

ULOGA I ZNAČAJ DILERA (PRODAVACA) NA TRŽIŠTU AUTOMOBILA U REPUBLICI SRBIJI

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doi: 10.5937/Oditor2003007J

Originalni naučni rad

UDK:

339.187:[338.45:629.33(497.11)

347.712

Rezime

Automobili su najsofisticiraniji masovno proizvedeni proizvodi i rezultat su dugogodišnjih istraživanja i razvoja. Zbog takve prirode, tehnološki razvoj automobila je, uopšte, nepredvidljiv. Čak i kada ispunjavaju očekivanja, prihvaćenost od strane potrošača varira od jednog tržišta do drugog. Tržišta potrošnih dobara se sastoje od kupaca koji žele da troše ili imaju određene koristi od kupljenog proizvoda i koji ne kupuju proizvod u cilju stvaranja profita, kao glavog cilja, već radi zadovoljenja sopsvenih potreba. Uloga dilera u automobilskoj industriji ima sve veći značaj na obim proizvodnje tako i na modele automobila. Bez njihovog prisustva postavlja se pitanje plasmana proizvoda, cene proizvoda kao i marketinških aktivnosti. Strategija samog proizvođača odnosno dilera je od izuzetnog značaja, kako preduzeće stvara vrednost i na koji način ostvaruje konkurentsku prednost dok izvori troškovne prednosti zavise od strukture date industrije. Takođe, od ključnog značaja za auto industriju je i lanac snabdevanja rezervnim delovima. Cena je strategijska i taktična promenljiva kojom se utiče na ostvarenje obima prodaje. Cilj rada predstavlja ispitivanje značaja uloge dilera za tržište automobila u Srbiji.

Ključne reči: automobili, dileri, cena, tržište, potrošač

JEL: D40, L62

Uvod

Utvrđivanje uticaja dilera na tržište automobila je složen proces, kako sa aspekta ponude dilera u Srbiji, tako i sa aspekta stanja u kojem se nalazi privreda, pogotovu tržište automobila. Na tržište automobila deluju brojni faktori koji imaju isprepletan i

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multiplikovan uticaj. Posledično, precizno vrednovanje uticaja dilera je značajno otežano, a u mnogim situacijama zahteva visoko sofisticiranu statističku metodologiju, za čiju primenu je potrebna ispunjenost brojnih uslova.

Kada potrošači ocenjuju kvalitet proizvoda ili usluge(Schlüter, Weyer, 2019), oni ga vrednuju prema nekom internom standardu, a on, u suštini, predstavlja očekivani kvalitet usluge.

U kontekstu prodajnog menadžmenta, značajno mesto pripada i postprodajnim uslugama. Pod tim pojmom podrazumevamo usluge koje prodavac pruža kupcima, pre, za vreme i posle kupovine (Dvir, Strasser, 2018).

U radu se istražuje uticaj dilera na tržište automobila, kako sa aspekta ponude, tako i sa aspekta samog razvoja dilerske mreže u pružanju servisnih usluga i njihov doprinos razvoju tržišta(Mičić, Totić, Halilagić, 2018). Podrška mnogih vlada automobilske industriji bila je pružena kroz mnoge oblike, uključujući subvencije za proizvođače i direktno učestvovanje u procesima restrukturiranja.

Uloga dilera u automobilske industriji ima sve veći značaj na obim proizvodnje tako i na modele automobila. Bez njihovog prisustva postavlja se pitanje plasmana proizvoda, cene proizvoda kao i marketinških aktivnosti. Jedan od osnovnih problema savremenog poslovanja sa kojima se susreću preduzeća pa i dileri jeste da usvoje jedan dugoročni poslovni model umesto oslanjanja na kratkoročne ciljeve (Montag, 2017). Unapređenje poslovanja preduzeća mora da se zasniva na primeni menadžment tehnike koja podržava konkurentnost, inovativnost i fleksibilnost kao i na unapređenju znanja zaposlenih(Mićović, Miletić, 2019). Pozitivni rezultati jednog proizvođača često zavise koliko je pozitivan njegov ugled. Ugled utiče na tržišni udeo i sposobnost da zainteresuje i privuče kupce, takođe, ugled utiče na sposobnost prodaje proizvoda i usluga.

Marketing predstavlja osnov nastupa na tržištu. On je prisutan ne samo u proizvodnim organizacijama već i u onima koje se bave prometom dobara i usluga-trgovini, saobraćaju, ugostiteljstvu i turizmu, ukratko u svim onim aktivnostima u kojim su privredne organizacije prinuđene da se bore za plasman svojih proizvoda usled prisustva konkurencije na tržištu(Sredojević, Kljajić, Gajić, 2019).

Zadatak marketinga auto proizvođača je da ostvari kontakte sa spoljnim akterima (konkurencijom i kupcima) koji imaju nezavisno postojanje. Sam opstanak auto proizvođača zavisi od toga koliko se dobro menadžment prilagođava tržišnim uslovima(Zekić, 2015) koji su pod uticajem aktivnosti velikog broja tržišnih aktera u auto industriji.

Koncept uspešne uslužne organizacije predstavlja skup stvorenih kvalitetnih resursa koji su uključeni u proizvodnju usluge, tj. ljude, zatim tehnologiju, fizičke resurse, operacione sisteme i administraciju (Stojanović, 2018).

Šta je to što dilere čini nezamenljivim činiocima procesa jedne industrijske grane (Brand, Cluzel, Anable, 2017). Traganje za diferencijalnom prednošću na tržištu automobila je kreativan proces koji zahteva dugoročnu viziju i pojamovnu sposobnost. Kreiranje i operacionalizacija marketing miksa auto proizvođača podrazumeva aktivan odnos prema tržišnim kretanjima i internim mogućnostima. Tržišni uspeh je uslovljen sposobnošću auto proizvođača da: prepozna atraktivne i dovoljno velike tržišne segmente, identifikuje ključne faktore uspeha i razvije proizvodne procese, kojima će da stekne konkurentsku prednost na tržištu.

Istraživanje tržišta na nivou nacionalne privrede ima za svrhu da obezbedi strukturnu usklađenost privrede u razvoju i sprečavanju većih disproporcija između ponude i tražnje na svim značajnim sektorima tržišta.

Celokupni “know-how” i poslovne ideje, nastale na bazi direktnog i indirektnog iskustva i istraživanja, stoje menadžerima na raspolaganju u cilju sprovođenja raznih inicijativa, inovacija i poboljšanja u velikom broju oblasti i funkcija poslovanja auto proizvođača.

Automobilska industrija u Srbiji

Nigde nije tačno zapisano kako se i kada prvi put povelala reč o proizvodnji automobila u kragujevačkim Zavodima „Crvena zastava”.

Ipak potragom za istinom, saznalo se da je Zastava započela sa proizvodnjom 1940. godine automobila Ševrolet kamionet gde je sa trake izašlo 300 komada. Nastavak proizvodnje u fabrici obnavlja se 1953. godine sa sklapanjem 160 komada džipa Willis, a 1954. godine iz proizvodnje izlazi licencirani Fiat Kampanjola. Svoju pravu proizvodnju Zastava nastavlja 1956. godine sa nacionalnim modelom Fiata 600 koga do 1985 proizvode u nekoliko varijanti i sa traka izlazi 920.000 primeraka. U daljoj saradnji sa Fiatom sa traka izlazi Zastava 1300, popularni „tristać“ 1961. godine, a proizvodnja je trajala do 1979. godine.

Najveća i najvažnija investicija u sektoru automobilske industrije Srbije (Vukša, Anđelić, Milojević, 2020) predstavlja projekat Fijat, ne samo zbog velikog iznosa investicije, već i činjenice da je upravo ova investicija privukla dolazak izvesnog broja proizvođača automobilskih delova u Srbiju.

Nova tehnologija omogućuje stvaranje baze ključnih podataka o licima koja traže posao, koja žele promeniti sadašnji posao, studenata i onih koji su tek diplomirali. (Ćamilović, Vujić, 2007).

Ovaj projekat se takođe može definisati i kao jedan od najvažnijih investicionih projekata u Srbiji u poslednjih 20 godina i svakako budući pokretač rasta srpske privrede. FCA Srbija je u 2014. godini proizveo preko 100.000 vozila FIAT 500L i generisao blizu 1,4 milijarde evra prometa, čime je zauzeo prvo mesto na listi

najznačajnijih srpskih izvoznika. Najveći deo proizvedenih automobila u Srbiji pomenute godine izvežen je na tržišta SAD i u zemlje Evropske Unije (Thies, Kieckhäfer, Spengler, 2016).

Razvoj proizvodnje i prodaje u Srbiji

U mnogim zemljama proizvođačima automobila veliki deo proizvodnje se izvozi. Izvoz automobila predstavlja više od 20% izvoznih proizvoda Japana, Slovačke, Mađarske, Kanade i Španije te oko 15% ostalih zemalja proizvođača. Proizvođači automobila morali su prilagoditi svoju proizvodnju jer su gotovo sve zemlje koje proizvode automobile beležile oštar pad proizvodnje u 2008. godini, a posebno je veliki pad zabeležen u zemljama kao što su Francuska, Španija i Italija - Sturgeon i Biesebroeck, 2010. U SAD, pad prodaje trajnih dobara te ulaganja poduzeća u kupovinu automobila pridoneo je 20 do 30% padu BDP u drugoj polovini 2008. godine (Bilas et al., 2013; Wang, 2019).

Savremeno društvo zasnovano je na tehnološkom razvoju tako da je logično da tradicionalna znanja nisu u mogućnosti da pruže verodostojno objašnjenje promena koje se odvijaju u svetskoj privredi, jer razlika između industrijske i naučnotehnološke revolucije jeste razlika između nauke kao opštedruštvenog dobra koje se povremeno koristi u proizvodnji i nauka koja je u samom centru proizvodnje (Noton, 2016.). Uloge istraživanja, razvoja i znanja, u razvojnom tehnološkom procesu postaju osnov za objašnjenje samo ekonomskog i društvenog razvoja. Iz te činjenice proizilazi i pokazatelj povezanosti nauke i empirija u savremenoj epohi razvoja kao i teza da se zahvaljujući istraživanju i razvoju, rapidno smanjuje vreme potrebno da se znanja koja su verifikovana kao inovacije, odnosno pronalasci i proizvodno primene (Jelenković, 2015). Prema prognozi za prvih dvadeset godina narednog milenijuma predviđa se da će se pojaviti 70% novih proizvoda, koji danas nisu ni na nivou ideje.

Privlačenje novih direktnih stranih investicija (Vasić, 2015) u srpskom automobilskom sektoru, predstavlja ključ razvoja domaće ekonomije, i povećanje konkurentnosti automobilske industrije.

Strategija samog proizvođača odnosno dilera je takođe od izuzetnog značaja, kako preduzeće stvara vrednost i na koji način ostvaruje konkurentsku prednost dok izvori troškovne prednosti zavise od strukture date industrije.

Takođe, od ključnog značaja za auto industriju je i lanac snabdevanja rezervnim delovima što u današnje vreme spada u logističku podršku (Ivanova, Ivković, Ivanov, 2019) kako proizvođaču tako i prodavcu – dileru.

U automobilske industrije, lanci snabdevanja obuhvataju veliki broj učesnika, odnosno međusobno povezanih organizacija koje realizuju različite aktivnosti i

procesu imaju za cilj isporuku proizvoda ili delova za krajnjeg potrošača (Stojnović, 2019; Czerny, Shi, Zhang, 2016).

Danas, automobilska industrija jedan je od najistaknutijih sektora u Srbiji, koji je od 2001. godine privukao veliki broj, ukupnih stranih direktnih investicija. Do sada je u ovaj sektor investiralo više desetina internacionalnih kompanija, koje su uložile više od 1,7 milijardi evra i otvorile više desetina hiljada radnih mesta. Automobilska industrija Srbije svojim proizvodima snabdeva brojne veće evropske i pojedine azijske proizvođače automobila. Proizvodnja komponenti kao što su točkovi, pneumatici i delovi sistema oslanjanja nalaze se među najistaknutijim komponentama naše industrije. Električne komponente su druga dominantna proizvodna grupa koja obuhvata akumulatore i električne instalacije kao najvažnije proizvode. Takođe, proizvodnja livenih delova za pogonske agregate od posebnog je značaja, zajedno sa delovima poput osovin, diskova, ventila i zamajaca. Danas, automobilska industrija ima značajan finansijski doprinos u bruto nacionalnom dohotku jedne zemlje svojim izvozom.

Najveću i najvažniju investiciju u sektoru automobilske industrije Srbije predstavlja projekat Fijat, ne samo zbog velikog iznosa investicije, već i činjenice da je upravo ova investicija privukla dolazak izvesnog broja proizvođača automobilskih delova u Srbiju.

Ukoliko se posmatra struktura auto industrije, može se reći kako se ona sastoji od dobavljača, odnosno proizvođača delova, samih proizvođača automobila ili prodajno servisne mreže. Industrija proizvođača delova određena je kao velika nezavisna grupa proizvođača koja proizvodi i prodaje gotove proizvode domaćim i stranim automobilskim proizvođačima kao i mreži servisa kao zamenske delove.

Proizvođači automobila morali su prilagoditi svoju proizvodnju jer su gotovo sve zemlje koje proizvode automobile beležile oštar pad proizvodnje u 2008. godini.

U našoj zemlji životni standard nije dozvoljavao kupovinu luksuznih proizvoda poput automobila sve dok se situacija nije popravila dolaskom stranih investitora posle 2014 god i otvaranja novih radnih mesta. Ta novonastala situacija odgovara dilerima i bankama (Nadoveza, Pešić, 2020). Smanjuje se nezaposlenost uvećava životni standard i građani pokazuju zainteresovanost za nabavku novih vozila.

Banke počinju da nude kredite pod različitim uslovima i na različite načine da ih plasiraju. Najinteresantniji vid kredita je kredit putem lizinga koji uz predviđene male rate između 50€ i 100€ privlače mnoge kupce. Ovakav vid kreditiranja pored fizičkih lica najviše odgovara velikim i srednjim preduzećima i ona nabavljaju veliki broj vozila koja svake jedne, dve ili tri godine zamenjuju staro za novo što uvećava broj novih vozila.

Međutim da bi se povećala prodaja automobila individualnim kupcima država bi morala da smanji i koriguje razna opterećenja pri kupovini, registraciji i eksploataciji

vozila (Weber, 2019). Država je uvela veliki broj taksi, kao i akciza koje poskupljuju gorivo te zbog toga veći broj kupaca odustaje od kupovine automobila.

Pored banaka kao nosioca kreditiranja nabavke novih automobila, u Srbiji se iz nekadašnjih auto-servisa koji su prodavali polovna vozila, razvija i novi vid poslovanja uspostavljanjem saradnje, istih, sa poznatim proizvođačima automobila u takozvane posrednike ili dilere.

Dileri su servise pretvorili u moderne objekte, podigli standarde a ponudu prilagodili uslovima u Srbiji. Pored servisnih usluga kupcima nude test vožnje, mogućnost kreditiranja, zamene starog za novo vozilo kao i sijaset drugih pogodnosti a sve u cilju zadobijanja njihovog poverenja.

Osnovni moto njihovog poslovanja je (Pessoa, Rezende, Assunção, 2019) :

- da je cena automobila odgovarajuća,
- da proizvod (automobil) odgovara ceni po kvalitetu,
- da je proizvod (automobil) dostupan za brzu isporuku,
- da automobil svojim karakteristikama može sebe promovisati.

To znači iskoristiti u sopstvene interese ekonomsku propagandu i publicitet.

Publicitet je u principu neplaćeni oblik promocije, za razliku od oglašavanja, unapređenja prodaje, direktnog marketinga i lične prodaje. To je ujedno i najčešće korištena tehnika odnosa s javnošću.

Svakom preduzeću, naročito u automobilskoj industriji, organizaciji (kao što su dileri u posredovanju), i javnoj osobi od interesa je ostvariti što veću količinu pozitivnog publiciteta, odnosno izazvati izvore publiciteta da pišu o njima bez da se njihove aktivnosti naplaćuju. Karakteristika publiciteta je da se dopire do velikog broja ljudi putem masovnih medija poput novina, televizije, radija i naravno Interneta.

Neophodno je i istaći da u savremenom društvu, u novoj ekonomiji, uspeh ili propast zavise isključivo od pozicije koju firma (sajt na Internetu) zauzme i održi u svesti potrošača, odnosno posetilaca vašeg sajta. Tu se tada uvodi PR koji ima izuzetno snažan efekat na pozicioniranje, i potrebno je obratiti pažnju da taj efekat bude firmi u korist, a ne obrnuto. Ukoliko želimo da ljudima komuniciramo našu poruku, ona će se takmičiti sa neverovatnom količinom informacija koje su danas prisutne svuda oko nas. Jedini način da ta naša poruka ima efekta, a to važi za bilo koju poruku (vest, reklama, ...), je da ona takođe kreira emocionalni efekat, da bi imala šansu da bude i zapamćena.

Ovo znači da program proizvodnje, koji je u skladu sa održivim razvojem, treba da nudi asortiman proizvoda, koji su neophodni i bezopasni po životnu sredinu, a čija se proizvodnja odlikuje malom potrošnjom resursa i najmanjim mogućim emisijama i količinama otpadnih materija.

Istraživanje uticaja dilera na tržište automobila u Srbiji Tržište Srbije

Da bi smo došli do nekih podataka kakav uticaj imaju dileri na tržište Srbije i kako tržište reaguje na prodaju izvršili smo testiranje upitnikom 60 salona automobila. Svaka konkurencija i takmičenje zahtevaju odgovarajuću sposobnost ljudi jer od njihovog obrazovanja i veština zavisi i ostvarenje cilja. Pružanje usluga potrošačima obuhvata sve aktivnosti (Barac, Milovanović, 2006) a one su povezane sa aktivnostima menadžmenta iz oblasti marketinga i logistike. Da bi proverili delimični uticaj dilera na tržište Srbije postavili smo sledeća pitanja:

1. Kako ocenjujete dosadašnju saradnju sa fabrikom?
2. Da li imate uticaj na plan proizvodnje kod dobavljača (fabrike)?
3. Da li fabrika prihvata vaše zahteve za inovacijom?
4. Da li predlažete modele za sledeću godinu?
5. Da li vršite narudžbinu automobila za prodaju ili vam fabrika šalje?
6. Ocenite po vašem mišljenju faktore značajne za razvoj proizvodnje i prodaje automobila u Srbiji ocenama od 1-5 (1-beznačajan faktor, 5-jako značajan faktor).

Saradnja dilera i fabrika koje zastupaju

Da bi se tačno utvrdila međusobna saradnja dilera i proizvođača sprovedeno je istraživanje korišćenjem statističkog softvera SPSS (Softver za statistiku kompanije IBM) a isptano je 60 ispitanika.

Osnovna pretpostavka za uspešno poslovanje kako salona, tako i fabrika koje se bave proizvodnjom automobila trebalo bi da se bazira na dobroj saradnji dveju strana, a koja se ogleda u postojanju uticaja od strane salona na plan proizvodnje fabrika, na razmatranje i usvajanje zahteva salona u vezi sa inovacijama koje su prisutne u ovoj industriji, predlozima modela za naredni period, itd (Yun, 2019).

Tako, iz prvog pitanja ove grupe (tabela 1) saznajemo da je nešto manje od polovine ispitanih dilera (45%) prosečno zadovoljno dosadašnjom saradnjom sa fabrikom koju zastupa. Visok procenat ispitanika od čak 41.7% potom otpada na pojedince koji saradnju sa fabrikom koju zastupaju ocenjuju visoko, dok su dileri koji ovu saradnju ocenjuju ekstremno dobro, odnosno ekstremno loše prisutni u niskom broju, što je i očekivano.

Tabela 1. Kako ocenjujete dosadašnju saradnju sa fabrikom?

		Učestalost	Procenat	Validni procenat	Kumulativni procenat
Valid.	Vrlo visoko	5	8.3	8.3	8.3
	visoko	25	41.7	41.7	50.0
	prosečno	27	45.0	45.0	95.0
	nisko	3	5.0	5.0	100.0
	Ukupno	60	100.0	100.0	

Izvor: Autor

Iz narednog značajnog pitanja (tabela 2) saznajemo da je oko polovine ispitanika odgovorilo da ima delimičan uticaj na plan proizvodnje kod dobavljača, dok su približno ravnomerno raspoređeni na preostalim 50% uzorka pojedinci koji ili imaju ili nemaju ili nemaju pomenuti uticaj na dobavljača.

Tabela 2. Da li imate uticaj na plan proizvodnje kod dobavljača (fabrike)?

		Učestalost	Procenat	Validni procenat	Kumulativni procenat
Valid	Da	17	28.3	28.3	28.3
	Ne	12	20.0	20.0	48.3
	delimično	31	51.7	51.7	100.0
	Ukupno	60	100.0	100.0	

Izvor: Autor

Slično, narednim pitanjem (tabela 3) otkrivamo da li fabrika prihvata zahteve dilera automobila za inovacijama koje su aktuelne u ovoj sferi. Interesantno je da u čak 53.3% beležimo negativan odgovor ispitanika, dok je nešto ispod četvrtine ispitanika dalo odgovor da postoji delimično prihvatanje pomenutih zahteva od strane dobavljača. Samo neznatan procenat ispitanika (8.3%) iskazuje pozitivan odgovor sa analiziranog aspekta.

Tabela 3. Da li fabrika prihvata Vaše zahteve za inovacijom?

		Učestalost	Procenat	Validni procenat	Kumulativni procenat
Valid	Da	5	8.3	8.3	8.3
	Ne	32	53.3	53.3	61.7
	delimično	23	38.3	38.3	100.0
	Ukupno	60	100.0	100.0	

Izvor: Autor

Kada je u pitanju mogućnost dilera da upućuju predloge modela za narednu godinu svom dobavljaču (fabrici), skoro dvostruko je veća frekvencija ispitanika koji nemaju priliku da pomenute predloge dostavljaju.

Tabela 4. Da li predlažete modele za sledeću godinu?

		Učestalost	Procenat	Validni procenat	Kumulativni procenat
Valid	da	21	35.0	35.0	35.0
	ne	39	65.0	65.0	100.0
	Ukupno	60	100.0	100.0	

Izvor: Autor

Dalje smo želeli da saznamo da li dileri zaposleni u salonima vrše samostalno porudžbinu automobila, ili ove porudžbine šalje sam dobavljač, odnosno fabrika. Svega 5 ispitanika uzorka (8.3%) daje odgovor da samostalno obavlja

narudžbinu kod dobavljača, dok kod preostalih približno 92% ispitanika ovaj posao pripada fabrici.

Tabela 5. Da li vršite narudžbinu automobila za prodaju ili Vam fabrika šalje?

		Učestalost	Procenat	Validni procenat	Kumulativni procenat
Valid	da	55	91.7	91.7	91.7
	ne	5	8.3	8.3	100.0
Ukupno		60	100.0	100.0	

Izvor: Autor

Stavovi ispitanika po pitanju faktora koji su značajni za razvoj proizvodnje i prodaje automobila u Srbiji

Pitanja koja se odnose na ocenu značaja faktora zaslužnih za razvoj proizvodnje i prodaje automobila u Srbiji, uz rezultate deskriptivnih statistika ocena ispitanika, prikazana su u tabeli 6.

Tabela 6. Ocenite po Vašem mišljenju faktore značajne za razvoj proizvodnje i prodaje automobila u Srbiji ocenama od 1 do 5 (1-beznačajan faktor, 5- jako značajan faktor)

	N	Aritmetička sredina	Stand.devijacija
Dostupnost prodajnih mesta /salona/	60	4.3000	.64572
Model finansiranja kupovine automobila	60	4.3333	.60132
Strane investicije	60	2.4167	1.26614
Informaciona tehnologija	60	3.1333	1.03280
Konkurencija	60	4.4500	.69927
Liberalizacija tržišta	60	2.4667	1.53454
Politički uticaj	60	3.4833	1.12734
Tehnički progres	60	4.2667	.63424
Društveno bogatstvo	60	3.8667	.83294
Novi proizvod	60	3.9333	1.23325
Novo tržište	60	3.2000	.97076
Savremena oprema	60	4.0500	.56524
Uticaj na određivanje cena	60	4.3667	.78041
Lična primanja	60	4.2833	.89868
Ostali prihodi	60	3.3500	.86537
Porez na dohodak	60	3.5667	1.06352
Ukupno N (spisak)	60		

Izvor: Autor

Odgovorima na 6. pitanje upitnika ispitanici su ocenili značaj pojedinih faktora na razvoj proizvodnje i prodaje automobila u Srbiji ocenama 1 – beznačajan faktor, ... , 5 – jako značajan faktor, kao i slučaju prethodnog pitanja. Rezultati analize i u ovom slučaju su pokazali da su ocene značaja gotovo svih navedenih faktora iznad proseka, pri čemu postoji vrlo visoka usaglašenost među ocenama. Četiri faktora koja bismo mogli izdvojiti i koja prednjače u odnosu na sve ostale jesu: dostupnost prodajnih

mesta, model finansiranja kupovine automobila, konkurencija i uticaj na određivanja cena. Od 16 analiziranih faktora obuhvaćenih ovim blokom izdvajaju se faktori strane investicije i liberalizacija tržišta koji u proseku nisu ocenjeni ocenom iznad 3 (medijalna vrednost), odakle se zaključuje stav ispitanika o njihovom nešto manjem značaju na proizvodnju i prodaju automobila u Srbiji.

Zaključak

Početak 21. veka karakterišu složeni procesi svetskog razvoja u kojima razvijene zemlje dominiraju u ekonomskoj i drugoj ravni, zahvaljujući visokom stepenu ekonomske razvijenosti zasnovanom na novim tehnologijama integrativnog karaktera. Nafta je sve manje i proizvođači automobila moraju da pronađu načine da ne dođe dan kada Saudijska Arabija i Kanada (zemlja sa najvećim naftnim poljima u svetu) prestanu da snabdevaju industriju naftom. Da bi se prebrodila takva kriza proizvođači su uveliko počeli da proizvode i hibridna vozila radi smanjenja zavisnosti od nafte a uporedo se ubrzano razvijau električna vozila na baterije. Hibridno vozilo napuni svoje električne baterije malim motorom sa unutrašnjim sagorevanjem, dok električno vozilo ima mogućnost punjenja baterija na spoljnom izvoru, kao što su konvencionalne utičnice. Dodatna pogodnost punjenja baterija kod kuće ili na nekim drugim mestima znači da bi električno vozilo moglo bolje odgovarati onim kupcima koji većinu svog vremena provode u gradu gde su električne baterije najtraženija alternativa. U budućnosti se očekuje da će se smanjiti troškovi delova, izrade i održavanje hibridnih i električnih vozila kao i povećanu konkurenciju na tržištu, tako da će proizvođači biti primorani da snižavaju cene hibridnih i električnih vozila što danas nije slučaj te je njihova prodaja mala u odnosu na vozila sa motorima na unutrašnje sagorevanje. Dinamički procesi naučno - tehnoloških inovacija i kreativnosti su potpuno promenili svet. Zaključeno je da će u bliskoj budućnosti hibridna kao i električna vozila biti dostupna svakom čoveku.

Zbog jedinstvenog fokusa auto industrija u saradnji sa korisnicima i konkurencijom na tržištu, kao i zbog svoje integrativne uloge u obezbeđenju da sva odeljenja firme rade ka ispunjenju potreba potrošača, strategija auto industrije i određenog brenda postaje suštinski bitna komponenta međunarodnih poslova svake firme koje, takođe, počinju da shvataju da brojne ključne teškoće sa kojima se suočavaju prilikom obavljanja međunarodnih poslova jesu u stvari marketing problemi. Posledično, leaderska pozicija se ostvaruje i zadržava ne pasivnim stavom, već kao posledica neprekidnog i stalnog prilagođavanja promenljivoj

svetskom okruženju. Samim tim, vlade, firme i pojedinci moraju agresivno reagovati sa inovativnim i kreativnim strategijama.

Industrija automobila se pokazala veoma značajnom i u vreme ekonomske krize. Osim što zapošljava više miliona ljudi širom sveta, pokreće razvoj i napredak drugih industrija (prerada metala, hemijska, elektro, gumarska, tekstilna), doprinosi enormnim prihodima od prodaje automobila i rezervnih delova. Industrija automobila je veoma inovativna grana, u njen razvoj ulaže se nekoliko desetina milijardi evra godišnje, pa se najnovija rešenja iz mnogih oblasti najpre primenjuju u toj industriji.

Kvalitet je oduvek bila visokopozicionirana karakteristika automobila, pa se načela izvrsnosti mogu povezati sa celokupnim procesom projektovanja i proizvodnje. Svetski poznate kompanije ovom segmentu pridaju veliki značaj, ali je, i pored toga, prisutna pojava masovnih opoziva zbog tehničkih nedostataka ili grešaka. Ovaj problem urušava im kredibilitet i nanosi finansijsku štetu koja se meri milijardom dolara, ali je neizbežan. Koliko god se proizvođači trudili i rešavali ovaj problem, sve veća složenost automobila, zahtevne strategije nastupa na domaćim i stranim tržištima, a najviše veliki broj kooperanata, uzrokuju da pojava otkaza postaje globalni problem. Sa njim se suočavaju i najveći proizvođači i oni koji tek stupaju na to turbulentno

Svakako da su među najvažnijim odlučno rukovodstvo, motivisanost zaposlenih, zadovoljstvo kupaca, stabilan i brzi rast tržišnog učešća. Naravno, čvrsta pravila za ostvarenje poslovne izvrsnosti ne postoje. Kretanje ka poslovnoj izvrsnosti mora biti pragmatično, pa razne kompanije imaju različite pristupe – neke počinju sa strategijom, neke sa procesima, druge sa kompetencijama.

Proizvodnja novih modela automobila sa modernim performansama je ključna za osvajanje novih tržišta. Osim ovih glavnih trendova i ključnih strateških pitanja, interesantne oblasti istraživanja za budućnost će se nesumnjivo pojaviti. Na primer, proizvođači automobila će morati da definišu svoj tržišni pristup novim alternativnim pogonskim tehnologijama, a glavnu ulogu u opredeljivanju će imati od samih dilera sa tržišta kao krajnjih prodavaca koji imaju neposredni kontakt sa kupcima.

Privlačenje novih direktnih stranih investicija u srpskom automobilskom sektoru, predstavlja ključ razvoja domaće ekonomije, i povećanje konkurentnosti automobilske sektora koji će kao takav imati potencijal i priliku da postane konkurentan automobilske sektorima analiziranih zemalja Višegradske grupe. Sve u svemu, dokazi ukazuju na to da će buduće prilike nadmašivati izazove. Kao pravci za dalji rad na ovom istraživanju, predlaže se usavršavanje idejnog rešenja optimalnog modela koji će ukazati na sveobuhvatan pozitivan ili negativan uticaj pojedinih faktora uticaja dilera na plasman automobila u Srbiji.

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THE ROLE AND IMPORTANCE OF DEALERS (SELLERS) FOR THE AUTOMOBILE MARKET IN SERBIA

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Abstract

Cars are the most sophisticated mass-produced products and are the result of years of research and development. Due to this nature, the technological development of cars is, in general, unpredictable. Even when they meet expectations, consumer acceptance varies from one market to the next. Consumer markets consist of customers who want to spend or benefit from a purchased product and who do not buy the product for profit, as the main goal, but to meet their needs. The role of dealers in the automotive industry is of increasing importance to both production volume and car models. Without their presence, there is the question of product placement, product pricing, and marketing activities. The strategy of the manufacturer or dealer himself is of the utmost importance, as the company creates value and how it achieves a competitive advantage, while the cost advantage sources depend on the structure of the given industry. Also crucial for the auto industry is the supply chain of spare parts. Price is a strategic and tactical variable that influences sales volume.

Key words: *cars, dealers, price, market, consumer*

Introduction

Determining the influence of dealers on the car market is a complex process from the aspect of dealers' offer in Serbia, as well as the state in which the market is in, especially the car market. There are multiple factors, which have an intertwined and multiplied influence that act on the car market. As a consequence, the precise value of influence of dealers is significantly aggravated, and in many situations requires very sophisticated statistical methodology, that needs numerous preconditions in order to be applied.

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When consumers rate the quality of a products or services (Schlüter, Weyer, 2019), they evaluate it according to some internal standard, which in essence represents an expected quality of service.

In context of the sale manager, after-sale services have a significant role. This term defines the services that the seller provides to buyers, before, during and after the sale (Dvir, Strasser, 2018).

The paper researches the influence of dealers on the car market, from the aspect of supply, as well as the aspect of the dealership network in providing services and their contribution to market development (Mičić, Totić, Halilagić, 2018). Support of many governments to the automobile industry was provided through many forms, including subsidies for manufacturers and direct involvement in restructuring processes.

The role of dealers in the automobile industry has a growing influence on the production volume and car models. Without their presence, the questions of product placement, product price as well as marketing activities arise. One of the basic problems of contemporary businesses, even dealers is creating a long-term business model instead of relying on short term goals (Montag, 2017). Promoting a business must be based on applying a management technique that supports competitiveness, innovation and flexibility, as well as improving employee knowledge base (Mićović, Miletić, 2019). Positive results of a manufacturer often depend on how positive his reputation is. Reputation depends on market share and ability to attract buyers, as well capability to sell his products and services.

Marketing represents the basis of market performance. He is omnipresent, not only in manufacturing organizations, but in ones that deal with turnover of goods and services-trade, transportation, hospitality and tourism, in short, all those activities that economic organizations are forced to fight for in order to place their products due to the presence of competition on the market (Sredojević, Kljajić, Gajić, 2019).

The task of car producer's marketing is to achieve contact with outside participants (competition and customers) that have an independent existence. The very survival of car manufacturers depends on how well the management adjusts to market conditions (Zekić, 2015) that are under the influence of activities of a large number of market participants in the car industry.

The concept of a successful service organization represents a set of quality created resources that are involved in service manufacturing, operational systems and administration (Stojanović, 2018).

What is it that makes dealers an irreplaceable factor of an industrial branches' process (Brand, Cluzel, Anable, 2017)? Searching for a differential advantage on the automobile market is a creative process that demands long term vision and conceptual capability. Creation and operationalization of the marketing mix by car producers implies an active relationship towards market trends and internal capabilities. Market success is conditioned by the capability of car producers to: recognize attractive and sufficiently large market segments, identify key factors of success and develop manufacturing processes through which it will acquire competitive advantage on the global market.

Market research on the level of the national economy has the purpose of securing structural compatibility of a developing market and preventing large disproportion between supply and demand on all significant sectors of the market.

The entire "know-how" and business ideas, created on the basis of direct and indirect experience and research are at the managers' disposal with the aim of implementing various initiatives, innovations and improvements in a large number of areas and business functions of automobile producers.

Car industry in Serbia

There isn't an exact record on how and where the first word on car manufacturing in Kragujevac Institutes "Crvena Zastava" was spoken.

However, in search of the truth, it was revealed that Zastava first began manufacturing the Chevrolet pickup truck in 1940, with 300 cars made. Continuation of production in the factory was renewed in 1953 by putting together 160 Willis jeeps and in 1954 a first licensed Fiat Campagnol was produced. Its real production, Zastava continued in 1956 was a national model Fiat 600, which was produced in 920 000 car specimens in several variants until 1985. In further cooperation with Fiat, a Zastava 1300 model was produced, a popular "tristać" from 1961 and its production lasted until 1979.

The biggest and most important investment in the automobile industry of Serbia (Vukša, Anđelić, Milojević, 2020) is the Fiat project, not only due to the large investment, but also the fact that it is exactly this investment that attracted the arrival of a certain number of car parts producers in Serbia.

Newest technology enables the creation of the basis of key data on people in search of a job, wanting to change the current job, students and those that have just graduated from college (Ćamilović, Vujić, 2007).

This project can also be defined as one of the key investment projects in Serbia in the last 20 years and is certainly a key driver of growth of the Serbian

economy. FCA Serbia has produced over 100 000 cars FIAT 500L in 2014 and generated a turnover of 1.4 billion euros, taking the first place on the list of most significant Serbian exporters. The biggest part of the produced cars was exported on the US and EU market (Thies, Kieckhäfer, Spengler, 2016).

Production and sale growth in Serbia

In many countries that are car producers, a large part of that manufacturing is exported. Car export represents over 20% of exported products of Japan, Slovakia, Hungary, Canada and Spain, and over 15% in other manufacturing countries. Car producers had to adjust their manufacturing since almost all countries that produce cars have recorded a steep fall in production in 2008, especially large fall was recorded in countries such as France, Spain and Italy (Sturgeon, Biesebroeck, 2010). In USA a fall in sales of permanent goods, then investment of companies in car purchase has contributed to 20-30% of fall in GDP in the second half of 2008 (Bilas et al., 2013; Wang, 2019).

Contemporary society is based on technological development so it is logical that traditional knowledge isn't capable of providing a credible explanation of change that is occurring on the world market, since the difference in industrial and scientific-technological revolution is the difference between science as a common good that is temporarily used in manufacturing and science that is in the very center of production (Noton, 2016). The role of research, development and knowledge in the development-technological process sets the basis for explaining, not only economic, but also social development. From that fact an indicator of connectivity of science and empiricism in contemporary times of development arises, as well as the thesis that with the help of research and development, the time necessary to apply knowledge that is verified as innovation in production is decreased (Jelenković, 2015). According to a forecast, there is a prediction that over 70% of new products that are only an idea today will arise in the next twenty years.

Attracting new foreign direct investment (Vasić, 2015) in the Serbian automobile industry, represents a key in development of the domestic economy and an increase in competitiveness of the automotive sector.

Strategy devised by the manufacturer i.e., the dealer is also of exceptional importance, how a company creates value and the way in which it achieves competitive advantage while sources of cost advantages depend on the structure of the given industry.

Also, the supply chain of spare parts is of key importance to the automobile industry, which in today's times falls into logistical support (Ivanova, Ivković, Ivanov, 2019) to the manufacturer and the seller – dealer.

In the automobile industry, supply chains encompass a large number of participants, that is, interconnected organizations that, through realization of different activities and processes have a goal of delivering products and parts to the end consumer (Stojnović, 2019; Czerny, Shi, Zhang, 2016).

Today, the automobile industry is one of the most prominent sectors in Serbia, that has attracted a large number of foreign direct investments since 2001. Until now dozens of international companies invested over 1.7 billion euros in this sector and opened over tens of thousands of jobs. Serbian car industry supplies numerous large European and certain Asian car producers with its products. Component production, such as wheels, tires and parts of suspension systems are among the most prominent components of our industry. Electrical components are the second dominant produced group that cover car batteries and electrical installations as the most significant products. Also, production of cast parts for powertrains is of special importance along with parts such as shafts, discs, valves and flywheels. Today, the automobile industry has a significant financial contribution in gross national income of a country with its export.

The biggest and most significant investment in the Serbian automobile industry sector is the Fiat project, not only due to the large investment, but the fact that it is this investment that attracted the arrival of a certain number of automobile parts producers to Serbia.

If we look at the structure of the car industry, it can be said that it consists of suppliers i.e., parts manufacturers, the car manufacturers or the sales service network. Parts manufacturers industry is defined as a large independent group of producers that produces and sells final goods to domestic and foreign automobile producers and a network of services as replacement parts.

Automobile producers had to adjust their production because almost all countries that produced cars have recorded a steep fall in production in 2008.

Standard of living in Serbia didn't allow purchase of luxury products such as cars until this situation was fixed by the arrival of foreign investors after 2014 and opening of new jobs. This newly created situation suited dealers and banks (Nadoveza, Pešić, 2020). It decreased unemployment and increased standard of living, so the citizens showed an interest in purchasing new cars.

Banks began offering credit under various conditions and placing them in various ways. The most interesting way of crediting was through leasing which attracted many buyers due to anticipated small rates between 50-100€. This way of crediting suited large and medium-sized companies that started purchasing a large number of vehicles that are replaced for new ones every one, two or three years which increased the number of new vehicles.

However, in order to increase car sales to individual buyers, the country had to decrease and adjust various loads when purchasing, registering and exploiting the vehicles (Weber, 2019). The country introduced a large number of fees and excises that increased the price of fuel therefore, a larger number of buyers gave up on buying automobiles.

Other than banks as the credit holders for purchasing new cars, from former car repair shops in Serbia that sold used cars, a new type of business was developed by establishing cooperation of the same with famous car producers in the so-called mediators or dealers.

Dealers turned repair shops into modern facilities, raised the standards and adjusted the offer to the conditions in Serbia. Other than repair shop services, they offered buyers test drives, possibility of crediting, replacing the old for a new vehicle, as well as a number of other advantages, all with a goal to gain their trust.

The basic moto of their business is (Pessoa, Rezende, Assunção, 2019):

- price of the automobile is adequate,
- the product (automobile) corresponds to the price by quality,
- the product (automobile) is available for fast delivery,
- the automobile can promote itself with its characteristics.

This means using economic propaganda and publicity to achieve their own interests.

Publicity is in fact an unpaid form of promotion, unlike advertising, sales promotion, direct marketing and personal sale. It's also the most used technique in public relations.

Every company, especially the car industry, an organization (such as dealers in mediation) and a public figure have an interest to achieve the largest possible quantity of positive publicity i.e., to cause the sources of publicity to write about them without being charged for this. The characteristic of publicity is to reach out to a large number of people through mass media such as the newspaper, television, radio and Internet.

It is necessary to point out that in contemporary society, success and doom exclusively depends on the position that the company (Internet site) takes and holds in the minds of the consumers i.e., site visitors. It's at this time that PR is introduced since it has a strong effect on positioning and it's necessary to pay attention that this effect is favorable and not the other way around. If we want to communicate our message to the people, it will compete with an incredible amount of information that is present today all around us. The only way for the message to have effect (news,

commercial...) is for it to create an emotional impact in order to have a chance to be remembered, as is the case for any message.

This means that production program, which is in accordance with sustainable development, should offer an assortment of products, which are necessary and harmless for the environment and whose production is characterized by low resource expenditure and smallest possible emission and amounts of waste materials.

Research on the influence of dealers in the car market in Serbia Serbian market

In order to get some data on the influence of dealers on the Serbian market and how it reacts to sales was performed by a questionnaire in 60 car showrooms. Any competition and contest demand a suitable capability of people because their education and skill influence achievement of goals. Providing services to consumers encompasses all activities (Barac, Milovanović, 2006) and they are connected with management activities in marketing and logistics. In order to check a partial influence of dealers on the Serbian market, the following questions were asked:

7. How do you assess your current cooperation with the factory?
8. Do you have an influence on the production plan with the supplier (factory)?
9. Does the factory accept your requests for innovation?
10. Do you suggest the models for the next year?
11. Do you order cars for sale or the factory sends them?
12. In your opinion, evaluate the factors significant for production development and car sales in Serbia with marks from 1 to 5 (1 – insignificant factor, 5 – very significant factor).

Cooperation between dealers and factories they represent

In order to exactly determine the cooperation between dealers and producers, a research was conducted by using a statistical software SPSS (Statistics software for IBM) and 60 respondents was questioned.

The basic assumption for successful business of showrooms, as well as factors that deal with automobile manufacturing should be based on good cooperation between two sides, reflected in the existence of influence by the showroom on the factory's manufacturing plan, consideration and adoption of the showroom's demands related to innovations which are present in this industry, recommendations for models for the future period, etc. (Yun, 2019).

From the first question in this group (Table 1) we find out the slightly less than half of surveyed dealers (45%) is averagely satisfied with their current cooperation with the factory they represent. High percentage of respondents, around 41.7% are

individuals that rate their cooperation with the factory as very high, while dealers who rate their cooperation extremely goods i.e., extremely bad cooperation is low, which is to be expected.

Table 1. How do you rate your current cooperation with the factory?

		Consistency	Percentage	Valid percentage	Cumulative percentage
Valid.	Very high	5	8.3	8.3	8.3
	High	25	41.7	41.7	50.0
	Average	27	45.0	45.0	95.0
	Low	3	5.0	5.0	100.0
	Total	60	100.0	100.0	

Source: Author

From the next significant question (Table 2) we find out that around half of respondents answered that they have a partial influence on the production plan of the manufacturer, while individuals that have or don't have the mentioned influence on the supplier are approximately evenly distributed on the remaining 50% of samples.

Table 2. Do you have an influence on the production plan with the supplier (factory)?

		Consistency	Percentage	Valid percentage	Cumulative percentage
Valid	Yes	17	28.3	28.3	28.3
	No	12	20.0	20.0	48.3
	Partially	31	51.7	51.7	100.0
	Total	60	100.0	100.0	

Source: Author

Similarly, with the next question (Table 3) we find out whether the factory accepts car dealers' requests for innovations which are current in this area. It is interesting that in 53.3% there is a negative response by the respondents, while a little below a quarter of the respondents gave an answer that there is a partial acceptance of the mentioned requests by the manufacturers. Only an insignificant percentage of respondents (8.3%) express a positive response from the analyzed spectrum.

Table 3. Does the factory accept your requests for innovation?

		Consistency	Percentage	Valid percentage	Cumulative percentage
Valid	Yes	5	8.3	8.3	8.3
	No	32	53.3	53.3	61.7
	Partially	23	38.3	38.3	100.0
	Total	60	100.0	100.0	

Source: Author

When the possibility of dealers to send suggestions of models to their supplier (factory) for the next year is in question, there is almost a twofold increase in frequency of correspondents that don't have an opportunity to deliver the mentioned suggestions.

Table 4. Do you suggest the models for the next year?

		Consistency	Percentage	Valid percentage	Cumulative percentage
Valid	Yes	21	35.0	35.0	35.0
	No	39	65.0	65.0	100.0
	Total	60	100.0	100.0	

Source: Author

We further wanted to find out whether the dealers employed in the showrooms perform car orders independently, or the supplier sends these orders by himself i.e., the factory. Only 5 respondents from the sample (8.3%) gave an answer that they perform their orders from the supplier independently, while the remaining 91.7% of respondents say this job belongs to the factory.

Table 5. Do you order cars for sale or the factory sends them?

		Consistency	Percentage	Valid percentage	Cumulative percentage
Valid	Yes	55	91.7	91.7	91.7
	No	5	8.3	8.3	100.0
	Total	60	100.0	100.0	

Source: Author

Attitudes of respondents on the questions of factors which are significant for production and sales development of automobiles in Serbia

Questions that relate to assessment of significance of factors deserving for production and sales development of cars in Serbia, with results of descriptive statistics of respondents' evaluation, shown in table 6.

Table 6. In your opinion, evaluate the factors significant for production development and car sales in Serbia with marks from 1 to 5 (1 – insignificant factor, 5 – very significant factor)

	N	Arithmetic mean	Standard deviation
Availability of points of sale/showrooms/	60	4.3000	.64572
Financing model of automobile purchase	60	4.3333	.60132
Foreign investment	60	2.4167	1.26614
Information technology	60	3.1333	1.03280
Competition	60	4.4500	.69927
Market liberalization	60	2.4667	1.53454
Political influence	60	3.4833	1.12734
Technical progress	60	4.2667	.63424
Social wealth	60	3.8667	.83294
New product	60	3.9333	1.23325
New market	60	3.2000	.97076
Modern equipment	60	4.0500	.56524
Influence on pricing	60	4.3667	.78041
Personal income	60	4.2833	.89868
Other income	60	3.3500	.86537
Income tax	60	3.5667	1.06352
Total N (list)	60		

Source: Author

By answering question 5, respondents have evaluated the significance of individual factors on production and sales development of cars in Serbia with marks 1 – insignificant factor, 5 – very significant factor, as is the case in the previous question. Analysis results in this case have shown that the marks of significance of almost all mentioned factors are above average, with very high compliance between marks. There are four factors that can be singled out and that are on the front in relation to the others: availability of showrooms, financing models of buying cars, competition and influence on pricing. Out of 16 analyzed factors covered, foreign investment and market liberalization factors stand out, which on average aren't graded above 3 (medial value), where it can be concluded that the attitude of respondents on their somewhat lesser significance on production and sales of cars in Serbia.

Conclusion

The beginning of the 21st century is characterized by complex processes of world development in which developed countries dominate in economic and other planes, due to the high degree of economic development based on new technologies of innovative character. Oil amounts are decreasing and automobile producers have to find ways to stop the day when Saudi Arabia and Canada (countries with biggest oil fields in the world) will stop supplying the industry with oil. In order to overcome this crisis, producers have greatly started producing hybrid cars in order to reduce dependency on oil and at the same time expeditely develop electric cars on batteries. Hybrid vehicle fills up its electric batteries with a small internal combustion engine, while an electric vehicle has a possibility of filling up its batteries with an external source, such as the conventional socket. An added convenience of filling up batteries at home or in some other places means that an electric vehicle could be better suited to buyers that spend most of their time in the city where electric batteries are the most sought-after alternative. It's expected that the cost of parts, manufacturing and maintenance of hybrid and electric vehicles, as well as increased competition on the market will be reduced in the future, so the producers will be forced to reduce prices of hybrid and electric vehicles which is not the case today, so their sale is lower in relation to vehicles with internal combustion engines. Dynamic processes of scientific – technological innovations and creativity have completely changed the world. It's concluded that hybrid and electric vehicles will be available to everyone in the near future.

Due to a unique focus of the car industry in cooperation with customers and competition on the market and their integral part in securing that all departments of the company work to fulfilling the needs of the consumers, strategy of the automobile industry and a certain brand is becoming an essentially important component in international business of every company, that are also beginning to understand that key difficulties that they are facing when performing international business, are in fact marketing problems. Consequently, a leadership position isn't achieved and maintained by a passive attitude, but as a consequence of continuous and constant adjustment to a volatile world environment. With that, governments, companies and individuals must aggressively react with innovative and creative strategies.

Car industry has shown as a significant one in the time of the economic crisis. Other than employing millions of people around the world, driving development and progress of other industries (metal processing, chemical, electrical, rubber, textile), it contributes to enormous revenue from car and spare parts sale. Automobile industry is a very innovative branch and several tens of billions of euros is invested in its development, so innovative solutions from many areas are firstly applied in that industry.

Quality has always been a highly positioned characteristic of automobiles, so the principles of excellence can be tied to the entire projecting and production process. World famous companies give high significance to this segment, even besides that, there is an occurrence of mass revocations due to technical deficiencies or errors. This problem collapses their credibility and causes financial damage that is measured in billions of dollars, but is unavoidable. No matter how much manufacturers try to solve this problem, an increasing complexity of automobiles, demanding strategies of performance on domestic and foreign markets, but most of all a big number of cooperators, cause that occurrence of dismissals to become a global problem. Even the biggest producers have to face this problem.

One of the most important factors for a successful manufacturer are decisive management, motivated employees, customer satisfaction, stable and fast growth in market shares. Of course, there are no firm rules to achieve business excellence. Moving to business excellence must be pragmatic, so different companies have different approaches – some begin with strategy, others with process and some with competences.

Producing newer car models with modern performances is key for conquering new markets. Other than these main trends and key strategic questions, interesting research areas for future can undoubtedly appear. For example, automobile producers will have to define their market approach to new

alternative propulsion technologies and the main part in determining will fall to the dealers themselves as end sellers that have direct contact with customers.

Attracting new foreign direct investment in Serbian automobile sector represents a key in development of domestic economy and increase in competitiveness of the automobile sector that will have a potential and opportunity to become competitive with car sectors of analyzed countries. In all, evidence points out that future opportunities will outweigh the challenges. As directions for further work in this research, it is recommended to perfect a conceptual solution of an optimal model which will point to a comprehensive positive or negative influence of individual factors of dealers' influence to placement of cars in Serbia.

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