

## PREDUZETNIČKO OKRUŽENJE I KONKURENTNOST U BIH I SRBIJI

### BUSINESS ENVIRONMENT AND COMPETITIVENESS IN BIH AND SERBIA

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#### REZIME

*Bosna i Hercegovina zajedno sa Srbijom pokazuje lošije ekonomske performanse od susjednih zemalja, dok evropski prosjek ostaje daleka i umnogome nedostižna kategorija. Razlozi ovakvog nezadovoljavajućeg stanja su mnogi, i ovim radom se želi osvijetliti preduzetnički aspekt ekonomske dinamike ovih zemalja u poređenju sa svjetskim, evropskim i regionalnim prosjekom. Koristićemo komparativnu, statističku, dinamičku i kognitivnu analizu i sintezu u cilju jasnijeg sagledavanja uzroka situacije u kojoj se nalazimo, kao i uočavanja potencijalnih komparativnih prednosti. Kroz predstavljanje pozicija BiH i Srbije u izvještajima Svjetskog ekonomskog foruma u odnosu na ponderisane prosjeke svijeta, Evrope i regiona, preko analize osnovnih parametara konkurentnosti i detaljne analize indikatora preduzetništva doći ćemo do značajnih zaključaka o najvažnijim manjkavostima i mogućim prednostima preduzetništva u BiH i Srbiji. Ove rezultate bi trebalo imati na umu prilikom kreiranja budućih ekonomskih mjera uz značajnu uporabnu vrijednost sadašnjim i budućim preduzetnicima.*

**Ključne riječi:** preduzetništvo, konkurentnost, produktivnost, preduzetničko okruženje, indikatori konkurentnosti.

#### ABSTRACT

*Bosnia and Herzegovina together with Serbia shows the poor economic performance compared to neighbor countries, while the European average remains a remote and largely unattainable category. The reasons for this unsatisfactory situation are many, and this paper aims to highlight the entrepreneurial aspect of the economic dynamics of these countries compared to the world, European and regional average. We will use comparative, statistical, dynamical and cognitive analysis and synthesis in order to get better insight into the causes of our current situation, as well as recognizing the potential comparative advantages. Through presentation of the BiH and Serbia position in the Reports of the World Economic Forum in relation to the weighted averages of the world, Europe and the region, and further through the analysis of the basic parameters of competitiveness and detailed analysis of business environment indicators we will reach important conclusions about the most important shortcomings and potential advantages of entrepreneurship in BiH and Serbia. These results should be kept in mind while creating future economic measures, and they have considerable usable value for current and future entrepreneurs.*

**Key words:** entrepreneurship, competitiveness, productivity, business environment, indicators of competitiveness.

## UVOD

Savremena ekonomija je preživjela tektonске poremećaje i doživljava pretežan oporavak uz sve veću otvorenost nacionalnih ekonomija i ubrzanje apsorpcije tehnoloških inovacija koje velikom brzinom mijenjaju gotovo sve segmente života. Sve prisutna globalizacija dovodi do potrebe da se ozbiljnije analize ekonomskih prilika unutar pojedine zemlje stavljaju u širi kontekst: globalni, evropski ili regionalni. Razvijena je široka lepeza indikatora koji primjenjuju jedinstvenu metodologiju na globalnom nivou, te omogućavaju praćenje trenda pojedinih ekonomija, kao i poređenje na međunarodnom nivou. Među najzastupljenijim je Indeks globalne konkurentnosti (GCI) Svjetskog ekonomskog foruma (WEF) u Davosu koji još od 1979. svake godine mjeri konkurentnost kroz preko 60 indikatora, te svake godine nastoji proširiti opseg zemalja koje obuhvata (između 139-148 u zadnjih 5 godina). Dobro pozicioniranje u Izvještaju o globalnoj konkurentnosti WEF-a predstavlja važan segment dobre reputacije vodećih ekonomija, dok su zemlje van ovog Izvještaja marginalizovane sa glavne svjetske scene. Postoji nedvosmislena potreba da se kvantitativno i kvalitativno odredi gdje se Srbija i Bosna i Hercegovina nalaze prema indeksu globalne konkurentnosti kao i njegovim osnovnim i specifičnim pokazateljima u cilju definisanja naših slabosti i potencijala uz naglasak na preduzetničko okruženje u ovim zemljama.

Savremenici smo prevaziđene dugoročne strukturne krize koja je potresla najveći dio razvijene svjetske ekonomije. Značaj dobrog preduzetničkog okruženja kao antikrizne mjere i mjere oporavka opisuje nova Strategija preduzetništva Velike Britanije iz marta 2008. godine u kojoj je obnovljena vizija preduzetništva i „čiji je cilj da Veliku Britaniju učini privredom sa najvišim nivoom preduzetništva u svijetu i najboljim mjestom za započinjanje i razvijanje biznisa“ (Deakins & Freel, 2012). Ovi potresi su naročito bili jaki u oslabljenim zemljama u tranziciji i nerazvijenim zemljama. U periodu oporavka aktuelizuje se pre-

## INTRODUCTION

Modern economy has survived tectonic disturbances and experiencing the predominant recovery with increasing openness of national economy and accelerate absorption technological innovations that rapidly changing almost all aspects of life. Pervasive globalization leads to the need that every deeper analysis of economic conditions within specific country be placed into a broader context, whether global, European or regional. A wide range of indicators that apply globally unified methodology are developed, and enable monitoring of the trend of individual economies, as well as the comparison on an international level. Among the most represented is the Global Competitiveness Index (GCI) of the World Economic Forum (WEF) in Davos that since 1979 every year measure competitiveness by more than 60 indicators, and each year tries to expand the scope of countries that covers (from 139 to 148 in the last 5 years). All about positioning in the WEF Global Competitiveness Report is an important segment of good reputation of leading economies, while countries outside of this Report marginalized from the world major scene. There is a clear need to quantitatively and qualitatively determine where Serbia and BiH are according to the Global Competitiveness Index, as well as its basic and specific indicators in order to define our weaknesses and potentials, with emphasis on business environment in these countries.

We are all witnesses of overcome long-term structural crisis that has shaken the largest part of the developed world economy. The importance of a good entrepreneurial environment as anti-crisis measures and recovery measures are described into new entrepreneurship strategy of Great Britain from March 2008, where was renewed vision of entrepreneurship “that aims to make the UK economy with the highest level of entrepreneurship in the world and the best place to start and develop business” (Deakins & Freel, 2012). These shakes were particularly strong in weakened countries in transition and developing countries. Recovery

duzetništvo, a njegova uloga biva naglašena i reaffirmisana. Vukmirović (2006) nalazi da to u velikoj mjeri znači pionirski posao u stvaranju preduzetničke klime, podsticanju individualne inicijative u svim vrstama preduzeća, a, posebno, u 'podmlađivanju' ili revitalizaciji preduzeća koja se nalaze u silaznoj liniji životnog ciklusa.

U ovom radu se želi pokazati pozicija konkurentnosti i preduzetničkog okruženja BiH i Srbije u svjetskom, evropskom i regionalnom kontekstu, te analizom indikatora poslovnog ambijenta i preduzetničkih potencijala uspostaviti veza između zaostanka u privrednom razvoju, s jedne strane, i njegovih uzroka u nedovoljnoj preduzetničkoj aktivnosti, s druge strane. Ovo ćemo postići primjenom analitičkih, kvalitativnih, kvantitativnih, statističkih i dinamičkih metoda i analiza uz kognitivne sinteze. Prvo će biti prikazane pozicije BiH i Srbije u 2013. i 2014. godini u svjetskom, evropskom i regionalnom okviru prema konkurentnosti nacionalnih ekonomija zatim će biti analizirani odnosi svih dvanaest osnovnih pokazatelja konkurentnosti i na kraju ćemo detaljno predstaviti deset najvažnijih indikatora preduzetništva i njihove implikacije na ukupan privredni rast i razvoj.

## POZICIJA BIH I SRBIJE U SVJETSKOM KONTEKSTU

Prema analizama Svjetskog ekonomskog foruma, mikroekonomski faktori definišu 69% konkurentnosti, dok je udio makroekonomskih okvira 31%. Među mikroekonomskim činiocima kao najvažniji se izdvajaju kvalitet nacionalnog poslovnog okruženja i poslovna sofisticiranost. Prema Porteru (2007) konkurentnost preduzeća se temelji na relativnim cijenama i kvalitetu proizvoda u odnosu na ponudu drugih proizvođača. Niski troškovi poslovanja ili viši dok je udio makroekonomskih okvira 31%. Među mikroekonomskim činiocima kao najvažniji se izdvajaju kvalitet nacionalnog poslovnog okruženja i rast faktorske produktivnosti koji su tipični činioci mikrokonkurentnosti. Najzastupljenija definicija konkurentnosti, prema domaćim autorima, glasi: „Konkurentnost jedne zemlje predstavlja njenu sposobnost da najracionalnije zapo-

period actualize entrepreneurship and its role is emphasized and reaffirmed. Vukmirović (2006) finds that this largely means pioneer work in creating an entrepreneurial environment, encouraging individual initiative in all types of enterprises, particularly in the 'rejuvenation' or revitalization of enterprises located in the descending line life cycle.

This paper aims to show competitiveness position and entrepreneurial environment of BiH and Serbia in the world, European and regional context, and through the analysis of the indicators of the business environment and entrepreneurial potential to establish a link between the gap in economic development on the one hand, and its causes in the lack of entrepreneurial activities on the other hand. This will be achieved by using analytical, qualitative, quantitative, statistical and dynamic methods and analysis with cognitive synthesis. Firstly will be displayed position of BiH and Serbia in 2013 and 2014 in the global, European and regional framework according to competitiveness of national economies, then it will be analyzed relates all twelve basic indicators of competitiveness and at the end we will present in detail ten most important indicators of entrepreneurship and their implications on the overall economic growth and development.

## POSITION OF BIH AND SERBIA IN THE GLOBAL CONTEXT

According to the analysis of the World Economic Forum microeconomic factors define 69% of competitiveness while of macroeconomic contribution is 31%. Among the microeconomic factors as most important stand out the quality of the national business environment and business sophistication. According to Porter (2007) the competitiveness of enterprises is based on relative prices and quality of products compared to other manufacturers. Low operating costs and higher factor productivity growth are typical factors of micro competitiveness. The most common definition of competitiveness according to domestic authors could be: "Competitiveness of a country is its ability to recruit national resources at the

sli nacionalne resurse u skladu sa međunarodnom specijalizacijom i trgovinom, tako da to u krajnjoj instanci dovodi do rasta realnog dohotka i životnog standarda, ali zasnovanog na realnim kategorijama, a ne na zaduživanju u inostranstvu“ (Naučno društvo ekonomista Srbije, 2010).

Prema WEF-u, ocijenjena konkurentnost BiH i Srbije u posljednjih sedam godina predstavljena je u Tabeli 1. Ne postoje podaci za BiH za 2014-2015 godinu, jer je, zbog velike varijabilnosti koju su pokazali podaci ankete za 2014. godinu u odnosu na dosadašnje trendove, Svjetski ekonomski forum odlučio da BiH isključi iz Izvještaja dok se ne dobiju relevantniji podaci u skladu sa kretanjima koja se očituju na terenu, a sve u cilju ostvarivanja dovoljnog nivoa pouzdanosti prezentovanih podataka (World Economic Forum, 2014).

Tabela 1  
*Kretanje konkurentnosti BiH i Srbije, 2008-2015 godina*

Godišnji izvještaj [Report year]	Obuhvaćene zemlje [Covered countries]	BiH [BiH]		Srbija [Serbia]	
		Rang [Rank]	Skor [Score]	Rang [Rank]	Skor [Score]
2007-2008	131	106	3.6	91	3.8
2008-2009	134	107	3.6	85	3.9
2009-2010	133	109	3.5	93	3.8
2010-2011	139	102	3.7	96	3.8
2011-2012	142	100	3.8	95	3.9
2012-2013	144	88	3.9	95	3.9
2013-2014	148	87	4.0	101	3.8
2014-2015	144	-	-	94	3.9

Iz Tabele 1 je jasno da su obje zemlje u posmatranom periodu rangirane u drugoj, lošijoj polovini zemalja obuhvaćenih Izvještajem. BiH je od 2010. do 2014. godine pokazivala trend poboljšanja, ali je na taj trend bačena sjenka izostavljanjem iz Izvještaja za 2015. godinu. Rang Srbije pokazuje blage oscilacije, dok ocjena varira samo u nivoima 3,8 i 3,9. Ipak, ovaj rang i ocjene, posmatrane samo hronološki, ne govore dovoljno o tome koliko zaista ljudi živi u kvalitetnijem ili lošijem privrednom ambijentu. U cilju odgovora na ovo pitanje, napravili smo seriju distribu-

most rational way in accordance with international specialization and trade, so that ultimately leads to the growth of real income and living standards, but based on real categories, and not on borrowings abroad” (Scientific Society of Economists of Serbia, 2010).

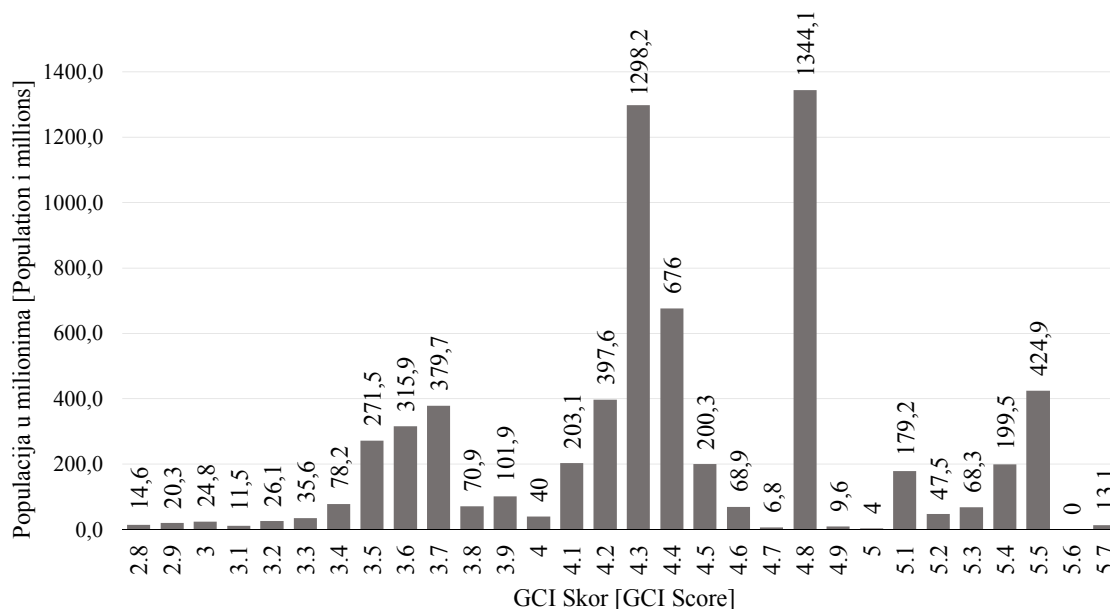
WEF assessment of BiH and Serbia competitiveness in the last seven years is presented in Table 1. Data for BiH year doesn't exist. The World Economic Forum has decided to exclude BiH from the Report for 2014-2015 due to high variability shown in Survey 2014 data comparing with previous trends, until WEF obtain more relevant data in accordance with trends evident on the ground, in the aim of achieving a sufficient level of reliability of data presented (World Economic Forum, 2014).

Table 1  
*Trend of competitiveness, BiH and Serbia, 2008-2015*

Table 1 clearly shows that in the monitored period, both countries are ranked into the second, worse half of the countries covered by the Report. From 2010 to 2014 BiH showed a trend of improvement, but this trend is under question after BiH omission from the Report for 2015. Rank of Serbia shows slight oscillations, while the score varies only in levels of 3.8 and 3.9. However these ranking and ratings observed only chronologically don't give sufficient information about what percentage of world population really live in better or a worse quality of economic environment. In order to answer this question, we made

cije frekvencija svjetskog stanovništva prema ocjenama GCI i izračunali smo ponderisanu aritmetičku sredinu u Izvještaju za 2012/13 i 2013/14. Rezultati su predstavljeni na Grafikonu 1 i Grafikonu 2.

a series of frequencies distribution of the world population according to the GCI score and we calculated the GCI weighted arithmetic mean for the Report 2012/13 and 2013/14. The results are presented in Graph 1 and Graph 2.



*Grafikon 1: BiH i Srbija unutar svjetskog stanovništva prema GCI 2013 godina*

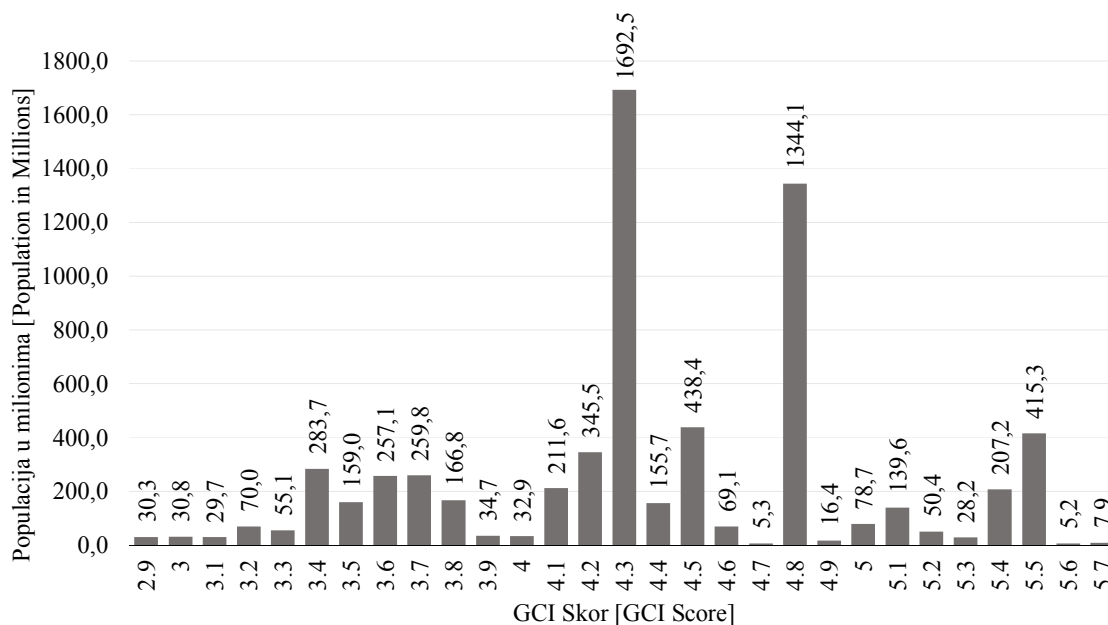
*Graph 1: BiH and Serbia within the global population according GCI, 2013 year*

Izvještaj za 2012-2013. godinu obuhvata 6,531 milijardi stanovnika, a prosječna GCI ocjena je 4,41. Bosna i Hercegovina i Srbija su ocijenjene sa 3,9 zajedno sa Albanijom, Argentinom, Ekvadorom, Grčkom, Hondurasom, Libanom, Moldavijom, Mongolijom i Namibijom, sa ukupnom populacijom od 101,9 miliona, što znači da 1,6% svjetskog stanovništva živi u konkurentskim uslovima kakvi su procijenjeni kod nas. Bolje ocjene konkurentnosti dobile su zemlje sa ukupno 5,18 milijardi stanovnika (79,3%), dok zemlje sa lošijom ocjenom obuhvataju 1,25 milijardi stanovnika (19,1% svjetske populacije).

Report for the 2012-2013 year covers 6.531 billion people, and GCI average score is 4.41. Bosnia and Herzegovina together with Serbia were rated with 3.9 along Albania, Argentina, Ecuador, Greece, Honduras, Lebanon, Moldova, Mongolia and Namibia. These countries have total population of 101.9 million meaning that 1.6% of the world population lives in competitive conditions such as estimated in our countries. Better assessment of country competitiveness received a total of 5.180 billion people (79.3%), while countries with poorer grade include 1.249 billion people (19.1% of the world population).

Kako WEF ipak ne obuhvata ukupnu svjetsku populaciju (izostavljene su većinom centralno-afričke zemlje i azijske zemlje sa ratnim dešavanjima) koja je za 2013. godinu procijenjena na 7,2 milijardi, uz pretpostavku da bi stanovništvo izuzeto iz Izvještaja ipak imalo lošiju ocjenu od BiH i Srbije, tada imamo procjenu da 26,6% svjetskog stanovništva živi u lošijem poslovnom ambijentu u odnosu na BiH i Srbiju za 2013. godinu.

Nevertheless WEF does not cover the total world population (mostly omitted the Central-African countries and Asian countries with war events), which in 2013 was estimated at 7.2 billion, under the assumption that population excluded from the Report still had a worse score of BiH and Serbia, then we estimate that 26.6% of the world population lives in the worst business environment in relation to Bosnia and Herzegovina and Serbia in 2013.



*Grafikon 2.* BiH i Srbija unutar svjetskog stanovništva prema GCI 2014 godina

*Graph 2.* BiH and Serbia within the global population according GCI, 2014 year

U analizi je obuhvaćeno 6,6621 milijardi stanovnika, prosječna ocjena je 4,40. Lošiju ocjenu od BiH dobile su države sa 1,377 milijardi stanovnika (20,8%), istu ocjenu kao BiH (GCI 4,0) imaju još i Gvatemala i Kambodža (0,5% stanovnika), dok su kao bolje privredno okruženje ocijenjene države sa 5,211 milijardi stanovnika (78,7%). Ukoliko uvrstimo pretpostavku da neobuhvaćeno stanovništvo živi u lošijem preduzetničkom okruženju, onda ukupan procenat stanovništva sa lošijim privrednim ambijentom iznosi 28,2%.

Srbija je u ovoj godini lošije pozicionirana (GCI 3,8) i čini grupu sa Albanijom, Alžinom, Argentinom, Bolivijom, Dominikanom, El Salvadorom, Gvajanom, Kenijom, Libanom, Nikaragvom i Surinamom od ukupno 166,8 miliona stanovnika (2,5%), bolje ocjene konkurentnosti dobile su države sa ukupno 5278,7 milijardi stanovnika (79,7%), lošije je ocijenjeno 1175,5 miliona stanovnika (17,8%), a uz prethodnu pretpostavku to bi bilo 25,4% globalne populacije u 2014.

## POZICIJA BIH I SRBIJE U EVROPSKOM KONTEKSTU

Primjenom navedenih metoda, uzimajući u analizu zemlje na evropskom kontinentu (uz

The analysis included 6.6621 billion of people, the average GCI score was 4.40. Worse score than BiH received state with 1.377 billion people (20.8%), the same score as BiH (GCI 4.0) have Guatemala and Cambodia (0.5% of the population), while as a better economic environment evaluated country with 5.211 billion people (78.7%). If admit assuming that uncovered population lives in worse entrepreneurial environment, then the total percentage of the population with a worse economic environment is 28.2%.

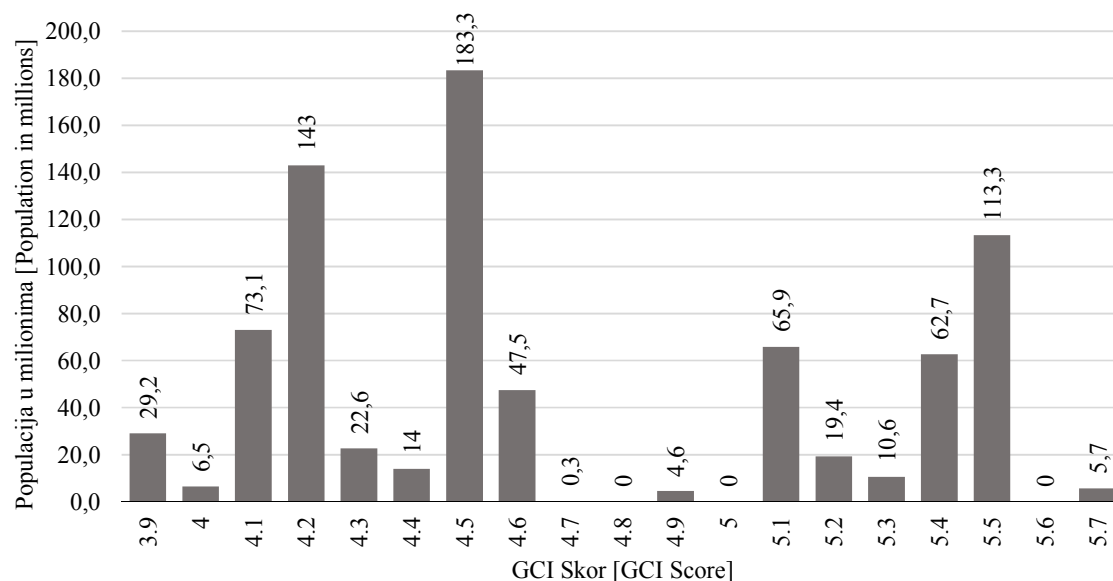
In 2014 Serbia was worse positioned (GCI 3.8) and makes group with Albania, Algeria, Argentina, Bolivia, Dominican Republic, El Salvador, Guyana, Kenya, Lebanon, Nicaragua and Suriname of total 166.8 million (2.5%), better ratings of competitiveness received countries with a total of 5.279 billion people (79.7%), with worse performance is rated 1175.5 million (17.8%), with mentioned assumption that would be 25.4% of the global population in 2014.

## POSITION OF BIH AND SERBIA IN THE EUROPEAN CONTEXT

Applying the explained methods, getting into the analysis countries of the European continent

izuzetak da su uključene kompletno Rusija i Turska), dobili smo rezultate za konkurentsku poziciju BiH i Srbije u evropskom okviru predstavljene na Grafikonu 3 i 4.

(with the exception that Russia and Turkey are fully included), we get the results of competitive position of BiH and Serbia in the European context, presented in Graph 3 and Graph 4.

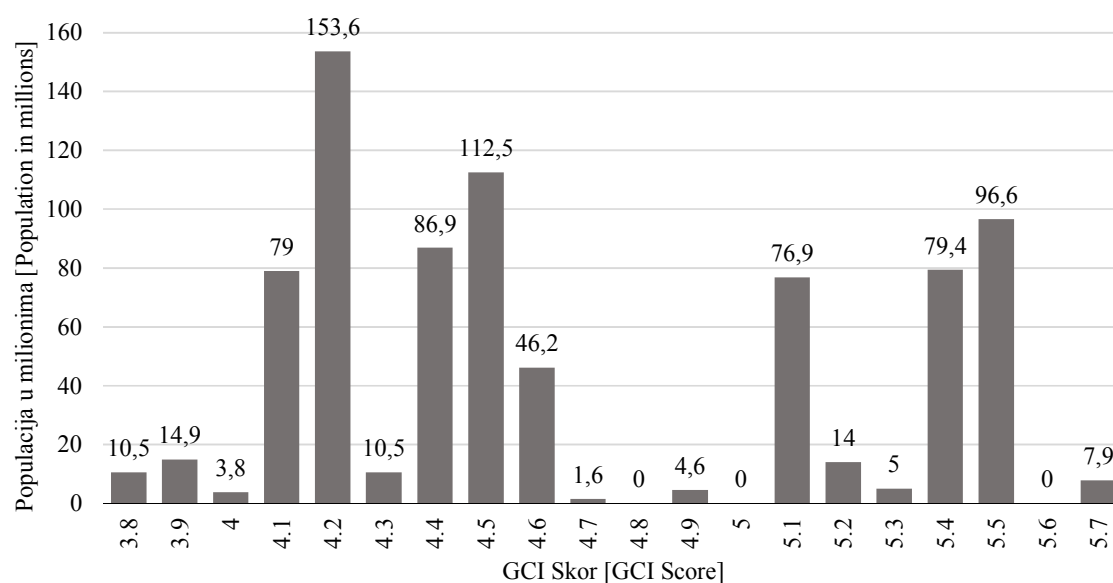


Grafikon 3. BiH i Srbija unutar evropskog stanovništva prema GCI 2013 godina

Graph 3. BiH and Serbia within the European population according GCI, 2013

Prema WEF-u u Izvještaju za 2013. godinu BiH i Srbija su na samom začelju, zajedno sa Albanijom, Grčkom i Moldavijom, što čini ukupno 29,2 miliona stanovnika (3,6%). Bolje ocjene privrednog ambijenta su dobile ostalih 35 zemalja sa 774,7 miliona stanovnika (96,4%).

According to the WEF Report for 2012-2013 BiH and Serbia are at the very bottom of list of European countries, together with Albania, Greece and Moldova, which makes a total of 29.2 million people (3.6%). Better ratings of the economic environment have received other 35 countries with 774.7 million people (96.4%).



Grafikon 4. BiH i Srbija unutar evropskog stanovništva prema GCI 2014 godina

Graph 4. BiH and Serbia within the European population according GCI, 2014

Ovom analizom je obuhvaćeno ukupno 803,9 miliona stanovnika, a prosječna GCI ocjena na posmatranom području za 2014. godinu iznosila je 4,67.

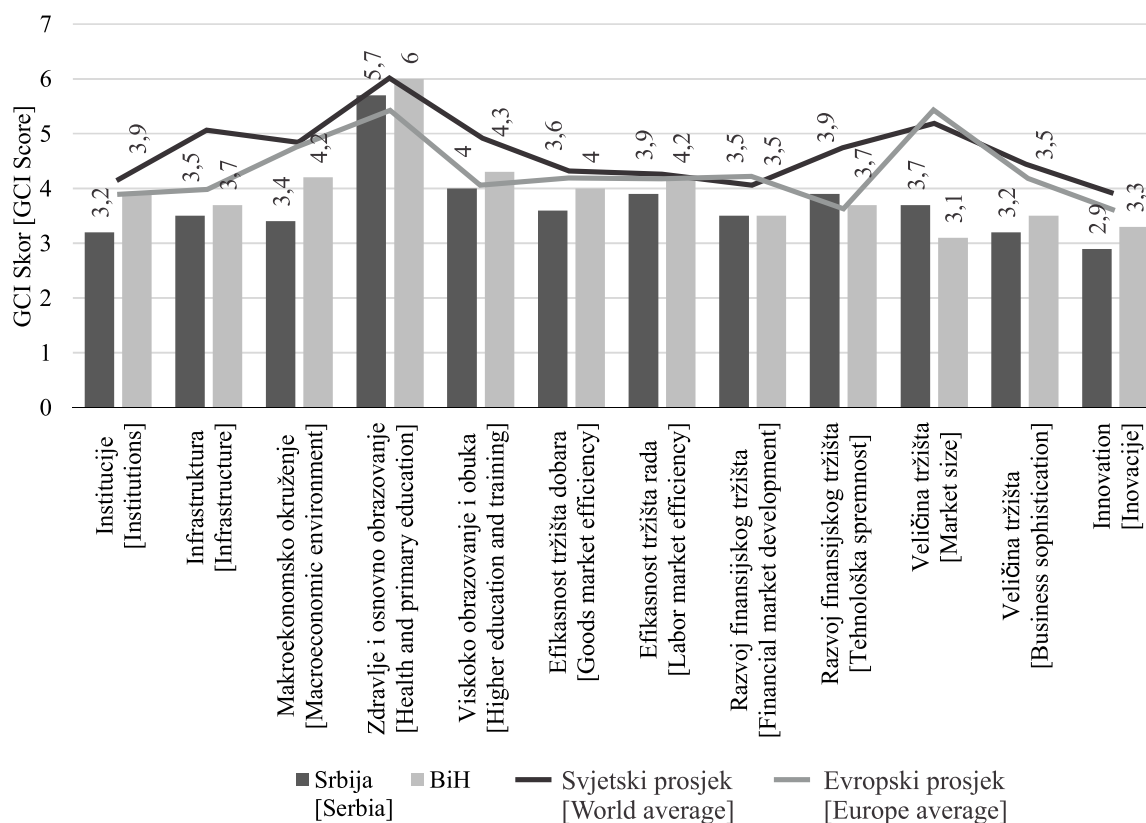
BiH je usamljena sa ocjenom 4,0 (0,5% stanovništva), dalje imamo da 25,4 miliona stanovnika u Evropi živi u lošijem okruženju od BiH (3,1%), dok su bolji ekonomski uslovi za 774,7 miliona stanovnika. Srbija je u 2014. godini ponovo na začelju liste, zajedno sa Albanijom (ukupno 1,3% stanovništva), dok su sve ostale zemlje ocijenjene kao konkurentnije (98,7%).

U cilju jasnijeg sagledavanja faktora koji čine nacionalnu konkurentnost, analizirali smo poziciju BiH i Srbije prema dvanaest stubova konkurentnosti i njihov odnos prema svjetskom i evropskom prosjeku. Rezultati su predstavljeni na Grafikonu 5.

This analysis included a total of 803.9 million people and the average of GCI score amounted to 4.67 in the observed area for 2014.

BiH is isolated with a score of 4.0 (0.5% of the population), besides 25.4 million people in Europe (3.1%) that live in a poorer business environment of BiH estimation, while better economic conditions for 774.7 million people (96.4%). In 2014 Serbia was again at bottom of the list, together with Albania (1.3% of total population), while all the other countries assessed as more competitive (98.7%).

In order to get better insight into the factors that make national competitiveness, we analyzed the position of BiH and Serbia under twelve pillars of competitiveness and their relation to global and European average. The results are presented in Graph 5.



Grafikon 5. Stubovi konkurentnosti Srbije, BiH, svjetski i evropski prosjek, 2014 godina

Graph 5. Pillars of competitiveness Serbia, BiH, world and European average, 2014

Podaci predstavljeni na Grafikonu 5 jasno pokazuju uzroke loše konkurentne pozicije kako u BiH tako i u Srbiji. Osim indikatora

Data presented in Graph 5 clearly shows the causes of poor competitive position in both BiH and Serbia. Besides indicators of market size and

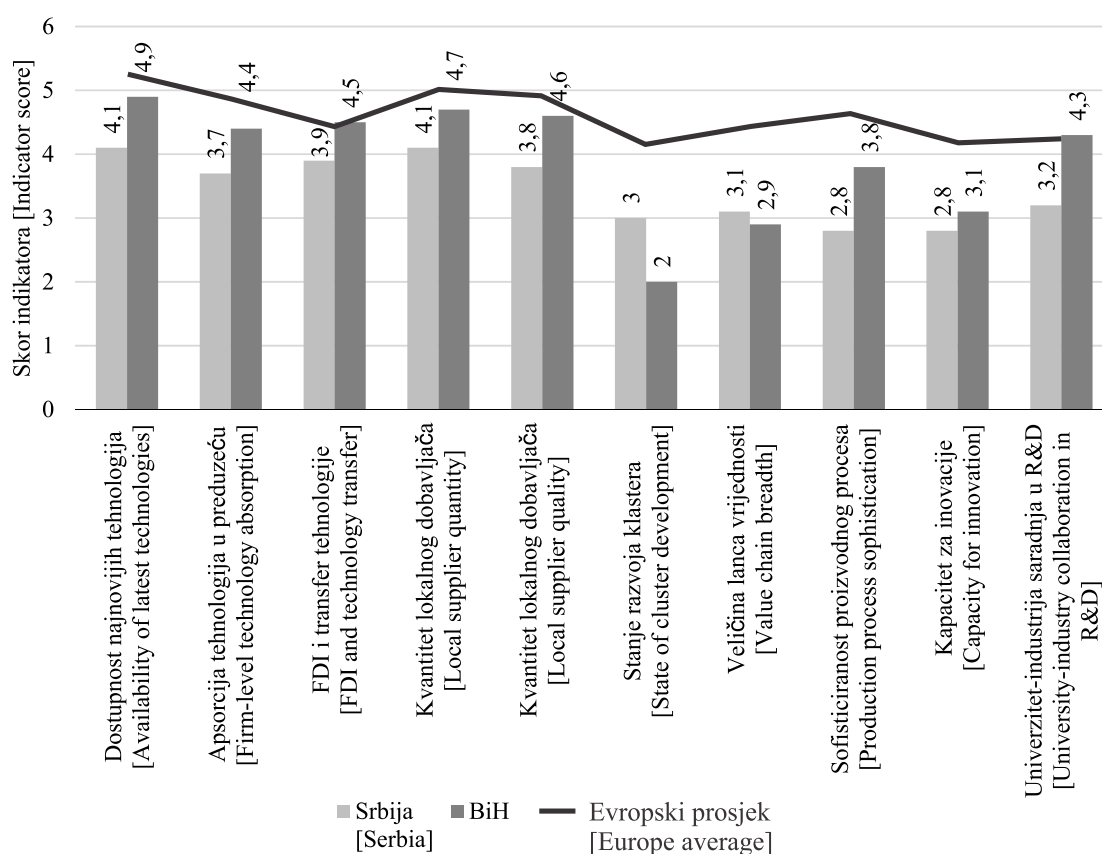


veličina tržišta i makroekonomska stabilnost na koje se ne može bitno uticati unilateralno i u kratkom roku, vidljive su osnovne slabosti i sektori prema kojima je potrebno usmjeriti korektivne napore. Naročito ćemo obratiti pažnju na indikatore: tehnološka spremnost, poslovna sofisticiranost i inovativnost. U obje zemlje postoji značajan zaostatak za evropskim prosjekom, dok je tehnološka spremnost kod nas na višem nivou nego u svjetskom prosjeku. Upravo ovi stubovi konkurentnosti najbolje opisuju preduzetničko okruženje i njihova analiza omogućava identifikovanje naših slabosti i mogućih razvojnih potencijala.

Grafikon 6 detaljnije analizira i opisuje indikatore unutar ovih stubova konkurentnosti koji su najtješnje vezani za preduzetničko okruženje u BiH i Srbiji u odnosu na evropski prosjek za 2014. godinu.

macroeconomic stability that couldn't be significantly affected unilaterally in the short term, clearly are distinguished fundamental weaknesses and sectors where are required to focus corrective efforts. In particular, we'll pay attention to the indicators: technological readiness, business sophistication and innovation. In both countries there is a significant lag behind the EU average, while the technological readiness is on a higher level than the global average. Precisely these very pillars of competitiveness nearest and detailed describe the business environment and their analysis enables to identify our weaknesses and possible development potential.

Graph 6 get more detail insight and describes indicators within these pillars of competitiveness which are most closely related to the entrepreneur environment in BiH and Serbia in relation to the EU average in 2014.



Grafikon 6. Indikatori preduzetništva Srbija, BiH i evropski prosjek, 2014 godina

Graph 6. Indicators of entrepreneurship Serbia, BiH and European average, 2014

Prethodna analiza jasno ukazuje na potrebu dubljeg razumijevanja faktora koji utiču na

Previous analysis clearly points out the need for deeper understanding of the factors deter-

ovako nezavidnu poziciju BiH i Srbije. Ako težimo evropskim vrijednostima, nesumnjivo ih moramo slijediti i u području privrede, poslovnog ambijenta i životnog standarda. U tom pravcu moramo učini sveobuhvatne napore kako bismo se približili evropskim ekonomskim standardima. Najveći zaostatak BiH i Srbija bilježe u segmentima razvijenost klastera, širini lanca vrijednosti i sofisticiranosti proizvodnog procesa, dok BiH bilježi približne rezultate u stranim direktnim investicijama i transferu tehnologije kao i saradnji univerziteta i industrije u istraživanju i razvoju. Implikacije ovih pokazatelja će biti objašnjene u nastavku.

### POZICIJA BIH I SRBIJE U REGIONALNOM KONTEKSTU

Konkurentna prednost u suštini nastaje iz vrijednosti koju je firma u stanju da stvori za svoje kupce, a koja prevazilazi troškove njenog stvaranja. Vrijednost je ono što su kupci voljni da plate, a izuzetna vrijednost proističe iz ponude nižih cijena od konkurentskih za podjednaku korist, ili iz jedinstvene koristi koja u velikoj mjeri neutrališe višu cijenu (Porter, 2007). Upravo problematika preduzetničkog okruženja i sposobnosti naših firmi da efikasno kreiraju dodatnu vrijednost predstavlja ključni momenat u cilju poboljšanja konkurentnosti nacionalne ekonomije. Kako bismo detaljnije sagledali najvažnije determinante preduzetničkog okruženja, analizirali smo deset najvažnijih indikatora unutar stubova konkurentnosti: tehnološka spremnost, poslovna sofisticiranost i inovativnost kod jedanaest zemalja regiona: Bosna i Hercegovina, Srbija, Albanija, Bugarska, Hrvatska, Grčka, Mađarska, Makedonija, Crna Gora, Rumunija i Slovenija. Ovaj region obuhvata ukupno 73,5 miliona stanovnika, a rezultati analize su predstavljeni u Tabeli 2 i Grafikonu 7.

mining this unfavorable position of BiH and Serbia. If we aspire to European values, undoubtedly we must follow them also in the area of economy, business environment and living standards. In this regard we have to make a comprehensive efforts to move towards European economic standards. BiH and Serbia recorded the biggest backlog in segments: state of cluster development, value chain breadth and production process sophistication, while BiH has approximate results in foreign direct investment and technology transfers, and university-industry cooperation in research and development. The implications of these indicators will be explained below.

### POSITION OF BIH AND SERBIA IN THE REGIONAL CONTEXT

Competitive advantage essentially arises from the value that the company is able to create for its customers, which exceeds the cost of its creation. The value is what buyers are willing to pay, and additional value derives from the offer lower prices than competitors for the equal benefit, or unique benefits which largely neutralized the higher price (Porter, 2007). Particular issue of entrepreneurial environment and ability of our companies to efficiently create added value is a key moment in order to improve competitiveness of national economy. For detailed comprehend the most important determinants of business environment, we analyzed the ten most important indicators within the pillars: technological readiness, business sophistication and innovation in eleven countries of the region BiH, Serbia, Albania, Bulgaria, Croatia, Greece, Hungary, Macedonia, Montenegro, Romania and Slovenia. In this region lives 73.5 million people, and the results of the analysis are presented in Table 2 and Graph 7.

Tabela 2

Indikatori preduzetništva u zemljama regiona, 2014 godina

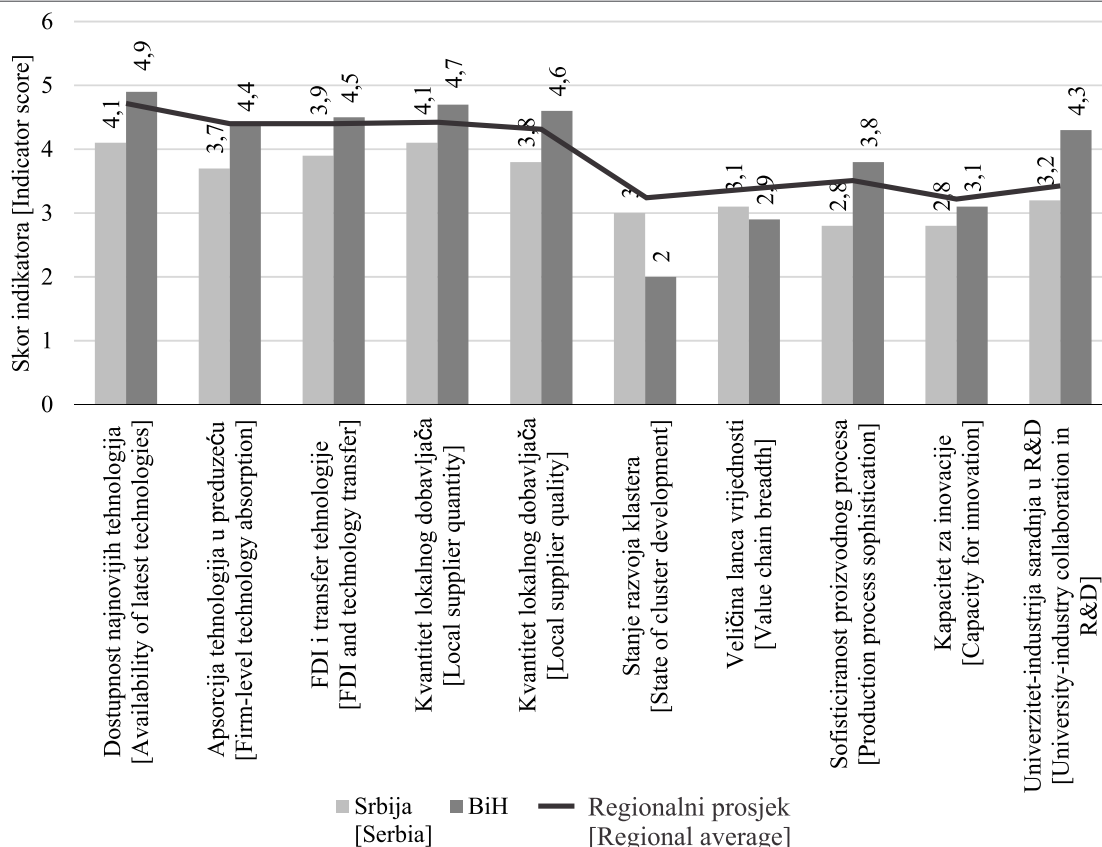
Table 2

Indicators of entrepreneurship in region countries, 2014

[Main indicators of business environment]	Dostupnost najnovijih tehnologija [Availability of latest technologies]	Apsorcija tehnologija u preduzeću [Firm-level technology absorption]	FDI i transfer tehnologije [FDI and technology transfer]	Kvantitet lokalnog dobavljača [Local supplier quantity]	Kvantitet lokalnog dobavljača [Local supplier quality]	Stanje razvoja klastera [State of cluster development]	Veličina lanca vrijednosti [Value chain breadth]	Sofisticiranost proizvodnog procesa [Production process sophistication]	Kapacitet za inovacije [Capacity for innovation]	Univerzitet-industrija saradnja u R&D [University-industry collaboration in R&D]
Albanija [Albania]	4.1	4.2	4.4	3.7	3.7	2.5	2.6	3.7	3.0	2.6
<b>BiH [BiH]</b>	<b>4.9</b>	<b>4.4</b>	<b>4.5</b>	<b>4.7</b>	<b>4.6</b>	<b>2.0</b>	<b>2.9</b>	<b>3.8</b>	<b>3.1</b>	<b>4.3</b>
Bugarska [Bulgaria]	4.4	4.2	4.1	4.3	4.4	3.3	3.2	3.4	3.2	3.0
Hrvatska [Croatia]	5.1	4.7	4.0	4.7	4.5	3.2	3.5	3.4	3.1	3.5
Grčka [Greece]	5.0	4.5	4.0	4.5	4.5	3.0	3.6	3.6	3.0	3.0
Mađarska [Hungary]	5.2	4.7	5.3	4.4	4.5	3.3	3.4	3.8	3.2	4.3
Makedonija [Macedonia]	4.7	4.0	4.4	4.6	4.3	3.5	3.4	3.5	3.2	3.4
Crna Gora [Montenegro]	4.7	4.5	4.6	3.9	4.1	3.2	3.6	3.5	3.6	4.0
Rumunija [Romania]	4.3	4.3	4.4	4.4	4.0	3.5	3.5	3.4	3.4	3.3
<b>Srbija [Serbia]</b>	<b>4.1</b>	<b>3.7</b>	<b>3.9</b>	<b>4.1</b>	<b>3.8</b>	<b>3.0</b>	<b>3.1</b>	<b>2.8</b>	<b>2.8</b>	<b>3.2</b>
Slovenija [Slovenia]	5.6	4.8	3.9	4.7	5.0	3.5	3.6	4.0	3.7	3.8
<b>Regionalni prosjek [Regional average]</b>	<b>4.6</b>	<b>4.3</b>	<b>4.4</b>	<b>4.4</b>	<b>4.3</b>	<b>3.2</b>	<b>3.4</b>	<b>3.5</b>	<b>3.2</b>	<b>3.4</b>
<b>Evropski prosjek [Europe average]</b>	<b>5.28</b>	<b>4.88</b>	<b>4.45</b>	<b>5.00</b>	<b>4.91</b>	<b>4.17</b>	<b>4.44</b>	<b>4.62</b>	<b>4.17</b>	<b>4.22</b>

Na osnovu Tabele 2 vidimo da su zemlje članice Evropske unije vodeće prema pokazateljima preduzetničkog okruženja, naročito Slovenija čiji su pokazatelji bliski evropskom prosjeku. Hrvatska, slično kao Mađarska, prednjači u odnosu na prosjek regiona, ali zaostaje za evropskim prosjekom. Pozicija BiH i Srbije jasnije se sagledava na Grafikonu 7 gdje su ovi pokazatelji predstavljeni u relaciji sa prosjekom regiona.

Table 2 shows that the EU member states are leading in terms of entrepreneurial environment indicators, particularly Slovenia, whose indicators are close to the European average. Croatia, similar to Hungary, ahead of regional average, but lags behind the European average. Position of BiH and Serbia is more clearly perceived in Graph 7, where these indicators are presented in relation to the average of the region.



Grafikon 7. Indikatori preduzetništva Srbija, BiH i regionalni prosjek, 2014 godina

Graph 7. Indicators of entrepreneurship Serbia, BiH and regional average, 2014

Tehnološka spremnost Srbije i BiH ocijenjena je na nešto višem nivou od svjetskog prosjeka, i tu komparativnu prednost treba dalje unapređivati u težnji ka evropskom prosjeku. Međutim, tehnološku spremnost na putu ka većoj produktivnosti i rastu konkurentnosti mora pratiti odgovarajuća poslovna sofisticiranost i inovativnost koje su kod nas ocijenjene ispod svjetskog i evropskog prosjeka. Kao najproblematičniji sektor identifikovan je razvoj klastera koji ne daje potrebnu podršku razvoju preduzetništva i razvojem klastera moguće je unaprijediti ukupni poslovni ambijent u Srbiji i, naročito, u BiH koja pokazuje značajan zaostatak za Srbijom i regionom.

Kod svih posmatranih indikatora identifikovan je zaostatak Srbije za evropskim i regionalnim prosjekom a on je najveći u segmentu apsorpcije tehnologije u firmama i sofisticiranosti proizvodnog procesa. Ovo jasno ukazuje na razloge loše pozicioniranosti Srbije prema globalnom indeksu konkurentnosti, sporog

Technological readiness in Serbia and BiH has been assessed at somewhat higher level than the world average, and that comparative advantage should be further improved in drive towards European average. However, on the road toward higher productivity and growth of competitiveness, technological readiness must be accompanied with adequate business sophistication and innovation which are, in our countries, rated below global and European average. State of cluster development is identified as most problematic sector which does not provide necessary support for entrepreneurship development. Development of clusters can improve the overall business environment in Serbia and, especially, in BiH, where it shows significant backlog of Serbia and the region.

We identified that Serbia has worse score of all observed indicators in relation with European and regional average, and biggest backlog is in segments firm-level technology absorption and production process sophistication. This clearly indicates causes of unfavorable positioning of Serbia according to the Global Competitiveness

privrednog razvoja i nezadovoljavajuće produktivnosti u proizvodnji. Odavde je lako izvesti prioritetne promjene koje je potrebno sprovesti u što kraćem roku u cilju stvaranja boljeg i privlačnijeg poslovnog ambijenta i rasta konkurentnosti.

Indikatori Bosne i Hercegovine, osim pomenutog najvećeg nedostatka u razvoju klastera, zaostaju značajno prema regionalnom prosjeku u širini lanca vrijednosti i, nešto manje, u sposobnosti inovativnosti. Upravo na razvoju ovih performansi se može raditi simultano putem razvoja klastera koji doprinose jačanju preduzetničke pozicije, te razvojem vještina i stručnom specijalizacijom, mogu inicirati inovativnu aktivnost. Prema ocjenama ostalih indikatora preduzetničkog okruženja, BiH prednjači u odnosu na regionalni prosjek, što objašnjava i njenu unekoliko bolju konkurentnu poziciju na globalnom nivou. Indikatori koji se ističu u pozitivnom smislu su dostupnost nove tehnologije, lokalni ponuđači – kvantitet i kvalitet, zatim sofisticiranost proizvodnog procesa i, naročito, saradnja univerziteta i industrije u istraživanju i razvoju.

## ZAKLJUČAK

Dešavanja na prostoru BiH i Srbije u proteklih dvadeset godina imala su izrazito negativne posljedice na poslovni ambijent, produktivnost i konkurentnost. Iz tog razloga ove zemlje moraju učiniti dodatne napore u oblasti preduzetničkog okruženja i poslovne sofisticiranosti kako bi uhvatile priključak trendu razvijenih zemlja. „BiH privredu karakteriše kombinacija pogrešno upućenih investicija, zastarjele tehnologije, prevelikih kapaciteta, nepotrebnih radnih mjesta i dugova preduzeća“ (Macura, 2008). Prilike u Srbiji nisu bitno različite i upravo se posljedice nedovoljne tehnološke spremnosti odražavaju na cijenu i konkurentnost finalnih proizvoda, što se dalje odražava na ukupnu konkurentnost države.

U svom radu „Konkurentna prednost nacija“ Porter dokazuje da nacionalna sredina ima centralnu ulogu u njegovom

Index, slow economic development and unsatisfactory productivity in manufacturing. From here it is easy to identify priority changes that need to be implemented as soon as possible in order to create a better and more attractive business environment and increase of competitiveness.

Indicators of Bosnia and Herzegovina, besides the aforementioned biggest deficiency in the cluster development, lag significantly behind the regional average in the indicator of value chain breadth and a bit lesser in capacity for innovation. Precisely, development of these performances could go simultaneously with the clusters development that contribute to strengthening the entrepreneurial positions, and through the development of skills and professional specialization and can initiate innovative activity. According to the evaluation of other indicators of business environment, BiH excels compared to the regional average, which explains its slightly better competitive position globally. Indicators that stand out in a positive context are availability of latest technology, local suppliers - quantity and quality, then the production process sophistication and, in particular, university-industry collaboration in R&D.

## CONCLUSION

Events on the territory of BiH and Serbia have had extremely negative impact on the business environment, productivity and competitiveness in the past twenty years. For this reason, these countries need to make additional efforts in the field of entrepreneurial environment and business sophistication to catch a connection with trends in developed countries. “BiH economy characterized a combination of erroneously selected investments, outdated technology, excessive production capacity, over-employment and debts of enterprises” (Macura, 2008). Circumstances in Serbia are not significantly different, so consequences of insufficient technological readiness are directly reflected on the costs and competitiveness of final product, what complementary determine overall competitiveness of the country.

In his paper “Competitive Advantage of Nations” Porter proves that the national environment plays a central role in the competitive ad-

mišljenju, država treba da stvara uslove da se faktori proizvodnje ulažu u djelatnosti sa najvećom produktivnosti rada. Na globalnom tržištu konkurišu preduzeća a ne zemlje (Porter, 1990). U ovom radu su pokazani detaljni indikatori konkurentnosti preko stubova konkurentnosti i najvažnijih indikatora preduzetničkog okruženja za BiH i Srbiju kroz svjetske, evropske i regionalne tendencije. Pozicija dvije posmatrane države je veoma nezadovoljavajuća i, u većini indikatora, daleko zaostaje za posmatranim prosjecima. Uzroke lošeg stanja smo tražili u manjkavostima preduzetničkog okruženja i šireg pojma preduzetničke funkcije unutar jedne zemlje sa naglaskom na tehnološku spremnost, poslovnu sofisticiranost i inovativnost samih preduzeća. Važnost konkurentne spremnosti preduzeća analizirali su i Porter i Todorović: „Preduzeće može nadmašiti svoje industrijske suparnike samo ako između njih uspostavi razliku koja se može održati. Ta razlika se iskazuje jednom od dvije vrste konkurentskih prednosti: imati niže troškove ili se diferencirati u odnosu na konkurenciju“ (Porter, 1985). Pored ove dvije vrste konkurentne prednosti koje naglašava Porter, Todorović ističe i treću, a to je brzina reagovanja (Todorović, 2005).

Rezultati koje smo dobili pokazuju jaku uzročno-posljedičnu determinisanost ukupne konkurentnosti nacionalne ekonomije sa indikatorima preduzetničkog okruženja. Drugim riječima, dobra poslovna sofisticiranost, inovativnost i ukupna tehnološka spremnost preduzeća u jednoj državi u najvećem dijelu određuju ukupnu konkurentnost nacionalne ekonomije. U Srbiji upravo loše performanse preduzeća i poslovnog ambijenta u segmentima: dostupnost najnovije tehnologije, apsorpcija tehnologije u firmama, SDI i transfer tehnologije, kvalitet i kvantitet lokalnih ponuđača, razvijenost klastera, širina lanca vrijednosti, sofisticiranost proizvodnog procesa, sposobnost inovativnosti i saradnja univerziteta i industrije u istraživanju i razvoju rezultiraju lošim ocje-

vantage of the company and that some national economies are more stimulating than others. By his opinion, the state should create conditions to enable investing of production factors in activities with the highest labor productivity. Because, companies are competing in the global market, not countries. (Porter, 1990). In this paper are shown detailed indicators of competitiveness across the pillars of competitiveness and the most important indicators of entrepreneurial environment in BiH and Serbia through the global, European and regional trends. Positions of two observed countries are deeply unsatisfying, and at most indicators far behind the observed averages. We were looking for the causes of the poor condition at deficiencies of business environment and broader concept of entrepreneurs' functions in specific country, with an emphasis on technological readiness, business sophistication and innovation of very enterprises. The importance of competitive readiness of companies analyzed Porter and Todorovic, as well, “A company can outperform its industry rivals only if establish a sustainable difference between them. This difference is expressed at one of two types of competitive advantages: to have lower costs or differentiate over the competition” (Porter, 1985). Besides these two types of competitive advantages that emphasizes Porter, Todorovic points and the third, which is the rate of reaction (Todorovic, 2005).

Results we obtained through these analyses show a strong causal determination of the overall competitiveness national economies with indicators of entrepreneurial environment. In other words, a good business sophistication, innovation and overall technological readiness of companies in one country in the most part determine the overall competitiveness of the national economy. In Serbia, poor performance of companies and the business environment in the segments: availability of latest technology, firm-level technology absorption, foreign direct investments and technology transfer, quality and quantity of local suppliers, state of cluster development, value chain breadth, production process sophistication, capacity for innovation and university-industry collaboration in research and development, are

nama ukupne konkurentnosti i kvaliteta života. Ocjene indikatora BiH su vidljivo bolje u odnosu na Srbiju, naročito u oblastima dostupnost najnovije tehnologije, kvalitet i kvantitet lokalnih ponuđača, sofisticiranost proizvodnog procesa i saradnja univerziteta i industrije u istraživanju i razvoju. BiH je, prema ovim indikatorima, iznad regionalnog prosjeka i još uvijek sporo teži evropskom prosjeku. Sve ovo se očituje u boljoj ukupnoj ocjeni konkurentnosti BiH u odnosu na Srbiju. Glavni nosioci razvoja i pozitivnih promjena u cilju dostizanja boljih privrednih performansi jesu preduzetnici i u tom pravcu treba da budu usmjereni glavni razvojni podsticaji na državnom nivou kako bi bila osnažena njihova pozicija u nadmetanju na globalnom nivou. Odgovornost za postizanje boljih ekonomskih performansi je, s jedne strane, na preduzećima i njihovoj efikasnosti, produktivnosti i visokoj poslovnoj sofisticiranosti, a, s druge strane, na državnoj agilnosti kako bi svoj poslovni ambijent učinila dobrim mjestom za započinjanje i razvijanje poslovanja u najširem smislu.

directly resulting in poor grades of the overall competitiveness and quality of life. Ratings of BiH indicators are visibly better than indicators of Serbia, especially in segments availability of latest technology, quality and quantity of local suppliers, production process sophistication and university-industry collaboration in research and development. According to these indicators BiH is above the regional average and still slow strives toward the European average. All this is reflected in better overall assessment of BiH competitiveness in relation to Serbia. Entrepreneurs are the main carriers of development and positive changes in order to achieve better economic performance, so governments should address major development incentives in this direction aiming to strength position of their entrepreneurs in globally competing. Responsibility for achieving better economic performance is, on the one hand, on the companies and their efficiency, productivity and high business sophistication, and, on the other hand, on state agility to make its national business environment a good place to start and develop business in the widest sense.

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