RESEARCH OF CUSTOMER SATISFACTION WITH THE ELECTRONIC POSTAL SERVICES IN SERBIA

1Danica LECIC-CVETKOVIC, 1Milica KOSTIC-STANKOVIC, 1Vesna MASLIC

1University of Belgrade, Faculty of Organizational Sciences, Serbia

Key words: customer satisfaction, electronic postal services, empirical research.

Abstract: Postal traffic represents one of the activities of the Public Enterprise of PTT Communications “Serbia” that deals with the transfer of written and otherwise formatted communications, small quantities of goods and cash remittances, between spatially separated subjects in national and international traffic. Through the use of modern information and communication technologies, the communication and exchange of data between users is performed electronically, and the system is capable of meeting all postal service demands with quality, efficiency, effectiveness and economy. A high degree of satisfaction of electronic postal services users is viewed as the primary business objective, and it is achieved through the provision of quality services at affordable prices, good and quick accessibility of data, high-speed execution of services, and a high level of accuracy.

1. INTRODUCTION

The beginnings of the provision of postal services arose from the need to transfer messages in a safe and timely manner, thus the history of postal traffic in Serbia is 165 years old. It began with the transfer of mail by horseback riders, messengers – Tatars, later by stage coaches, followed by railways, cars, steamships, airplanes and the Internet. From the first post offices – menzulans – which date back to the IX century, which were the predecessors of today’s modern edifices, many decades have passed. Today, in the XXI century, with the development of information and communication systems and other forms of communication, the profile and structure of post office operations have in many ways changed.

Postal traffic represents a specific subsystem of the traffic and economic system. When functioning normally, postal traffic fulfills its economic role as well. Its activities consist primarily of information transfer between spatially separated entities, followed by the organization of transfer of cargo shipments between spatially separated production and sales locations [1]. Through organization of the transfer of cargo shipments without physically altering them, traffic in general, and therefore postal services as its part, allow for the completion of the production process for all products whose place of production is different from the place of their consumption.

Postal communications represent a system that allows for a number and variety of contacts between remote legal and natural persons, which are realized through postal services, and derive from living and working needs. This system implies the existence of well-organized units and resources of the postal network, which cover all populated areas. The system must be capable of meeting all the demands for postal services, and must achieve a high level of quality, efficiency, effectiveness and economy.

The managements of national postal operators throughout the world are aware of the need for transformation in order to meet the new, increasingly profiled needs for electronic communication and transport, exhibited by their users.

2. ELECTRONIC POSTAL SERVICES

Electronic provision of services represents the conducting of business operations on the Internet, which does not only include buying and selling, but taking care of customers and business partners, as well as on-line organization of business operations within a company, and its organization towards its clients [2]. Speed, globalization, productivity improvement, the reaching of new clients, as well as a division of knowledge between organizations and institutions with an aim of achieving competitive advantages, are the terms that determine electronic services delivery.

Electronic transfer in postal traffic represents a continuous mode of transferring postal items during each phase of the technological process, i.e. from the moment of their receipt from the sender, through shipping, transportation, and receipt until their delivery to the recipient. Electronic services delivery today represents the option of making services accessible to the user in a short period of time via the Internet. Today, information is the most valuable currency, and an organization that is successful in rapid integration of business information and all of its subsystems and locations is able to create a tremendous competitive advantage. If we start from the well known accepted fact that different needs can be satisfied with the same service, it becomes clear that, within the purchase categories of a service, we can also define various attributes that are assigned to some of the
specific “what”, “where”, “when” and “how” [3, 4]. Such a situation is becoming increasingly expressed in modern business conditions where needs, as well as everything they imply according to the users, are constantly changing.

During the past decade, Eastern European countries have had pretty uneven development of the postal market, according to growth rates. The national postal operators and governments of these countries had, and still have, a very important role in the development of the postal sector. One of the main characteristics of this market is the fact that the promotional items (such as MMS postcards and PAK) are on the upper level of the growth curve. There is also a chance for rapid growth of services in international traffic, if national operators are successful in the implementation of the structural reform recommendations [5].

The vision of the Serbian Post Office regarding electronic postal services is to hold the position of national leader on the market of electronic postal services, and achieve a dominant market share at the national level. The mission is to provide a universal electronic postal service, implement constant development of electronic services, and expand the network of sales capacities by increasing profitability [6].

The rapidness of changes that is required in today’s unstable business environment compels companies, and therefore the Post Office as well, to consider major changes in their manner of conducting business. Developments on the global postal market indicate a rapid development of global commercial postal networks with completely different principles from that of the traditional. The purpose of a company is best specified through its objectives, i.e. by defining the intended states or situations that the company wishes to reach by undertaking planned actions (vision and mission). The basic purpose of operation of the Serbian Post Office is to fulfill the demands of its users, maintain a good relationship with suppliers, and achieve employee work satisfaction. The Post Office aims to achieve the highest relationship with suppliers, and achieve employee work satisfaction. The Post Office is to fulfill the demands of its users, maintain a good relationship with suppliers, and achieve employee work satisfaction.

In new market conditions, which imply a precise definition of the status of each of the postal service market participants, the Post Office of Serbia is positioned as a public operator, which implies universal access to basic services on the territory of the entire country. On the other hand, in a growingly stronger and more uncertain market competition, the Serbian Post Office needs to innovate the existing and introduce new commercial services, and assume its rightful position, which is also in accordance with the two centuries old history of its existence. It is the position of national leader, and one of the regional leaders on the modern postal services market.

The most important types of electronic services provided by the postal traffic of PTT Communications “Serbia” are the following [7]:

- Postal address code services – PAK,
- Call center services – CePP,
- Internet services,
- MMS postcard,
- Track & Trace.

2.1 Postal address code service - PAK

The most significant electronic postal service that currently provides the Post Office of Serbia with the highest profit in the sphere of electronic services is the postal address code service - PAK.

PAK, as a set of digits that combines the basic information about a location (location name, postcode, street name and number) with the possibility of linking additional information about the user at that location, represents the best basis for the creation of a new, or modification of an existing TDN (Transportation Distribution Network) [8, 9]. The Post Office of Serbia has introduced a new method of addressing items, which replaces the postcode with a postal address code - PAK. Today, the application of PAK represents the standard method of addressing items, which is applied by all modern postal administrations in order to ensure fast and secure transfer and delivery of postal items, as well as electronic tracking.

Unlike the postcode that has so far only allowed for the routing of items to the Post Office on whose delivery territory the indicated address is located, PAK represents an encoded information on the street, part of the street or house number that are listed in the recipient’s address, thus precisely defining the point in space where the mailman need to come in order to deliver the package, while the customer is able to track the package electronically.

2.2 Electronic delivery of the CePP service

The CePP is a multimedia service provider that provides e-business services with a top-of-the-line protection system for electronic transactions and data [10]. It was created in 2002 with an aim to implement services for the internal needs of the Post Office, as well as the needs of external users. So far, several dozen different projects have been realized through the use of the CePP with reputable banks, ministries, agencies and enterprises, while the Post Office of Serbia has at the same time gained a reputation of a secure and reliable partner.

The use of the CePP service provides customers with the following services:

- **Telesales** – easy communication with a large number of users from target groups, as well as marketing of services through the use of cross selling and upselling sales techniques. The user can leave the placement of services through modern communication channels to the CePP, which will perform the job professionally through a balanced approach towards the client.
- **Telemarketing** – activities of connecting multiple users within a target group for the purposes of marketing. Provides a possibility of analyzing viewership and listenership, through the use of the latest **CATI** (Computer Aided Telephone Interview) tools.
- **Telehosting** – leasing of infrastructure – access channels, interactive voice response systems and operators. Services for the needs of onetime and periodic campaigns, for a quick and easy appearance on the market without technical difficulties.
- **Helpdesk** – preparation and distribution of information of a general and educational content, such as a city map, phonebook, theater and cinema repertoire, through broad accessibility via different access channels.

2.3 Internet services for corporate clients

Since its establishment in 1998, PTT Serbia Net, as the Internet service provider of the Post Office of Serbia, represents the carrier of new technologies within its parent company. Today’s PTT Net is the largest provider in the country, offering a great number of opportunities for the application of Internet technologies by the 160,000 registered
individuals, as well as over 5,000 registered corporate clients [11]. This is possible thanks to the realization of a widespread access network in 26 cities, providing an unobstructed access to PTT NET’s electronic services from nearly all locations in Serbia.

2.4 MMS postcard service

The MMS postcard is one of the most frequently used electronic services of the Post Office of Serbia. In a very short period of time the service has made the company an enormous profit. The Post Office has formed a special team that works on the marketing promotion of this electronic service, in order to present it not only to the younger population of Serbia, but to all generations, as well as the population located outside the borders of Serbia [11, 12].

The MMS service makes it possible to send a photo captured by a mobile phone camera, along with the name of the recipient, his or her postal address, and the corresponding introductory text in the form of an MMS message. An MMS message sent in such a manner arrives at the CePP, where it is transformed (printed) into a classical postcard, which is then dispatched through regular postal flows, to the specified address of the recipient.

2.5 Track & Trace service

The Post Office of Serbia enables its customers to track and locate their postal items in the fastest possible manner, through the Track & Trace (T & T) tracking system. This electronic tracking system allows postal service users to track their shipments electronically during all phases, from their receipt, over to storage and delivery to the recipient. Users are able to locate their packages by accessing the website through their computers, while they can also do this by calling the Post Office’s Call Center. Through the use of this electronic service, the user is able obtain information regarding the date, time, place and status of the shipment, from the moment when the shipment is entered into the system. The shipment is tracked by a label - bar code, which is read by an optical bar code scanner [13, 14, 15].

3. RESEARCH OF CUSTOMER SATISFACTION WITH THE ELECTRONIC SERVICES OF THE POST OFFICE OF SERBIA

Within the research process of customer satisfaction with the electronic services of the Post Office of Serbia, a survey was conducted on customer satisfaction with electronic postal services. The results of the research show which particular electronic services are significant for users, as well as the Post Office of Serbia.

The subject of the research is determined by the structure of electronic postal services. The starting point of the research is the availability of electronic services to the user at the right time, because the goal of postal traffic and the Post Office of Serbia itself is not only profit, but the largest possible number of satisfied customers as well. The quality of postal services is expressed by the average score for each electronic postal service individually. From the user perspective, the quality of postal services is defined by several parameters: quality of transfer, convenience of the electronic service, additional options of a service, capability of provision of the service.

Based on the offer of electronic postal services, the user is allowed to select and determine the type of a specific electronic service that he or she wishes to use. The main criteria of electronic services users when making a selection are, above all, the following:

- Price of the offered service;
- Quality of the offered service;
- Transfer speed;
- Availability of the service;
- Accuracy.

The questionnaire of the Post Office of Serbia is intended for a wide range of electronic services users, who are interested in a variety of services that the Post Office provides within its electronic business. The questionnaire was published in the Serbian language, and contains brief and clear data on the user of the service, as well as the employee contact during the performance of the electronic services. Based on the results of the conducted questionnaire, the Post Office of Serbia is able to evaluate the share of every individual service on the market. Also, based on the results of the survey, the Post Office of Serbia is able to obtain statistical data on the percentage of profits for each electronic service. The user surveying is conducted once a year, and has been conducted during the last five years. The questionnaire, whose results are presented in this paper, was conducted on a random sample of 1000 respondents, during a period of 15 days in November of 2011. The questionnaire is shown in Table 1.

Table 1. Questionnaire

<table>
<thead>
<tr>
<th>No.</th>
<th>Question</th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>In conversations with the responsible persons at the Post Office, do you always receive complete information regarding your request?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Is the requested service always carried out in full?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Have you ever had a complaint regarding the quality of services rendered?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Do you know who the responsible person at the Post Office is for registering complaints, as well as how to file a complaint?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Do you feel that the information published on the Post Office’s website is clear and accurate?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Do you feel that the Post Office’s website is easy to use, i.e. that it is easy to obtain all necessary information?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Are you satisfied with the speed of electronic service delivery?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Do you feel that the price of the electronic services is acceptable?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Part II

<table>
<thead>
<tr>
<th>No.</th>
<th>Are you satisfied with the manner in which the electronic services of the Post Office are provided?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td><strong>Very dissatisfied</strong></td>
</tr>
<tr>
<td>2.</td>
<td>Are you satisfied with the quality of the Post Office’s electronic services?</td>
</tr>
<tr>
<td>3.</td>
<td>Are you satisfied with the market competition in the provision of electronic services?</td>
</tr>
<tr>
<td>4.</td>
<td>Are you satisfied with the method of informing about new electronic services of the Post Office?</td>
</tr>
<tr>
<td>5.</td>
<td>Are you satisfied with the regularity of the Post Office’s operations in the provision of electronic services?</td>
</tr>
<tr>
<td>6.</td>
<td>Are you satisfied with the number of electronic services of the Post Office?</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Your suggestion for an overall improvement of services:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Place</td>
</tr>
</tbody>
</table>

Based on the questions from the first part of the survey, information was obtained on the degree in which each service is available to customers and in what manner, according to its availability, quality and speed.

On the first question of the questionnaire “In conversations with the responsible persons at the Post Office, do you always receive complete information regarding your request?”, 63% of the respondents answered “YES”, while 37% of the respondents answered “NO” (Figure 1).

Based on the respondents’ answers, it can be concluded that the responsible persons at the Post Office of Serbia have good cooperation with the electronic services users, which is also shown by the percentage advantage of 26%.

On the second question of the questionnaire “Is the requested service always carried out in full?”, 74% of the users responded positively, while 26% responded negatively (Figure 2).

Complaints on the service itself exist, but the Post Office of Serbia is putting effort into reducing that percentage to a minimum, through the development of communications loyalty programs.

On the fourth question in the questionnaire “Do you know who the responsible person at the Post Office is for registering complaints, as well as how to file a complaint?”, 37% of the respondents answered “YES”, while 63% answered “NO” (Figure 4).

Based on the conducted questionnaire, the users of electronic services are quite uninformed regarding who they should seek help from in solving problems that arise when attempting to file a complaint, regarding a particular service of the Post Office of Serbia. This has resulted in the Post Office of Serbia undertaking specific steps in helping users, by providing additional information on the official website of the Post Office.

Fig. 1. Satisfaction with the level of knowledge of the responsible persons at the Post Office

Fig. 2. Satisfaction with the provided service

Fig. 3. Percentage of complaints regarding the quality of services

Fig. 4. Percentage of informed users regarding the responsible person for filing a complaint
On the fifth question in the questionnaire that reads “Do you feel that the information published on the Post Office’s website is clear and accurate?”, the respondents gave their opinions as shown in Figure 5.

![Figure 5. Clarity and accuracy of information on the website of the Post Office of Serbia](image)

The percentage of users who are well informed about the electronic services provided by the Post Office of Serbia is 82%, while 18% are not satisfied with the explanations. Although the percentage of users who are satisfied with their level of knowledge is high, the marketing management of the Post Office of Serbia strives to diversify communication programs, and identify ways of informing the users who were dissatisfied, considered to importance of communication and promotion in public institutions [16].

On the sixth question of the questionnaire that reads “Do you feel that the Post Office’s website is easy to use, i.e. that it is easy to obtain all necessary information?”, 51% of the respondents answered “YES”, while 49% answered “NO” (Figure 6).

![Figure 6. User friendliness of the Post Office of Serbia website](image)

On the sixth question of the questionnaire that reads “Do you feel that the Post Office’s website is easy to use, i.e. that it is easy to obtain all necessary information?”, 51% of the respondents answered “YES”, while 49% answered “NO” (Figure 6).

Based on the small difference between the percentages of users who responded positively and negatively regarding the user friendliness of the Post Office of Serbia website, we come to the realization that a great number of users are not satisfied with the level of simplicity of the website. In this sense, a plan is being defined to rearrange the website according to the criteria of customer satisfaction.

On the seventh question of the questionnaire, “Are you satisfied with the speed of electronic service delivery?”, 87% of the respondents answered “YES”, while 13% answered “NO”, as can be seen in Figure 7.

![Figure 7. Satisfaction with the speed of electronic service delivery](image)

The speed of electronic service delivery falls within the most important factors that indicate the productivity of the Post Office, and it can be noted that the percentage of satisfied users is quite large.

On the eighth question, “Do you feel that the price of the electronic services is acceptable?”, 68% of the respondents answered “YES”, while 32% answered “NO”, as illustrated by Figure 8.

![Figure 8. Satisfaction with the price of electronic services of the Post Office of Serbia](image)

It can be concluded from the respondents’ answers that the prices of electronic services are acceptable, but the possibility of reducing the costs of certain services should be analyzed.

Based on the results of the first part of the questionnaire, the Post Office of Serbia obtained statistical data (which were analyzed by SPSS software program) indicating that the priorities of electronic services delivery are speed, clear and accurate information about the electronic services, quality of the services rendered, as well as their reasonable price. The management team of the Post Office of Serbia strives to promote each electronic service, bring it closer to the users, and make it economically worthwhile to mutual satisfaction.

The second part of the questionnaire relates to customer satisfaction with the use of electronic postal services.

On the first question from Part II of the given questionnaire, which reads: “Are you satisfied with the manner in which the electronic services of the Post Office are provided?”, 71% of the respondents answered with “very satisfied”, 6% were “satisfied”, 20% were “dissatisfied”, while 3% were “very dissatisfied” (Figure 9).

![Figure 9. Satisfaction with the manner in which the electronic services are provided](image)

The large percentage of “very satisfied” users indicates that the customers are satisfied with the provision of electronic services at the Post Office of Serbia. However, the 20% of dissatisfied customers represent a directive for the management of the Post Office of Serbia to identify the
sources of this dissatisfaction, as well as undertake action with an aim of reducing this number.

On the second question of Part II of the survey, “Are you satisfied with the quality of the Post Office’s electronic services?”, 83% of the respondents answered that they were “very satisfied”, 4% were “satisfied”, 12% were “dissatisfied”, and 1% were “very dissatisfied”, as shown in Figure 10.

The large percentage of “very satisfied” respondents shows that the quality of postal services is at a very high level. The fact that the percentage of dissatisfied users with the percentage of service delivery is greater than the percentage of dissatisfied users with the quality of the service, represents an important fact to the marketing management when it comes to defining the direction of repositioning of the sales service, as well as the application of a different combination of marketing mix tools.

On the third question, “Are you satisfied with the market competition in the provision of electronic services?”, out of the 100 respondents, 81% were “very satisfied”, 15% were “satisfied”, 4% were “dissatisfied”, and only 1% of the respondents were “very dissatisfied”, as illustrated by Figure 11.

Based on the results of this question, we conclude that the Post Office of Serbia has insignificant competition in the provision of electronic services in Serbia.

On the fourth question, “Are you satisfied with the method of informing about new electronic services of the Post Office?”, 73% of the respondents said that they were “very satisfied”, 23% were “satisfied”, 3% were “dissatisfied”, while 1% were “very dissatisfied” (Figure 12). The 82% of “very satisfied” users with the number of electronic services at the Post Office shows that the services are important to the users. Based on the 96% of “very satisfied” and “satisfied” users, it can be concluded that users are informed about new electronic services of the Post Office.

On the fifth question, “Are you satisfied with the regularity of the Post Office’s operations in the provision of electronic services?”, 88% of the respondents answered “very satisfied”, 2% were “satisfied”, 8% were “dissatisfied”, while 2% were “very dissatisfied” (Figure 13).

On the sixth question of Part II of the questionnaire, “Are you satisfied with the number of electronic services of the Post Office?”, 82% of the users were “very satisfied”, 10% were “satisfied”, 5% were “dissatisfied”, while 3% were “very dissatisfied”, as shown in Figure 14.

Based on the 96% of “very satisfied” and “satisfied” users, it can be concluded that users are informed about new electronic services of the Post Office.

On this question, the respondents answered that they were generally satisfied with the regularity of the Post Office’s operations in the provision of electronic services. According the fact that regularity is one significant dimension of corporate social responsibility [17], we can conclude that Post office of Serbia is the social responsible corporation.

On the sixth question of Part II of the questionnaire, “Are you satisfied with the number of electronic services of the Post Office?”, 82% of the users were “very satisfied”, 10% were “satisfied”, 5% were “dissatisfied”, while 3% were “very dissatisfied”, as shown in Figure 14.

Apart from the presented and analyzed questionnaire conducted by the Post Office of Serbia every year, whose results are used to improve the work of this large business system, the number of users of each of the mentioned electronic services of the Post Office of Serbia is recorded each year. The results are compared and used as a basis for analyzing the financial performance of the company. This is followed by an analysis of the number of users of each electronic service (postal address code services - PAK, call
center services - CePP, internet services for corporate clients, MMS postcard services, and Track & Trace services) that were collected during the previous five years (2006 - 2010), as well as an analysis of the results.

Graphic representation of the number of users of the electronic postal address code service PAK (Figure 15) shows that the number of users is increasing each year, and that this service held the leading position in 2010 when it comes to electronic postal services. The statistical data also show that this service is recording a high growth rate of profit, based on the increasing number of users.

![Fig. 15. The number of users of the PAK service](image)

Based on the data shown in Figure 15, it can be concluded that in 2006 the number of users was 930, in 2007 it was 1900, in 2008 it was 2500, in 2009 it was 2700, and in 2010 the number of users amounted to 4100. Based on this data, it can be concluded that this electronic service recorded a growth of 400% during the observed five years.

The MMS service initially experienced a slight stagnation, only to come into the focus of interest in 2008 by increasing the number of users from the younger population. In the following years, 2009 and 2010, the number of users continued to grow. The Post Office directed its MMS electronic service strategy towards a marketing strategy for all users, regardless of their age. It is planned for this service to reach its maximum in the year 2012, in regards of both demand and profits (Figure 16).

![Fig. 16. The number of users of the MMS service](image)

The number of users of the MMS service in 2006 was 627, in 2007 there were 1100 users, in 2008 there were 2400, in 2009 there were 2800 users of the service, while in 2010 the number rose to 3100. The results show that this electronic service has been experiencing a constant increase in the number of users, during the observed period of five years.

The point of operations of the CePP is to facilitate the access to electronic services for all interested parties. The user of electronic services of the Post Office of Serbia will be satisfied, if he or she is able to use a service in a quick and simple manner. Figure 17 shows how much this electronic service was used during the past five years.

![Fig. 17. The number of users of the CePP service](image)

Through analysis of the number of users of the CePP electronic services, it can be noted that it has been growing from year to year. In 2006, the number of users was 1080, in 2007 the number of users was 1600, in 2008 it was 2400, in 2009 it was 2700, rising to 3078 in the year 2010, which represents an increase of 300% during the observed five years.

The provision of electronic services to corporate clients – internet services, has experienced a real boom on the market, which is also shown by the increasing number of users from year to year.

![Fig. 18. The number of users of Internet services for corporate clients](image)

The Post Office of Serbia gives a slight advantage to this service over the other offered services, due to the fact that it is high quality, as well as available at affordable prices in comparison to the competition. This service is present with a huge tendency for achieving a growth trend (Figure 18).

The number of users of Internet services for corporate clients in the year 2006 was 1485, in 2007 it was 2078, in 2008 it was 3062, in 2009 it amounted to 4179, and in 2010 it rose to 4996, which represents an increase of around 330%.

The Post Office of Serbia made the largest financial investments into the Track & Trace service at the beginning of its appearance, between the years 2006 and 2008, which resulted in the growth of demand for this service. In 2009 it experienced a slight decrease due to the emergence of competition on the market. In 2010, the Post Office of Serbia established good key external and internal guidelines, which contribute to the drastic increase in the number of users of this service. Through good analysis and monitoring of the number of users of this service, the Post Office has managed to cope with the competition on our electronic market, and remain the leader in the provision of this service (Figure 19).
Electronic service delivery offers the possibility for services to be available to users in a short period of time via the Internet. Today, information is the most valuable currency, and the Post Office of Serbia, which has been successful in rapid integration of business information and all subsystems from all locations, is able to achieve a tremendous competitive advantage. Electronic service delivery of the Post Office of Serbia provides integrated solutions that reduce the costs of providing services, and create greater productivity through a tightly integrated management system.

5. REFERENCES

[10] http://yuedi@eunet.yu, Yugoslav Association for Electronic Data Interchange

Correspondence to:
Danica LECIC-CVETKOVIC
danica@fon.bg.ac.rs, University of Belgrade
Milica KOSTIC-STANKOVIC
milicak@fon.bg.ac.rs, University of Belgrade
Vesna Maslic
maslic13@gmail.com, University of Belgrade

Fig. 19. The number of users of the Track & Trace service

The number of users of the Track & Trace service in the year 2006 was 778 users, in 2007 it was 1860, in the year 2008 it was 3420. In 2009 it was 2160 users, and in 2010 it amounted to 3735 users, which represents an increase of around 480%.

The PAK and Track & Trace electronic services of the Post Office of Serbia represent the most used services in the past five years, because of their good quality, high speed and affordable prices. The service that was least used in the past five years is the MMS postcard electronic service, due to the fact that the service is still in development, while customers still mostly use the old and traditional method of sending postcards.

Through its work organization and market research, the Post Office of Serbia familiarizes itself with its competition, conquers new markets, provides fast, quality and reliable services, in accordance with the demanding needs of the users, as well as the promotion, development and improvement of the work technology at the Post Office, and the introduction of modern information and communication and internet technologies.

4. CONCLUSION

In conditions of very strong competition, organizations are under constant pressure to maintain their customers, reduce costs, manage risk, and use technology as a source of competitive advantages. The model of global organization and strong competition forces companies to introduce new concepts within their business, which is supported by increasing investments into specialized and client-oriented technologies. The Internet is one of those technologies. The “audience” covered by the Internet is the entire world.

All information obtained through surveys, interviews and other means, which is then properly analyzed, makes it possible to eliminate the causes of dissatisfaction with the existing services. Based on the data on key categories that lead to a demand for services, it is possible to design and introduce new services, or modify existing ones. The Post Office of Serbia, as a company that has a tendency towards a modern method of business operations, has in timely manner noted the importance of safely stored information, which is always accessible in a quick and efficient manner. Therefore, the decision to introduce a system of electronic management of services is extremely important, and in accordance with all modern trends and standards.