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Poštovane kolegice i kolege, dame u gospodo, zadovoljstvo mi je pozvati vas na aktivno sudjelovanje u radu 18. međunarodnog simpozija o kvaliteti, pod nazivom KVALITETA KAO STRATEGIJA.

Pripremu za simpozij započinjemo u vrijeme gospodarskog rasta u Hrvatskoj. Stopa rasta BDP-a kreće se oko 2 i više %. Sve sastavnice BDP-a bilježe rast. Smanjuje se i stopa nezaposlenosti, odnosno raste broj zaposlenih. Turizam je u 2016. godini ostvario najbolje rezultate od samostalnosti Hrvatske.

Zemlje članice EU također bilježe rast BDP-a. Cijena nafte na svjetskom tržištu i dalje je na relativno niskoj razini. Međutim, EU kao i neke europske zemlje koje još nisu formalne članice EU, na tzv. Balkanskoj ruti, pripremaju se za novi val migranata iz zemalja sjeverne Afrike i Bliskog Istoka, ali i zemalja srednje Afrike i Dalekog Istoka.

Na globalnoj razini prisutni su značajni rizici za stabilnost europske i svjetske ekonomije: Brexit i njegove posljedice koje su još nepoznate, učestali teroristički napadi u europskim zemljama, rat u Siriji i na Bliskom Istoku, usporavanje gospodarskog rasta u Kini i brojni drugi.

Traže se nova rješenja i mogućnosti rasta i razvoja. Mišljenja smo da je jedno od mogućih rješenja „kvaliteta“ ugrađena kao strategija u sustav upravljanja svake organizacije, pa i države. Iz toga proizlazi i radni naziv ovog simpozija: KVALITETA KAO STRATEGIJA.

Konflikt je konstanta u globalnim razmjerima. Tisuće znanstvenika i stručnjaka širom svijeta, na ovakvim i sličnim skupovima te dnevno na svojim radnim mjestima, nastoje pronaći rješenja primjenjujući kvalitetu kao strategiju.

HDMK je na polazištu da je kvaliteta dobra razvojna strategija, da omogućuje razvoj konkurentne sposobnosti gospodarstva, osigurava materijalno blagostanje građanima i doprinosi razvoju demokracije. Praktični primjeri koji to potvrđuje nalaze se oko nas.

Izučavanjem društveno ekonomske stvarnosti, njezinih uzroka i posljedica, s velikom se sigurnošću može zaključiti da je „ne kvaliteta“ uzrok svih neravnoteža, što podrazumijeva krize, sukobe, ratove i druge manifestacije destrukcije.

Osjećamo svojom dužnošću da kao znanstvenici i stručnjaci, damo svoj doprinos ideji kvalitete kao strategije. S tom svrhom pristupili smo organizaciji 18. međunarodnog simpozija o kvaliteti i pozvali sve vas na razmjenu iskustva i ideja u cilju iznalaženja prihvatljivih rješenja u svrhu boljitka.

Prezentacijom znanstvenih i stručnih radova iz područja sustava upravljanja znanstvenika i stručnjaka iz zemlje i inozemstva, želja nam je ukazati

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KVALITETA KAO STRATEGIJA  
*QUALITY AS A STRATEGY*

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## ANALYSIS MODELS OF ECONOMIC DIPLOMACY AND CROATIAN EXPERIENCE

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### ABSTRACT

*Economic and trade affairs have always been integral parts of the diplomatic service, but trade was the main reason for crossing state borders and the conclusion of trade agreements between countries. The distinctive character economic diplomacy gets after the fall of the Berlin Wall. Authors dealing with economic diplomacy are reluctant to define its very notion and stress that it is a discipline that is constantly changing and evolving. There is no universal solution or unique model of economic diplomacy, but there are several models including: unified model, partially unified model, the model of the third agency, competition model and release model, whose main activities are the promotion of trade, encouragement of direct foreign investment, cooperation in science and technology including research and development, promotion of tourism and promotion of the interests of the national business community, and all*

*models are followed by supporting activities that enable the realization of basic and business informing, intelligence, networking and public relations. Croatia has tried different models of economic diplomacy, but the results obtained were not evaluated and therefore Croatia has no clear framework and model of economic diplomacy. Economic diplomats in their work during the presentation of the international market must have information on the accreditation and of certification of companies in Croatia that could affect the heightened interest to partner with international economic scene and ensure easier placement of products in the markets of their activity and competence. Quality as a broader concept is very important factor and indicator associated with the model of functioning of economic diplomacy the Croatian.*

**Keywords:** *economic diplomacy, models of economic diplomacy, economic diplomacy of the Republic of Croatia, bilateral relations, accreditation and certification.*

## 1. INTRODUCTION

Economic diplomacy has been present from the very beginning of the organization of communities in political entities (city states, kingdoms, empires, etc.) as practical skill aimed at achieving prosperity of a society through skill full negotiation of the terms of trade in international exchange. It has been intensely scientific studied only in the last decade. It consists of the following concepts: economy and diplomacy, and the combination and synergy of the two concepts shows that this is a complex concept that involves skilful international communication and negotiation (diplomacy), with the protection and promotion of own economic interests. Economic and trade affairs have always been integral parts of the diplomatic service, but trade was the main reason for crossing state borders and the conclusion of trade agreements between countries. Historical sources confirm the existence of intensive trade, regulated trade agreements between the civilizations of ancient Egypt and western Asia in the 14<sup>th</sup> century BC. European colonization of Asia and discovering of rich coast of South America led to a flourishing trade in goods between the Old and New Worlds. These examples show that the trade was precisely the cause of the first inter-state relations and the conclusion of international agreements. The distinctive character economic diplomacy gets after the fall of the Berlin Wall, which marked the end of the Cold War, during which the situation in the international political agenda and the division into east and west, put the economic diplomacy in the background. When the „Cold War“ ended concluding trade agreements became the main mechanism to strengthen political relations and to create security ties between the countries. Nowa-

days the necessity of combining the classic with economic diplomacy is more and more realized. The role of diplomats was changing throughout history, and these changes today are much more thorough because of the great technological advances related to information and communication technologies and services. Stronger role of multilateral diplomacy, as in an interconnected world diplomatic agendas are no longer exclusively bilateral, has already become global and comprehensive. Economic diplomacy from its very beginnings was about the activities of the diplomatic service aimed at increasing exports, attracting foreign investment and participating in the work of international economic organizations. The strategic objectives of economic diplomacy are promotion of possibilities of the national economy and enterprises at world markets (strengthening of the higher forms of economic cooperation), the protection of national (economic) interests in international economic relations and foreign economic cooperation (export and import operations, etc.) and establishment of instruments and mechanisms for their implementation.

Basic reasons why economic diplomacy in the last fifteen years has become so important can be found in the following facts:

- In majority of developed countries, foreign trade and foreign investment, especially after World War II., are marked with constant increase in the share in the structure of the national GDP in relation to the proportion of domestic production;
- Acceptance of economic reforms in the development of market-oriented economies of developing countries, as well as development strategies based on increasing exports, contributed to the rapid integration of a large number of countries in the global economy;
- The globalization of trade and business and relocation of production and services have led to the need of activating regulatory and coordinating mechanisms at the multilateral level;
- The expansion of regional trade agreements which aimed to remove barriers to international trade and investment (EU, CEFTA, Mercosur, NAFTA, and others).

Rich countries and developing countries promote their commercial interests by attracting foreign direct investment and by export promotion, and policy and economy are intertwined both in bilateral and in multilateral diplomacy. The diplomatic missions of any diplomatic officer, regardless of their field of work, must in its action include, besides political, the economic dimension. Bilateral political relations between countries are often shaped and changed in accordance with the mutual economic interests, and in this sense the economy is a crucial part in the creation of national foreign policy. The

aim of this study was to determine what kinds of models of economic diplomacy exist in world diplomacy.

The paper analyses the models of economic diplomacy with a special emphasis on the model used by the Republic of Croatia and the Croatian experiences concerning economic diplomacy.

## **2. REVIEW OF THEORETICAL DISCUSSION ON THE CONTENT AND THE IMPORTANCE OF ECONOMIC DIPLOMACY**

Authors dealing with economic diplomacy are quite restrained in defining the concept and they emphasize that this is a discipline that is constantly changing and evolving as relations in the international economy and international political relations do as well. For professors Bayne i Woolcock Economic Diplomacy "... represents the way in which countries maintain their economic relations (at the beginning of the twenty-first century), how decisions are made at the national level and (then) negotiated on the international scene (with other international operators) and how these two processes are intertwined"<sup>1</sup>. Although the authors put the country at the centre of this process, they speak about other actors as well („non-state actors“) who are increasingly influential in the whole process. Economic diplomacy during President Clinton in the United States (US) was much more aggressive and more controversial than those that took place during his predecessor<sup>2</sup>. This is most evident in the new role that has received Department of Commerce of the United States in terms of export promotion. The new approach to economic diplomacy could be noted in the new marketing strategy of the United States to Europe, i.e. the European Union. This led to increased and intensified economic nationalism, but also protectionism in Europe, and more generally in the whole market of the Union. In response, the so-called American initiative “New Transatlantic Agenda NTA“ appeared which form a collaboration of American and European multinational companies „Transatlantic Business Dialogue TABD“. This initiative should constitute the embryo formation of a common transatlantic market „Transatlantic Free Trade Area“. From these facts it can be concluded that the Clinton administration (and hence economic

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<sup>1</sup> Nicholas Bayne and Stephen Woolcock, *The New Economic Diplomacy*, Ashgate, London, 2007.

<sup>2</sup> John Peterson and Maria Green Cowles, *Clinton, Europe and Economic Diplomacy: That makes the EU different?*, Governance, International Journal of Policy and Administration, Vol 11, 2000.

diplomacy) instead of helping US companies with the largest share in the European markets, concentrated on helping US multinationals in post-communist Europe. Globalization increases the complexity of international economic relations<sup>3</sup>. Increasing the number of diplomatic participants, such as the introduction of non-governmental actors in international politics and international relations, in a way, means the loss of the exclusive role of the Foreign Ministry as the sole holder of diplomatic activity. During the last decade it came to the formation of diplomatic functions within multinational and transnational companies. These authors also bring a new definition of diplomacy: Diplomacy is defined as a mechanism of presentation, communication and negotiation through which states and other international actors run their own affairs. Economic diplomacy is concerned with issues of economic policy, while economic diplomats follow the economic policies of other countries, and participate in delegations to international organizations (WTO, MMF etc.) Economic diplomacy affects not only the change in the relationship of nation states, but it also changes their process of making foreign policy decisions (Uscagana, 2002). In this context of external economic policy, globalization becomes a key tool for integration within the (globalized) world system. External economic policy reflects the domestic and foreign political and economic interests. The way of negotiation and bargaining power of economic diplomacy depend on the role that the country has in the international system. Diplomacy and trade have always been linked, while ambassadors have always been the main promoters of trade in their countries<sup>4</sup>. Looking at the example of Canada, the Canadian Ministry of Foreign Affairs and International Trade (Department of Foreign Affairs and International Trade - DFAIT) daily strive to respond to the challenges of economic globalization. This reflects the great importance of economic and commercial diplomacy for the open nature of the Canadian economy and strong export orientation of the country. Economic diplomacy is a method for conducting state's external economic relations (Bayne, 2008). It includes decision-making at the national level, international negotiation and interaction of these two dimensions. Economic diplomacy has significantly changed after the end of the Cold War and the emergence (actually strengthening) of globalization. The increasing number of international actors is reducing the role of the state, so the current economic diplomacy tries with fewer resources and powers to do more.

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<sup>3</sup> Raymond Saner and Lichia Yiu, "International Economic Diplomacy – Mutations in Post-modern Times", Netherland Institute of International Relations, Clingendael, 2001.

<sup>4</sup> Evan H. Potter, *Branding Canada: The Renaissance of Canada's Commercial Diplomacy*, International Studies Perspectives, 2004.

Economic diplomacy is a “specific area of modern diplomatic activities dealing with economic problems as a means of struggle and cooperation in international relations”<sup>5</sup>. Trading activity has always been an important part of the diplomatic service. The trade preceded inter-governmental relations and agreements. An example of this is the fact that all the fundamental achievements of US foreign policy are based on economic achievements and promotion of the American economy in the world. Negative example or counterexample is found in Europe, where the trade was preceded by the political relations, thus creating a basis for economic relations. Economic diplomacy is the key to the success of foreign policy and often is more stable and more effective than political pressure and military intervention. International assistance (cooperation) has implications for the political dependence on donor aid recipients, and thus reinforces the international position of the country that provides donor aid. The reasons for the strengthening of the importance of economic diplomacy are as follows:

- In majority of developed countries, the share of foreign trade and investment in GDP rises versus domestic production and consumption;
- Economic reforms accelerate the inclusion of developing countries in the global economy;
- Globalization of business requires multilateral communication between states;
- The expansion of regional trade agreements.

There are two tasks of economic diplomacy according to Barany: attracting foreign investment and strengthening the positive image of the country. Diplomatic missions are the primary units of work of economic diplomacy and the main activities are carried out by presenting the economy of their countries in the host country. These activities are carried out by organizing conferences, seminars, round tables, presentations and the like. The prevailing models of the organization of economic diplomacy are:

- Connected model - Foreign Ministry as the main coordinator of economic interests;
- Partially connected model - Ministry of Foreign Affairs and Ministry of Economy organized jointly by business development of trade and economic relations and
- Model of delegation to a third actor - the specialized agencies take over the job of promoting exports and foreign market research.

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<sup>5</sup> Pavol Barany, “Modern Economic Diplomacy”, Publications of Diplomatic Economic Club, 2009

## 2.1. Definitions of economic diplomacy

Authors dealing with economic diplomacy are quite restrained in defining the concept and they emphasize that this is a discipline that is constantly changing and evolving as relations in the international economy and international political relations do as well. For professors Bayne and Woolcock<sup>6</sup> Economic Diplomacy “represents the way in which countries maintain their economic relations (at the beginning of the twenty-first century), how decisions are made at the national level and (then) negotiated on the international scene (with other international operators) and how these two processes are intertwined“. Although the authors put the country at the centre of this process, they speak about the other actors (non-state actors) who are increasingly influential in the whole process. Saner and Yiu<sup>7</sup> introduced the following concepts: economic diplomacy and commercial diplomacy, under the jurisdiction of state actors, followed by a series of “diplomatic” activities carried out by the so-called. Postmodern, non-state actors: corporate diplomacy, business diplomacy, diplomacy of national non-governmental organizations, diplomacy of transnational non-governmental organizations, etc. Diplomacy is, like politics, art of the possible, and motivated by the interests, so the economic diplomacy is also motivated by economic interests. If the economic component is removed from today’s diplomacy, it would not be able to solve any of the world’s most pressing problems and conflicts they create. It was spotted by Guy Carron de la Carriere<sup>8</sup> who speaks of the economies of individual countries, which are becoming more open, and the international division of labour is so intensified that the role of economic diplomacy is becoming increasingly important, suppressing traditional forms of conflict resolution between states using powers. Economic factors are constantly gaining in importance in the foreign policies of all countries. The growing international division of labour, today called globalization, increasingly links national economies into one interdependent unit and only the economic means can operate in such an environment, defending their national interests and the interests of their national economies. In order to successfully defend own interests in international relations, it is necessary to predict certain events and situations, and to act in time to help them benefit, but at the same time avoid losses and/or damages that may be incurred by

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<sup>6</sup> Nicholas Bayne and Stephen Woolcock, *The New Economic Diplomacy*, Ashgate, London, 2007.

<sup>7</sup> Raymond Saner and Lichia Yiu, “International Economic Diplomacy: Mutations in Post-Modern Times“, *Discussion Papers in Diplomacy*, Netherlands Institute of International Relations „Clingendael“, 2003.

<sup>8</sup> Guy Carron de la Carriere, *La diplomatie économique. Le diplomate et le marché*, *Economica*, Pariz, 1998.

the national economy. In fact the most successful in that process are United States as the largest economy in the world and a leader in the global economic diplomacy. Financial and economic potential that have the US, with the dollar as a world currency and its most “strategic offensive weapons”, enabled them to achieve by economic diplomacy means the vast majority of foreign-policy goals. What they failed to do so in that way they tried, of course, to realize with arms, but it seems that the economic methods were much more successful than the military. This is especially true in the second half of the twentieth century and the beginning of the twenty-first. Feltham<sup>9</sup> makes difference between economic and commercial department of the diplomatic and consular missions, noting that the commercial department is responsible for promotion of trade relations with the recipient country (import and export); for supporting and informing business community about business opportunities; for consultation in the field of laws and regulations (relating to business, investment, customs and trade). Professor Kishan Rana<sup>10</sup> carefully describes the following procedures and methods used by commercial diplomacy in their daily work: analysis, creation of basic information materials, the scope of work, teamwork, work of delegations and promotion of the country.

## 2.2. Models of economic diplomacy

There is no universal solution and a unique model of economic diplomacy. Two dominant models can be observed: countries that the person who deals with economic issues in diplomatic missions and consular offices recruit from the Ministry of Foreign Affairs (for example, Croatia), and those recruit people from the Ministry of Economy, chambers of commerce, other economic institutions or the private sector (Poland, Austria). However, besides above, there are also other models. The following is a key difference in the organization and coordination, i.e. which body takes a leading role, for which is used conventional classification on the five models:<sup>11</sup>

- A unified model is a model in which the Ministry of Foreign Affairs fully manages and combines issues related to foreign affairs and foreign trade.
- Partially unified model includes a model in which the Ministry of Foreign Affairs and the Ministry of Economy and Trade jointly establish a special department that deals with trade and investment and operate within the diplomatic missions.

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<sup>9</sup> Ralph George Feltham, *Diplomatski priručnik*, Naklada Zadro, Zagreb, 1996.

<sup>10</sup> Kishan S. Rana, *Inside Diplomacy*, New Delhi, Manas, 2000.

<sup>11</sup> Isto.

- Model Agency is the third model in which the Foreign Ministry does not deal with trade issues. Independent bodies operating under the control of the ministries are in charge of trade.
- Model Competition is a model in which the tasks of the Ministry of Foreign Affairs and other ministries overlap, without a clear division of duties, and not just those relating to foreign trade and investment, but also those associated with participation in the meetings of international organizations. This model is the result of non-compliance objectives and activities.
- Model abandonment implies that the Foreign Ministry completely waive issues related to trade and investment, and gave them to other ministries.

Regardless the model,<sup>12</sup> defines five core activities of economic diplomacy: the promotion of trade, encouragement of foreign direct investment, cooperation in science and technology, including research and development, promotion of tourism and promotion of the interests of the national business community. Supporting activities that enable the realization of basic activities are also defined. These supporting activities are business intelligence, networking and public relations, including participation in branding and creating an image, support for negotiating and enforcing contracts and resolving problems.

### 3. ECONOMIC DIPLOMACY IN THE REPUBLIC OF CROATIA

As previously emphasized diplomacy is “managing state affairs in foreign policy through official relations with other countries and international organizations“.<sup>13</sup> According to this definition, diplomacy is in the exclusive jurisdiction of the Ministry of Foreign Affairs. However, globalization has led to some changes. Diplomacy has started to work with other government bodies (eg Chamber of Commerce) and the non-government sector (for example, various non-governmental organizations or multinational companies). The Republic of Croatia has already since gaining its independence recognized the importance of integration in international organizations and associations (WTO, CEFTA, EU, etc.), and its diplomacy as an instrument of foreign policy many times proved that it could cope with the obstacles and was ready to join the international economy. However, when it comes to the promotion of the country and the promotion of exports and foreign direct investment as a

<sup>12</sup> Evan H. Potter, *Branding Canada: The Renaissance of Canada's Commercial Diplomacy*, International Studies Perspectives, 2004.

<sup>13</sup> Svjetlan Berković, *Diplomacija i diplomatska profesija*, Urban – Media, Dubrovnik, 2006.

priority for economic development of the Republic of Croatia, the Croatian economic diplomacy is faced with many challenges. Creating a positive image of the country in the world, which will attract not only tourists but also business people and create stronger economic lobbies on the international scene are challenges for all those who work on promoting Croatian economic interests. In order to create conditions for an organized and effective commitment to the support of Croatian exports, attracting investments and other economic objectives, the Ministry of Foreign Affairs is developing a dialogue with other ministries, government agencies, other institutions and professional associations in the country. In this regard, the Ministry of Foreign Affairs and European Integration has developed a good cooperation with the Ministry of Economy, Labour and Entrepreneurship, Croatian Chamber of Economy, the Agency for the Promotion of Trade and Investment, the Croatian Association of Entrepreneurs and numerous other stakeholders from sectors of the economy. All these institutions and associations have one common goal and that is to create more favourable conditions for Croatian entrepreneurs in domestic and international markets and to create a more competitive economy that will take its position in the global market. The Ministry of Foreign Affairs and European Integration of the Republic of Croatia, recognizing the importance of economic diplomacy, in its work focuses on the fact that on the basis of certain political decisions and international bilateral and multilateral relations directs the Croatian economy in the desired direction. In this work the macroeconomic and to economic operators it leaves freedom to the principles of the market economy to find their business interest. When it comes to promoting exports, economic diplomacy provides support to local exporters at a time when they engage in trade with another country. The prerequisite for this is that domestic exporters who are preparing for exports have the right strategy for marketing of their goods at foreign markets and to have the appropriate level of knowledge about complex circumstances in which contemporary international trade takes place. Croatian economic advisers today operate within the network of diplomatic / consular missions consisting of 50 embassies, 21 consulates general and six permanent missions. In some missions limited number of diplomatic staff imposes on individuals to perform at the same time several specialized tasks. It is often the case that in the diplomatic / consular mission one diplomat is responsible for economic, but also for other activities such as diplomatic, consular, culture and so on. Such solutions are good in those countries where there is no interest of Croatia for significant trade, however, the markets with increased business interest should engage competent economic advisers, who will be primarily responsible for economic affairs, in order

to provide to domestic exporters quality and full support during their penetration into that market. An important step in supporting Croatian exporters and generally a step forward in the economic promotion has been made with the launch of the website 'Croatian Economic Diplomacy'. This is a public website of the Ministry of Foreign Affairs and European Integration, and the content and processing of data on the page is in charge of the Directorate for International Economic Cooperation. Such economic promotion via the website is implemented by the ministries of foreign affairs of many countries in the world. Through the page 'Croatian Economic Diplomacy' Croatian companies and potential foreign investors are provided by access to information that can be of great importance in all aspects of their business. The content of the page provides a detailed insight into the economic overviews of countries with recommendations for business in foreign markets, the legislative framework for doing business in these countries, sections of bilateral economic relations with the Republic of Croatia, specific rules of business communication in different countries, etc. For Croatian system of economic diplomacy to be better organized, it requires coordination of all institutions in the economy sector and the business community itself, and the emphasis should be on creating conditions for the implementation of the institutional model of partial unification. The implementation of this model through direct cooperation with other institutions (Agency for Export and Investment Promotion, Croatian export offensive, Croatian Chamber of Commerce Chamber of Commerce etc.) should allow existing diplomatic structure to achieve full effect when it comes to promoting Croatian economic interests in the world. It should also not be ignored the importance of continuous professional training of economic diplomats as a very important segment, as the success of economic diplomacy depends primarily on people who work in this area. Operations at the international level and international markets are defined by the legislation, rules and norms that may be related to the economic sector (eg. car industry) or to area of interest of a country within the target market (eg. food safety). Also, certain markets protect their consumers (safety of technical products - CE mark within the EU market), but also within the same market allow smooth flow of goods and services of producers from different countries (the accreditation and recognition of conformity of products in relation to the requirements defined in this market). To make economic diplomacy successful in the promotion and presentation of companies from the Croatia at international markets significant support is evidence of possession of the certificate and accreditation with regard to the quality level of products and services, as well as management system in the organisation with the evidence of conformity of products

and services with the requirements related to the particular market. Taking all this into account, for the economic diplomacy is extremely important to have the information on the accreditation and certification of trading companies in the Republic of Croatia to influence the increased interest of the partners from international economic scene and to ensure easier placement of products on the markets of their activity and competence. For this reason, the quality as the the wider definition is very important factor and indicator associated with the model of functioning of Croatian economic diplomacy.

### **3.1. Bilateral relations between the Croatian with Germany, The USA, Finland and the Czech Republic**

For the purposes of this study, and in order to demonstrate some examples of bilateral cooperation, Federal Republic of Germany was chosen because the bilateral relations between Germany and the Croatia have traditionally been good. German partners and products in Croatia has traditionally enjoyed high esteem. Germany is one of the most important partners in the field of Croatian foreign trade, investment, tourism, finance and cooperation between banks and technical development. United States (US) were selected considering that it is the world's largest economic power, which in the context of the development of bilateral relations is of special importance for the Republic of Croatia. Strengthening partnerships with the United States can have a positive impact on the overall international position and the realization of concrete foreign policy and economic objectives of the Republic of Croatia. Given that this is one of the most developed markets in the world Finland was also chosen, with which Croatia has also developed economic relations. The Czech Republic was chosen because Croatia to the Czech Republic represents a potentially significant economic partners and partner for joint action in the region. Diplomats of both countries in international organizations successfully collaborate and, mostly, mutual support each other in the implementation of their priorities. Croatia and Germany have developed excellent bilateral economic relations that through economic forums get new momentum and grow into true economic partnerships. Prospects for future partnerships of Croatia and Germany lie in the energy sector, infrastructure projects, environment, industry and tourism. For the Croatian economy Germany is particularly significant because of the first arrival of foreign tourists and the number of nights, it is the second largest foreign trade partner of the Croatia and ranks third in foreign investment in the Croatian economy. Germany is the only country with which Croatia has a contract on detached workers which Croatian builders and installers provides with additional revenues. Of extremely high importance is

the Croatian diaspora and a large number of Croats who live and work in Germany, it is estimated that over banks or direct transfer annually to Croatia they bring about 1 billion euros. Germany is Croatia's second largest partner in foreign trade (after Italy). In 2014, trade amounted to 3,447 million euros. Croatian exports increased by 13% and imports by 11.3% compared to 2013. Exports in the Federal Republic of Germany amounted to 1,129 million euros, and imports to 2,318 million. Total foreign trade in the first 6 months of 2015 years amounted to 2,025 million euros, exports 625 million euros (9.6%) and imports 1,400 million (7%), an increase compared to the same period in 2014. As noted above, Germany is after Italy second most important trading partner of Croatia. In 2012, Croatian exports to Germany amounted to 981 mil. euros (+ 1.5%), while imports from Germany amounted to about 2.0 billion euros (+ 0.4%). Positive trends continued in 2013. German exports to Croatia in the period January-October 2013 amounted to 1.8 billion (0.9%), while Croatian imports to Germany 829.0 mil. euros (0.4%).

Table 1. Trade between the Croatia and the Federal Republic of Germany

Trade (in millions of €)	2011.	2012.	2013.	2014.
<b>Export</b>	<b>923</b>	<b>967</b>	<b>981</b>	<b>1129</b>
Index	111	104,77	101,45	115,1
<b>Import</b>	<b>1893</b>	<b>2049</b>	<b>2057</b>	<b>2318</b>
Index	91	108,24	100,4	112,7
<b>Total</b>	<b>2816</b>	<b>3016</b>	<b>3038</b>	<b>3447</b>
Index	96,7	107,1	100,73	113,46
<b>Difference</b>	<b>-970</b>	<b>1082</b>	<b>1076</b>	<b>1189</b>

Source: Central Bureau of Statistics.

Economic cooperation between the Croatia and the US has good development prospects, and should work on its improvement. Foreign trade in 2014 amounted to EUR 369 million representing a decrease of 11.08 percent compared to 2013. Exports in 2014 decreased by 12.15 percent compared to 2012 and amounted to 217 million euros. Imports in 2014 decreased for 9.52 percent compared to 2013 and amounted to 152 million euros.

Table 2. Trade exchange between the Republic of Croatia and USA

**COMMODITY EXCHANGE RC - USA**  
**EUR million (I-VI.2014/2015.)**

EXPORT		IMPORT		TOTAL	
I. - VI. 2014.	I. - VI. 2015.	I. - VI. 2014.	I. - VI. 2015.	I. - VI. 2014.	I. - VI. 2015.
120	132	71	85	191	217

Source: Central Bureau of Statistics

Foreign trade in the first six months of 2015 amounted to 217 million euros, an increase of 13.61 percent compared to the first six months of 2014. Exports from the Croatia to the United States in the first six months of 2015 amounted to 132 million euros, an increase of 10 percent compared to same period in 2014. Imports into the Croatia from the United States in the first six months of 2015 amounted to 85 million, an increase of 19.72 percent compared to the same period in 2014. Improvement of economic relations between Croatia and Finland is ascending. There is an increase in trade and the total change in trends. Tourist arrivals are increased and it could be evaluated that economic relations have been in the upward movement in the last four years. The last five years have been marked by the increasing interest of Finnish businessmen in Croatia, primarily thanks to the Croatian-Finnish Business Forum held in 2010 in Helsinki and the Finnish business delegation visit to Croatia in June 2011. Import and export to Finland show significant annual variations. Seen over a longer period total trade is decreasing. Croatia achieved trade deficit with Finland.

Table 3. Trade exchange with the Croatian Republic of Finland

<b>Trade (in millions of €)</b>	2011.	2012.	2013.	2014.
<b>Export</b>	<b>21</b>	<b>23</b>	<b>18</b>	<b>18</b>
Index	161	109,52	78,26	100
<b>Import</b>	<b>87</b>	<b>81</b>	<b>38</b>	<b>30</b>
Index	108,75	93,1	46,93	78,95
<b>Total</b>	<b>108</b>	<b>104</b>	<b>56</b>	<b>48</b>
Index	116,13	96,3	53,85	85,71
<b>Difference</b>	<b>-66</b>	<b>-58</b>	<b>-20</b>	<b>-12</b>

Source: Central Bureau of Statistics

Economic cooperation between the Croatia and Czech Republic has good development prospects and should work on its improvement, because the potentials of bilateral economic cooperation are not sufficiently utilized. In 2013, trade between the two countries has increased by 23.13% compared to 2012 and amounted to 527 mil. euro. The balance of trade is negative for Croatia because it imports much higher than exports for 263 million euros. In 2014, trade between the two countries increased by 5% and amounted to 558 million euros. In the first eight months of 2015, trade with the Czech Republic recorded a slight downward trend, both the Croatian exports to the Czech Republic amounted to 95 mil. Euros (-5% compared to the same period in 2014), while imports from the Czech Republic amounted to 247, 1 mil. euros (- 1% compared to the same period in 2014). Total trade in goods amounted to 342 mil. Euro.

Table 4. Trade between the Croatian with the Czech Republic

<b>Trade (in millions of €)</b>	2012.	2013.	2014.
<b>Export</b>	<b>105</b>	<b>132</b>	<b>160</b>
Index	110,53	125,71	121,21
<b>Import</b>	<b>323</b>	<b>395</b>	<b>398</b>
Index	102,87	122,3	100,76
<b>Total</b>	<b>428</b>	<b>527</b>	<b>558</b>
Index	104,65	123,13	105,88
<b>Difference</b>	<b>-218</b>	<b>-263</b>	<b>-238</b>

Source: Central Bureau of Statistics

Czech tourist are in fifth place in the number of overnight stays in Croatia. In 2015, the number of Czech tourists who visited the Republic of Croatia amounted to 690,800 (an increase of 5.3% compared to 2014), and generated 4,790.2 million overnight stay (increase of 4.7% compared to 2014).

#### 4. CONCLUSION

Economic diplomacy in the broad sense refers to all entities of the society involved in strengthening the economic competitiveness of the country's diplomatic methods, and economic diplomacy in the strict sense refers to exclusive activities of the Ministries of Foreign Affairs in representing and promoting the economic interests of their country. Economic diplomacy uses

methods and techniques of improving the development of the national economy in modern conditions, carry out activities that promote the export of local products and services as well as foreign investment in the domestic market. All the economy and diplomacy of the world deal with these matters, introducing a variety of approaches, criteria and procedures, which largely depends on the development of national structures of production and exchange, and on specific development interests, needs, benefits and opportunities. The organizational forms that each country uses in this process is called a model of economic diplomacy. What is common to all modern economic diplomats, of whatever type, is the fact that they have to know bilateral and multilateral trade and investment agreements, but also be trained in intercultural dialogue and making ties with various foreign entities. These are no longer the only official representatives of the receiving State, nor mostly officials of the foreign ministry, but more and more civil society, i.e. non-governmental organizations and individuals. Therefore they should be aware of national legislation and the business climate, but also of the ways and techniques to follow and interpret changes, who are foreign competitors, where and what kind of domestic and foreign sources there are in this regard. They must be able to monitor and interpret the decisions and conclusions of international organizations such as, for example, the World Bank, IMF, WTO, OECD, ILO, and forums such as Davos, the G-7, G-20, but not in general, but especially with regard to possible incentives or consequences they will have in their own country (the sub-region, local, sector or company level). An active and continuous cooperation of the Ministry of Foreign Affairs and European Integration and other relevant ministries and institutions, as well as the business community, has an important role in the further development and positioning of the Croatian economy in the international market. Croatia, as a small country with a limited number of diplomatic staff is not able to organize its economic diplomacy such as larger, more developed countries. Therefore, carefully designed personnel policy that includes control performance and reward system of employees plays a crucial role in the creation of effective economic diplomacy, and specific knowledge and skills of diplomats must meet the specific needs arising from relations with a particular country. Since the success of the work depends primarily on the people who carry them out, to build a positive image of the country in the world and for promoting Croatian economic interests, the most important is to hire a professional, innovative and hard-working people who will in every possible opportunity promote Croatian products and the overall economy. The economy today has a leading role in international relations and the Republic of Croatia to be faster and better participate in the general glo-

balization processes. Through analysis it was determined that there is no universal solution, that is the unique model of economic diplomacy, but there are several models including: unified model, partially unified model, the model of the third agency, competition model and release model, whose main activities are the promotion of trade, encouragement of foreign direct investment, cooperation in science and technology, including research and development, promotion of tourism and promotion of interests of the national business community, and all models are followed with supporting activities that enable the realization of basic: business notifications, scouting (Eng. Intelligence), networking and public relations. In Croatia, diplomats dealing with economic issues in diplomatic missions and consular offices are recruited from the ranks of the Ministry of Foreign and European Affairs, and the Ministry of Foreign and European Affairs has developed cooperation with the Ministry of Economy, Labor and Entrepreneurship, Croatian Chamber of Economy, the Agency for Promotion of Exports and investment, the Croatian Association of entrepreneurs and numerous other actors from sectors of economy. The hypothesis is proven and established that Croatia does not have a clear framework and economic model, there is “wandering” because businessmen believe that the economic diplomacy is required for the Croatian economy, but they are more sceptical when it comes to the potential benefits for the company they work for, and rare among they use economic diplomacy. Those who do often use a variety of channels, including commercial diplomats from the Ministry of Foreign and European Affairs and other ministries, offices of counties, cities and municipalities, CCC services and CEA, commercial diplomats of other countries and organizations while increasing number of entrepreneurs independently carries out activities consider as economic diplomacy. Based on the information obtained it can be concluded that the requirements for the quality are one of the key factors for achieving greater efficiency of economic diplomacy. Accordingly, research on the application and impact of quality as a factor in the work of economic diplomacy in Croatia will be carried out.

**Sažetak:**

ANALIZA MODELA GOSPODARSKE DIPLOMACIJE  
I HRVATSKA ISKUSTVA

*Gospodarski ili trgovinski poslovi oduvijek su bili sastavni dijelovi diplomatske službe, a trgovinska razmjena bila je glavni razlog prelaženja državnih granica i sklapanja trgovinskih sporazuma među državama. Osobit značaj gospodarska diploma-*

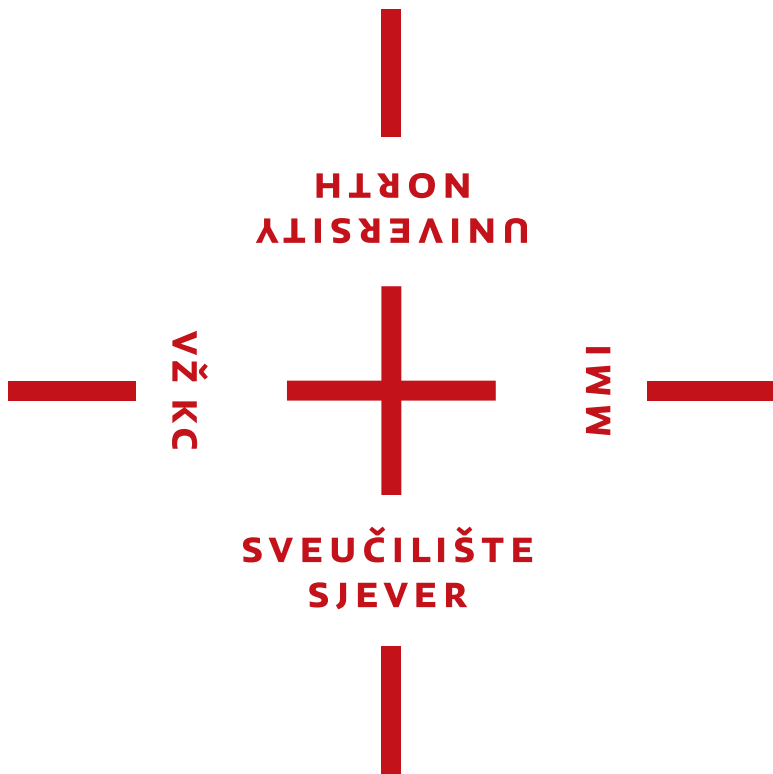
cija dobiva nakon pada Berlinskog zida. Autori koji se bave gospodarskom diplomacijom suzdržani su u definiranju samog pojma i naglašavaju da je to disciplina koja se neprestano mijenja i razvija. Ne postoji univerzalno rješenje odnosno jedinstveni model gospodarske diplomacije već postoji nekoliko modela i to: unificirani model, djelomično unificirani model, model treće agencije, model natjecanja i model prepuštanja, čije su osnovne aktivnosti promidžba trgovine, poticanje izravnih stranih ulaganja, suradnja u znanosti i tehnologiji, uključujući istraživanje i razvoj, promidžba turizma i zagovaranje interesa nacionalne poslovne zajednice, a sve modele prate potporne aktivnosti koje omogućuju ostvarivanje osnovnih i to: poslovne obavještajne, izviđanje (engl. Intelligence), umrežavanje i odnosi s javnostima. Republika Hrvatska je isprobala različite modele gospodarske diplomacije, ali postignuti rezultati nisu bili vrednovani i zato Hrvatska nema jasan okvir i model gospodarske diplomacije. Gospodarski diplomati u svom radu prilikom prezentiranja na inozemnom tržištu trebaju imati informacije o akreditaciji i certificiranosti trgovačkih društava u Republici Hrvatskoj kako bi mogli utjecati na pojačani interes partnera s međunarodne gospodarske scene i osigurali lakši plasman proizvoda na tržištima njihovog djelovanja i ingerencije. Kvaliteta kao širi pojam vrlo je značajan čimbenik i indikator vezan uz model funkcioniranja gospodarske diplomacije Republike Hrvatske.

**Ključne riječi:** gospodarska diplomacija, modeli gospodarske diplomacije, gospodarska diplomacija u Republici Hrvatskoj, bilateralni odnosi, akreditacija i certificiranost.

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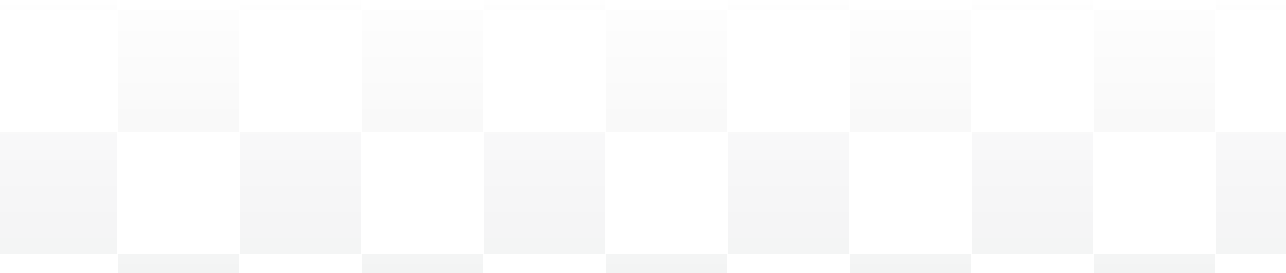
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