept of work organization between all stakeholders in this sector. The introduction of modern entrepreneurship enables constantly introducing innovative ways of work organization, and encouraging entrepreneurial concept of corporate behavior that represents a real need in the contemporary operating environment.

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