

ENERGOTEHNIKA  
JUŽNA BAČKA

Knowledge in service of quality.

Powered  
by MVM

Marko Milić

## NOVI SAD DOBIJA NOVI TOPLITNI IZVOR

Marko Iskrin

## EJB VAŽNA KARIKA U ENERGETSKOJ TRANZICIJI SRBIJE

ILIJA LABUS

SVAKE GODINE  
PODIŽEMO  
LESTVICU I  
OBARAMO NOVE  
REKORDE



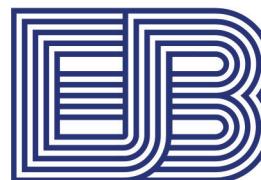
NOVI  
VIZUELNI  
IDENTITET  
KOMPANIJE  
EJB

NOVI ZNAK  
DOKAZANOG  
KVALITETA.





NOVI ZNAK  
DOKAZANOG  
KVALITETA.

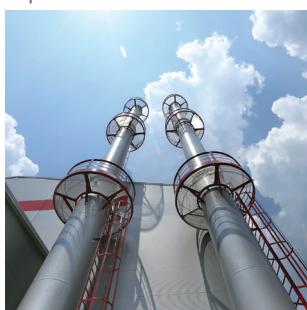


**ENERGOTEHNIKA**  
**JUŽNA BAČKA**  
Znanje u službi kvaliteta.

[entjuba.rs](http://entjuba.rs)

04

**NOVI SAD DOBIJA NOVI TOPLOTNI IZVOR**  
Novi Sad dobija novi toplotni izvor



12

**EJB VAŽNA KARIKA U ENERGETSKOJ TRANZICIJI SRBIJE**  
EJB: A SIGNIFICANT LINK IN SERBIA'S ENERGY TRANSITION



15

**SARADNJA SA MAĐARSKOM KOMPANIJOM MVM REVOLUCIONARAN POSLOVNI POTEZ**  
COOPERATION WITH THE HUNGARIAN COMPANY MVM: A REVOLUTIONARY BUSINESS MOVE

*impressum*

**IZDAVAČ**  
**ENERGOTEHNIKA JUŽNA BAČKA,**  
Put novosadskog partizanskog odreda 1, Novi Sad

**UREĐNIK**  
Marko Ivanić

18

**SVAKE GODINE PODIŽEMO LESTVICU I OBARAMO NOVE REKORDE**  
EVERY YEAR, WE RAISE THE BAR AND SET NEW RECORDS



24

**MUNJEVIT NAPREDAK MLADOG INŽENJERA**  
RAPID PROGRESS OF A YOUNG ENGINEER

28

**IZGRADNJA PET CENTRA INSTITUTA ZA ONKOLOGIJU VOJVODINE - PODUHVAT ZA BUDUĆNOST**  
CONSTRUCTION OF THE PET CENTER FOR THE INSTITUTE OF ONCOLOGY OF VOJVODINA - A FUTURE ENDEAVOR

33

**KADA SNOVI POSTANU STVARNOST**  
WHEN DREAMS BECOME REALITY

**NOVINARI:**

Marko Ivanić, Gordana Malenović i Sonja Kružević

**FOTOGRAFIJA:**

Jan Valo, Filip Bakić i Darko Dozetić

**DIZAJN I PRELOM**

Bogdan Mijović

**ENERGOTEHNIKA JUŽNA BAČKA**

48

**INFO DAN KAO KARIJERNI PUTOKAZ**  
CAREER GUIDANCE THROUGH INFO DAY



36

**„NEPROCENJIV OSEĆAJ PRIPADNOSTI“**  
"AN INVALUABLE SENSE OF BELONGING"

40

**„U EJB UČESTVUJEM U ENERGETSKIM PROJEKTIMA BUDUĆNOSTI“**  
"I PARTICIPATE IN ENERGY PROJECTS OF THE FUTURE AT EJB"



42

**IDENTITET KOMPANIJE ĆINE LJUDI**  
COMPANY'S IDENTITY IS SHAPED BY PEOPLE

50

**NOVI VIZUELNI IDENTITET KOMPANIJE EJB - „NOVI ZNAK DOKAZANOG KVALITETA“**  
NEW VISUAL IDENTITY OF EJB COMPANY - „NEW SIGN OF PROVEN QUALITY“



55

**RUKOMETNI KLUB „VOJVODINA“ I EJB - SIMBIOZA KOJA OBEĆAVA**  
VOJVODINA HANDBALL CLUB AND EJB - A SYNERGY THAT PROMISES

CIP - Каталогизација у публикацији  
Библиотека Матице српске, Нови Сад  
621.31+574

ЕНЕРГОТЕХНИКА Јужна Бачка : Nova glavna crpna stanica /  
urednik Marko Ivanić. - 2018, nov. - . Novi Sad : Energotehnika Južna  
Бачка, 2018-. . 27 cm

Dva puta godišnje. - Tekst na srp. i engl. jeziku.  
ISSN 2620-1356  
COBISS.SR-ID 326234119

**Marko Milić**

**Direktor direkcije za upravljanje projektima**  
Director of the project management directorate

# Novi Sad dobija novi toplojni izvor



Novi Sad is getting  
a new heat source

**O** aktuelnim i budućim velikim projektima EJB razgovarali smo sa direktorom Direkcije za upravljanje projektima Markom Milićem, diplomiranim inženjerom mašinstva, višestruko licenciranim za obavljanje široke lepeze visokostručnih poslova za koje poseduje ekspertska znanja. U Energotehnici Južna Bačka radi jedanaest godina, a na poslovima direktora Direkcije za upravljanje projektima angažovan je unazad sedam godina, odnosno, od kako je kompanija uspostavila aktuelnu organizacionu strukturu. Sa ponosom ističe da je imao čast da organizuje taj sektor koji sada uhodano funkcioniše, postižući maksimalni sinhronicitet sa svim ostalim sektorima, a upravo to predstavlja bazu za postizanje visokih kvalitativnih performansi svakog projektnog poduhvata. „Trudimo se da radimo na način da se po završenom poslu nikada ne vraćamo na gradilište. Ne ostavljamo „repove“, postižemo najbolji mogući kvalitet, to nam je deviza, takvi su nam ljudi, nema improvizacije”, objašnjava Milić.

Sigurni smo da nema onoga ko nakon razgovora sa direktorom Direkcije za upravljanje projektima ne ostaje u uverenju da je EJB, ne samo u Srbiji, nego zasigurno u ovom delu Evrope, apsolutni lider u svojoj branši. Tu konstataciju potvrđuju dela odnosno uspešno završeni kapitalni projekti, ali i oni čija je realizacija u toku. Dileme nema, krećemo sa onim što će Novi Sad u domenu energetskog suvereniteta podići još jednu lestvicu na pijedestalu energetski najsigurnijih gradova u Srbiji.

„Nastavljamo projekte kogeneracije gotovo svih novosadskih toplana. Da podsetim, u Novom Sadu smo radili dva kogeneraciona postrojenja za paralelnu proizvodnju električne i toplotne energije, reč je o Toplani „Zapad“ i Toplani „Jug“. Suština tih projekata je obezbeđenje tehničkih uslova za plasman toplotne energije u sistem grejanja sanitарне vode, to je vrlo isplativa investicija i zato nije slučajno što je „Novosadska toplana“ jedno od retkih profitabilnih preduzeća u tom sektoru u Srbiji. Ona ostvaruje prihode i od prodaje električne energije, a to joj omogućuje upravo koge-

**W**e discussed current and future major projects with Marko Milić, the Director of the Project Management Directorate at EJB. He is a graduate mechanical engineer, licensed for a wide range of highly specialized tasks, possessing expert knowledge. Marko has been with Energotehnika Južna Bačka for eleven years, and he has served as the Director of the Project Management Directorate for the past seven years, ever since the company established its current organizational structure. He proudly mentions that he had the honor of organizing the department, which now operates smoothly, achieving maximum synchronicity with all other departments. This forms the basis for achieving high-quality performance in every project. "We strive to work in a way that we never have to return to the construction site after the job is done. We don't leave any 'loose ends' behind and we achieve the best possible quality. That's our motto, and our people adhere to it. There's no room for improvisation," explains Milić.

We are confident that after talking to the Director of the Project Management Directorate, there is no doubt that EJB is an absolute leader in its field, not only in Serbia but certainly in this part of Europe. This statement is confirmed by their successful completion of capital projects and ongoing projects. There is no doubt that what is being done will raise Novi Sad to a higher level on the pedestal of the most energy-secure cities in Serbia in terms of energy sovereignty.

"We are continuing the cogeneration projects for almost all of Novi Sad's heating plants. To remind you, we have worked on two cogeneration plants in Novi Sad for the simultaneous production of electrical and thermal energy, namely, 'Zapad' and 'Jug' heating plants. The essence of these projects is to provide the technical conditions for the integration of thermal energy into the district heating system for domestic hot water production. This is a very profitable investment, and it's no coincidence that 'Novosadska toplana' is one of the few profitable companies in this sector in Serbia. It generates



neraciona tehnologija. Radi se o kombinovanoj proizvodnji toplotne i električne energije. Ove godine smo završili rekonstrukciju Toplane „Zapad”, na kojoj smo radili zamenu kotlova za grejanje tople sanitarne vode gde su bila tri kotla snage po osam megavata. Oni su uklonjeni i stavljeni su novi kotlovi snage dva puta po dvadeset megavata. Reč je o postrojenjima daleko veće energetske efikasnosti sa svim sistemima neophodnim za ekološki prihvatljiv rad, u smislu drastičnog smanjenja emitovanja štetnih gasova. Investicija je bila vredna 2,1 milion evra i time je praktično i završena rekonstrukcija kompletne Toplane „Zapad” na kojoj smo, između ostalog, radili kogeneraciono postrojenje 2016. godine. Radili smo zamenu kompletног pumpnog postrojenja na toj pumpnoј stanici i to je, praktično toplana koju smo u velikoj meri rekonstruisali. Na Toplani „Jug” smo takođe, pre neke dve godine, radili ugradnju kogeneracionih postrojenja od četiri megavata toplotne i četiri megavata električne energije sa zamenom još jednog kotla od osam megavata. Poslednji koji smo radili je na Toplani „Zapad”, čime je zaokružen veći deo rekonstrukcije. Time je JKP „Novosadska toplana” stepen energetske bezbednosti u Novom Sadu podigla na viši nivo i time postala jedna od najboljih toplana u Evropi, a u Srbiji je bez premca.”

### **U čemu je suština kogeneracionih postrojenja za čiju izgradnju i instalaciju je EJB postala neprikosnoveni lider?**

„Kogeneraciona postrojenja su gasni motori koji sagorevanjem gasa proizvode toplotnu i električnu energiju. Suština njihove namene je da proizvode električnu energiju koja se koristi za „peglanje tzv. pikova”, odnosno to su brzi proizvođači električne energije u situacijama kada je ona brzo potrebna. Takva proizvodnja struje je neverovatno isplativa jer pruža stepen efikasnosti od iznad devedeset procenata, zapravo je struja nusprodukt toplote, ili je toplota nusprodukt struje. Značaj svega toga ogleda se upravo na primeru Novog Sada, odnosno nove toplane koja ima potrebu za grejanjem 24 časa dnevno i to 365 dana godišnje, jer je dve trećine grada pokriveno toplom potrošnom vodom. Limani, Novo naselje i Stara i Nova Detelinara imaju toplu potrošnu vodu, gde Toplana grejući

revenue from the sale of electricity, enabled by cogeneration technology, which involves combined production of thermal power and electricity. This year, we completed the reconstruction of the 'Zapad' Heating Plant, where we replaced the boilers for the heating of domestic hot water. There were three boilers, each with a capacity of eight megawatts, which were removed and replaced with two new boilers, each with a capacity of twenty megawatts. These facilities are far more energy-efficient with all the necessary systems for environmentally friendly operation, significantly reducing the emission of harmful gases. The investment was worth 2.1 million euros, effectively completing the reconstruction of the entire 'Zapad' heating plant, where, among other things, we installed a cogeneration plant in 2016. We also replaced the entire pump station equipment at that pump station. So, we have largely reconstructed that heating plant. At the 'Jug' heating plant, we also installed cogeneration plants of four megawatts of thermal and four megawatts of electrical energy, along with replacing another eight-megawatt boiler a couple of years ago. The last one we worked on is at the 'Zapad' heating plant, which completes a significant part of the reconstruction. As a result, JKP "Novosadska toplana" has raised the level of energy security in Novi Sad and has become one of the best heating plants in Europe, unparalleled in Serbia."

### **What is the essence of cogeneration plants for whose construction and installation EJB has become an unrivaled leader?**

“Cogeneration plants are gas engines that, through the combustion of gas, produce both thermal and electrical energy. The essence of their purpose is to produce electrical energy used to 'smooth out' the so-called peaks. These are fast electricity producers in situations where it is needed quickly. Such electricity production is incredibly profitable because it provides an efficiency level above ninety percent. In fact, electricity is a byproduct of heat, or heat is a byproduct of electricity. The significance of all this is evident in the example of Novi Sad, specifically the new heating plant that needs to provide heating 24 hours a day, 365 days a year, as two-thirds of the city is covered by hot domestic water. Limani,



MARKO MILIĆ

tu vodu, proizvodi i struju koju prodaje na tržištu i time ostvaruje značajan profit."

**A sada dolazimo do priče o projektu koji Novom Sadu otvara nove energetske perspektive. O čemu je reč?**

Kada govorimo o projektima iz domena termoenergetike sa ponosom naglašavam da smo potpisali Ugovor za izgradnju toplane „Majevica”, to je radni naziv objekta koji predstavlja prvu greenfield investiciju u Novom Sadu nakon dužeg perioda. Novi Sad ima četiri glavne kotlarnice: istok, zapad, sever i jug, a ovo je peta. A pošto ne postoji peta strana sveta nazvali su je „Majevica”. Ona će biti locirana na Bulevaru Evrope, blizu kružnog toka, praktično će biti namenjena za grejanje novog kompleksa stambenih zgrada prema Rumenačkom putu, kao i novog stambenog kompleksa u naselju „Jugovićevo” i biće povezana u prsten sa svim ostalim toplanama. U ovoj fazi projekat je vredan devet i po miliona evra. U pitanju je iz-

Novo Naselje, Stara, and Nova Detelinara have hot domestic water, and by heating that water, the heating plant also generates electricity, which is sold on the market, resulting in significant profits."

**Now, let's talk about a project that opens new energy perspectives for Novi Sad. What is it about?**

"When we talk about projects in the field of thermal energy, I proudly emphasize that we have signed a contract for the construction of the 'Majevica' heating plant. This is the working name of the facility, which represents the first green-

field investment in Novi Sad after a long period. Novi Sad has four main heating plants: Istok (East), Zapad (West), Sever (North), and Jug (South), and this is the fifth. Since there is no fifth cardinal direction, we named it 'Majevica.' It will be located on Bulevar Evrope, near the roundabout, and it will primarily serve to heat a new residential complex towards the Rumenački put, as well as a new residential complex in the 'Jugovićevo' neighborhood. It will be connected in a ring with all other heating plants. In this phase, the project is worth nine and a half million euros. This involves the construction of the entire facility with the equipment for the first phase of district heating. The facility is designed for about 250 megawatts of installed capacity, along with another cogeneration plant. In this phase, we are constructing, specifically twenty megawatts for heating and eight megawatts for hot domestic water. This would be the first phase, and all the other works on the site for future phases are also being carried out, while only the necessary equipment for



gradnja kompletног objekta sa opremanjem prve faze toplifikacije. Objekat je predviђen za oko 250 megavata instalisane snage kao i za još jedno ko-generaciono postrojenje, a sada se, u ovoj fazi radi dvadeset megavata za grejanje i osam megavata za toplu potrošnu vodu. I to bi bila prva faza, a ujedno se izvode i svi ostali radovi na parceli za naredne faze, dok se od opreme montira samo ono što je neophodno za prvu, pa kako se grad bude u tom delu širio, oprema će se naknadno ugrađivati. To je jedan vrlo ozbiljan i značajan infrastrukturni projekat za grad. Mogu slobodno da kažem da je reč o najvećem projektu tog tipa u poslednjih petnaest godina i ja lično sam vrlo sреćan što će ovaj posao raditi EJB. Posao je sada u fazi projektovanja i pribavljanja svih neophodnih dozvola. Reč je o projektu „ključ u ruke“ na nivou žutog fidika.“

**Poznato je da se projekti koje Vi vodite obično završavaju pre roka, da li će to i sada biti slučaj, odnosno, kada je rok za završetak prve faze ?**

„Prva faza bi trebalo da bude završena do marta 2025, iako mi i ovoga puta imamo ambiciozne planove da toplanu već do kraja naredne godine pripremimo za pogon, a konačni završetak, od-

the first phase is being installed. As the city expands in that area, additional equipment will be installed later. This is a very serious and significant infrastructure project for the city. I can confidently say that this is the largest project of its kind in the last fifteen years, and I am personally very pleased that EJB will be doing this job. The project is currently in the design and permitting phase. This is a 'turnkey' project at the yellow-fidic level. "

***It is known that the projects you lead usually finish ahead of schedule. Will that be the case this time, and when is the deadline for the completion of the first phase?***

"The first phase is expected to be completed by March 2025. However, this time, we have ambitious plans to prepare the heating plant for operation by the end of the next year. The final completion, or the last phase, will be concluded in the following years, in line with the city's development dynamics. This is a facility that is being built for the next 20 years."

***What other projects are currently ongoing?***

"We are currently participating in tenders by the Ministry of Mining and Energy, and these projects are funded by the German development bank KfW,

nosno poslednja faza će biti okončana u godinama koje slede, u skladu sa dinamikom razvijanja grada. To je objekat koji se radi za narednih 20 godina."

### Koji su još projekti aktuelni ?

„Na tenderima Ministarstva rудarstva i energetike, za čije projekte sredstva obezbeđuje nemачka razvojna banka KfW, na bazi kreditnog aranžmana koji Srbija već 15 godina ima sa tom bankom, sada smo trenutno u KfW 4 programu. On podrazumeva rekonstrukciju postojećih i izgradnju novih grejnih sistema i unapređenje sistema grejanja u Republici Srbiji, a deo tog programa se odnosi i na kotlarnice na biomasu. Što se tiče redovnih projekata rekonstrukcije trenutno izvodimo radeve na rekonstrukciji kotlarnice „Dubočica“ u Leskovcu. Reč je o zameni kotlarskog postrojenja i prelasku na gas. Snaga postrojenja je 10 megavata, a projekat je vredan 1,1 milion evra. Isti takav projekat radimo i u Negotinu i on je vredan 650 hiljada evra. Radimo i rekonstrukciju toplane „Krivi vir“ u Nišu i to je projekat vredan 2,3 miliona evra. I to je sve ukupno jedan Ugovor, vredan otprilike 4 miliona evra. Potpisani je sa ministarstvom rudarstva i energetike, odnosno sa toplanama kao krajnjim naručiocima, a sve je finansirano od strane KfW banke.

Moram napomenuti da smo, u okviru KfW projekata, ali i ostalih međunarodnih tendera absolutni pobednici. Pobedujemo na nivou devet od deset, što potvrđuje kontinuitet dobrog ugovaranja i dobre razrade projekata. Nadalje, ugovorili smo izgradnju kotlarnice na biomasu u Majdanpeku. To je posebno simpatičan projekat. Inače smo u Majdanpeku ugovorili zamenu svih toplotnih podstanica, automatizaciju, daljinsko očitavanje, daljinsku kontrolu sa izgradnjom

based on the credit arrangement that Serbia has had with the bank for 15 years now. We are currently in the KfW 4 program, which involves the reconstruction of existing and the construction of new heating systems and the improvement of the heating system in the Republic of Serbia. Part of this program also includes biomass heating plants. Regarding regular reconstruction projects, we are currently working on the reconstruction of the 'Dubočica' heating plant in Leskovac. This involves replacing the boiler plant and transitioning to natural gas. The plant has a capacity of 10 megawatts, and the project is worth 1.1 million euros. We are also doing a similar project in Negotin, worth 650,000 euros. We are also reconstructing the 'Krivi vir' heating plant in

Niš, a project worth 2.3 million euros. This is all part of a single contract, worth about 4 million euros, signed with the Ministry of Mining and Energy and the heating plants as the end customers, with all funding provided by the KfW bank.

I must mention that within the framework of KfW projects and other international tenders, we are absolute winners. We win at a rate of nine out of ten, which confirms the continuity of successful contracting and project development.

Furthermore, we have contracted the construction of a biomass heating plant in Majdanpek. This is a particularly attractive project. In Majdanpek, we have contracted the replacement of all thermal substations, automation, remote reading, remote control with the construction of a heat source. I would like to remind that two years ago, we completed biomass heating plants in Priboj and Mali Zvornik, so we have plenty of experience with such projects. In October, along with a delegation from KfW Bank, the Minister of Mining and Energy, Dubravka Đedović Handanović, as well as the Ambassador of the Federal Republic of Germany, Anke Konrad, the Ambassador of the Swiss Confederation, Urs Schmid, and the Mayor of



toplotonog izvora. Podsetio bih da smo pre dve godine uradili kotlarnice na biomasu u Priboju i Malom Zvorniku, tako da nam ne manjka iskustva sa takvim projektima. U oktobru je, zajedno sa delegacijom KfW banke, radove obišla ministarka rудarstva i energetike Dubravka Đedović Handanović, kao i ambasadorka SR Nemačke Anke Konrad, ambasador Švajcarske Konfederacije Urs Šmid i predsednik opštine Majdanpek Dragan Popović. Tom prilikom se moglo čuti da će izgradnjom nove toplane građani Majdanpeka dobiti ne samo sigurno i kvalitetno grejanje, nego i čistiji vazduh i zdraviju životnu sredinu, jer će se u potpunosti izbaciti mazut iz upotrebe u sistemu daljinskog grejanja. Emisije sumpor-dioksida biće u potpunosti eliminisane, a emisije ugljen-dioksida biće smanjene 93 odsto. Očekujemo da prve količine toplotne energije iz ove toplane budu isporučene već do kraja ove grejne sezone, a plan je da toplana bude završena u februaru 2024. godine. Mi smo u „šestoj brzini“. Ugovor smo potpisali pre 5 meseci, angažovali smo ozbiljan inženjerski tim. Reč je o onoj vrsti projekata gde smo zaduženi i za izradu projektnе dokumentacije, ishodovanje neophodnih dozvola, izgradnju, puštanje u rad, dokazivanje parametara, tehnički prijem i upotrebnu dozvolu. Praktično investitor preda parcelu i ovlašćenje, a na kraju mu bude uručen objekat sa upotrebnom dozvolom".

Pomenuo bih još jedan vrlo važan i interesantan projekat, reč je o dodatne dve kogeneracione elektrane u Naftnoj industriji Srbije. Eto nas opet u projektima kogeneracionih postrojenja gde moram da kažem da smo absolutni lider u Srbiji jer smo u poslednjih deset godina, koliko smo se bavili time, od svih kogeneracionih postrojenja u Srbiji gotovo 90 procenata uradili mi, na šta smo vrlo ponosni, jer su to veoma specifični i kompleksni poslovi. Dakle, ugovorili smo NIS kogeneracione elektrane u Novom Miloševu i Srpskoj Crnji, projekti su upravo u toku, jedan je vredan pet, a drugi 3,1 miliona evra i planirano je da budu gotovi do oktobra naredne godine.

Napomenuo bih da smo na tenderu pobedili međunarodnu konkurenčiju i to kod privatnog investitora."



Majdanpek, Dragan Popović, visited the construction site. On that occasion, it was mentioned that the construction of the new heating plant would provide the citizens of Majdanpek with not only secure and high-quality heating but also cleaner air and a healthier environment, as it will completely eliminate fuel oil from use in the district heating system. Sulfur dioxide emissions will be entirely eliminated, and carbon dioxide emissions will be reduced by 93 percent. We expect the first quantities of thermal energy from this heating plant to be delivered by the end of this heating season, and the plan is for the plant to be completed in February 2024. We are in the "sixth gear." We signed the contract four months ago, and we've assembled a serious engineering team. This type of project involves us in the development of project documentation, obtaining the necessary permits, construction, commissioning, performance verification, technical acceptance, and occupancy permit. In practice, the investor hands over the parcel and authorization, and, in the end, the facility with an occupancy permit is delivered to them."

I would like to mention another very important and interesting project, which involves two additional cogeneration power plants for the Petroleum Industry of Serbia (NIS). Here we are again with cogeneration projects, where I must say that we are the absolute leader in Serbia. Over the past ten years, during which we've been involved in these projects, we've completed nearly 90 percent of all cogeneration plants in Serbia. We are very proud of this achievement because these are highly specific and complex undertakings. So, we have contracted

**Kada je reč o projektima u oblasti termoenergetike, posebno ste ponosni i na projekat rekonstrukcije beogradske toplane „Cerak“. Kakav je to projekat?**

“Rekonstrukcija toplane „Cerak“ je fantastičan projekat vredan 16,1 milion evra. Radi se takođe o tenderu međunarodnog karaktera na kojem smo pobedili. To je ponovo KfW projekat i veoma je zahtevan u smislu dinamike i sinhronizovanja radova sa grejnim sezonom i činjenicom da ta toplana takođe proizvodi toplu potrošnu vodu za potrebe građana beogradskog naselja Cerak, tako da je u funkciji 365 dana godišnje, te nam „ne otvara ni onaj vremenski prozor“ između marta i oktobra kada se, inače, rade rekonstrukcije toplana, dakle dodatno nam posao komplikuje to što jedan deo toplane mora stalno da bude operativan. Rekonstrukcija toplane „Cerak“ je veliki izazov. Radovi su počeli”.

**Koliko su značajni projekti koje u domenu rudarstva EJB radi za EPS?**

Trenutno radimo na izgradnji rotacionog bagera kapaciteta 6600 kubika na sat. To je jedan od bagera koji je neophodan za funkcionisanje EPS-a, namenjen je za eksploataciju uglja koja bi trebalo da se u skladu sa svim protokolima u Srbiji završi 2050. godine kao i u Evropskoj Uniji. Doduše, videli smo kako su se reaktivirale toplane na ugalj u Evropi koje su bile ugašene, tako da takav energetski scenario sigurno ima puno nepoznanica. Projekat je vredan 30 miliona evra. U okviru projekata u oblasti rudarstva, radimo pogonske stanice i trake kao i tri odlagača ukupne vrednosti od preko 100 miliona evra, tako da moram naglasiti da je rudarstvo za EJB vrlo značajno.



with NIS for cogeneration power plants in Novo Miloševо and Srpska Crnja, and the projects are currently underway. One is worth five million euros, and the other is worth 3.1 million euros, with a planned completion date of next October.

It's worth noting that we won the international competition in a tender for a private investor.

**Speaking of projects in the field of thermal power, you are particularly proud of the reconstruction project of the Belgrade district heating plant "Cerak." Can you tell us more about that project?**

"The reconstruction of the 'Cerak' district heating plant is a fantastic project worth 16.1 million euros. It's also an internationally tendered project where we emerged as the winners. It is again a KfW project and is very demanding in terms of timing and synchronizing the work with the heating seasons. Moreover, this plant also produces hot domestic water for the residents of the Cerak neighborhood in Belgrade, so it operates 365 days a year, which doesn't give us that "time window" between March and October when heating plants are usually under reconstruction, so, it additionally complicates our work that a part of the heating plant must remain operational at all times. The reconstruction of the Cerak heating plant is a significant challenge, and the works have started."

**How important are the projects EJB undertakes for EPS in the mining sector?**

We are currently working on the construction of a rotary excavator with a capacity of 6600 cubic meters per hour. This is one of the excavators essential for the operation of EPS, intended for coal extraction that should conclude by 2050, aligning with all the protocols in Serbia and the European Union. However, we have observed the reactivation of coal-fired power plants in Europe that were previously shut down, so such an energy scenario undoubtedly contains many uncertainties. The project is valued at 30 million euros. Within the scope of mining projects, we are also constructing drive stations and conveyors, and three stackers with a total value of over 100 million euros. I must emphasize that mining is highly significant for EJB.

**Marko Iskrin**

Izvršni direktor za tehničke poslove  
Executive Director for Technical Affairs

# EJB VAŽNA KARIKA U ENERGETSKOJ TRANZICIJI SRBIJE

EJB: A  
SIGNIFICANT  
LINK IN  
SERBIA'S  
ENERGY  
TRANSITION





**O**bnovljivi izvori energije su neizostavna tema u priči o jednoj ozbiljnoj kompaniji i lideru na energetskom tržištu Srbije, kao što je to Energotehnika Južna Bačka. Vođeni tezom da se čitav svet poslednjih godina ubrzano kreće u smeru energetske tranzicije kako bi se ublažio poguban uticaj klimatskih promena na planetu, ulazimo u kancelariju Marka Iskrina, izvršnog direktora za tehničke poslove. Ovaj diplomirani inženjer elektrotehnike sa bogatim internacionalnim iskustvom, ističe da je EJB kompanija koja ima sve potencijale za realizaciju i najzahtevnijih projekata u domenu obnovljivih izvora energije.

„Budno pratimo šta se na tržištu dešava. Uvođenjem aukcijskih sistema kojima se može steći pravo tržišne premije, dodatno će se stimulisati izgradnja velikih proizvodnih sistema iz obnovljivih izvora energije koji bi bili priključeni na prenosni sistem. Mi kao kompanija očekujemo da se situacija na tržištu obnovljivih izvora energije stabilizuje, kako bi se pojavili veliki investitori za izgradnju objekata za proizvodnju energije iz vetroa, sunca i vode, kaže Iskrin i podseća da se EJB već potvrdila u sferi obnovljivih izvora energije jer su njeni stručnjaci realizovali priključenja velikih vetroparkova poput vetroparka „Kovačica“ i „Košava“, a sada je aktuelan tender za „Vetro zelenu“ i „Pupin“. „Kada je reč o obnovljivim izvorima energije trenutno ugovaramo dva projekta. Reč je o solarima od 10 megavata, projekat će se realizovati u Vojvodini, ugovaranje je u završnoj fazi, kaže naš sagovornik i napominje da se veliki energetski projekti naziru i u priči oko međunarodne specijalizovane izložbe „EXPO“, čiji će Srbija biti domaćin 2027.godine.

„Tu vidimo našu veliku šansu jer se očekuje da će „Elektromreža Srbije“ početi da raspisuje tendere za izgradnju infrastrukture, sve mora biti gotovo do kraja 2026.godine.

Pored priče o projektima koji su u korelaciji sa obnovljivim izvorima energije prilika je da kroz razgovor sa izvršnim direktorom za tehničke poslove Markom Iskrinom, podsetimo i na ostale velike energetske poduhvate koji praktično imaju

**R**enewable energy sources are an essential topic when discussing a serious company and a leader in Serbia's energy market, such as Energotehnika Južna Bačka. Guided by the principle that the entire world is rapidly moving towards energy transition in recent years to mitigate the devastating impact of climate change on the planet, we step into the office of Marko Iskrin, the Executive Director for Technical Affairs. This graduate electrical engineer with rich international experience emphasizes that EJB is a company with all the potential for the realization of even the most demanding projects in the field of renewable energy sources.

“We closely monitor what is happening in the market. By introducing auction systems that grant the right to market premiums, it will further stimulate the construction of large production systems from renewable energy sources that would be connected to the transmission system. As a company, we expect the situation in the renewable energy market to stabilize, enabling the emergence of major investors for the construction of facilities for energy production from wind, solar, and water,” says Iskrin. He points out that EJB has already made its mark in the renewable energy sector, as its experts have completed connections for large wind farms like “Kovačica” and “Košava.” Currently, there is a tender for “Vetro zelena” and “Pupin.” “Regarding renewable energy sources, we are currently negotiating two projects. These are 10-megawatt solar projects to be implemented in Vojvodina, and the contracting phase is in its final stages,” says our interlocutor, adding that significant energy projects are also emerging in the context of the international specialized exhibition “EXPO,” for which Serbia will be the host in 2027.

“We see a significant opportunity here because it is expected that ‘Elektromreža Srbije’ will begin to announce tenders for the construction of infrastructure, and everything must be completed by the end of 2026.

In addition to the stories about projects related to renewable energy sources, this is an opportu-

kapitalni prefiks u istorijskoj energetskoj vertikali naše zemlje. To su pre svega projekti na termoelektrani „Nikola Tesla” i to na oba TENT-a.

„Na termoelektrani „Nikola Tesla” TENT B, radimo projekat odsumporavanja dimnih gasova, koji je usmeren na smanjivanje procenta sumpora u dimnim gasovima. Taj veliki posao već tri godine radimo zajedno sa Micubišijem. Sada smo stigli na nekih 50 procenata izgradnje. Velike probleme pravili su nam zastoji uslovljeni pandemijom COVID 19, kao i prekidi u lancima snabdevanja zbog rata u Ukrajini. Zbog svega navedenog u prilici smo da tražimo produženje roka, a završetak projekta planiramo za septembar 2025. godine. Sada imamo i novi posao, reč je o tzv. otpepeljavanju. Njega radimo takođe na termoelektrani „Nikola Tesla”, TENT A. Taj projekat realizujemo u saradnji sa Institutom „Mihajlo Pupin” i on bi trebalo da bude završen u naredne tri i po godine. To je veliki i ključan projekat za termoelektranu „Nikola Tesla” TENT A koji ima 6 blokova i najveća je termoelektrana u Srbiji.



MARKO ISKRIN

nity to remind, through a conversation with the Executive Director for Technical Affairs, Marko Iskrin, about other major energy undertakings that essentially have a capital prefix in the historical energy trajectory of our country. These are primarily projects at the Nikola Tesla Thermal Power Plant, on both TENT units.

“At the 'Nikola Tesla' thermal power plant, TENT B, we are working on the desulfurization of flue gases, which is aimed at reducing the percentage of sulfur in flue gases. We have been working on this significant project for three years in collaboration with Mitsubishi. We have reached about 50% of the construction. We faced significant challenges due to disruptions caused by the COVID-19 pandemic and supply chain interruptions due to the war in Ukraine. Due to all of the above, we are in a position to request an extension of the deadline, and we plan to complete the project by September 2025. Now we have a new project, and its subject is

ash removal. We are also implementing it at the 'Nikola Tesla' thermal power plant, TENT A. We are carrying out this project in collaboration with the 'Mihajlo Pupin' Institute, and it is expected to be completed in the next three and a half years. This is a significant and crucial project for the 'Nikola Tesla' thermal power plant, TENT A, which has six blocks and is the largest thermal power plant in Serbia.

## Neven Savić

Izvršni direktor za finansijske poslove  
Chief Financial Officer

COOPERATION  
WITH THE  
HUNGARIAN  
COMPANY MVM: A  
REVOLUTIONARY  
BUSINESS MOVE

# SARADNJA SA MAĐARSKOM KOMPANIJOM MVM REVOLUCIONARAN POSLOVNI POTEZ

**M**ađarska državna elektroprivredna kompanija MVM u martu prošle godine kupila je manjinski paket akcija „Energotehnike - Južna Bačka” i time stekla 33,4 odsto udela u privrednim društvima „Energotehnika - Južna Bačka Novi Sad” i „Elektromontaža Kraljevo”.

The Hungarian state-owned power company MVM acquired a minority stake in "Energotehnika - Južna Bačka" in March of last year, thereby obtaining a 33.4% interest in the business entities "Energotehnika - Južna Bačka Novi Sad" and "Elektromontaža Kraljevo."

Ovo je vredan potez ne samo za kompaniju nego i za čitavu privredu Srbije jer nam se na taj način otvaraju vrata tržišta Evropske Unije u izgradnji energetske infrastrukture, objašnjava izvršni direktor za finansijske poslove EJB Neven Savić. Sa njim smo razgovarali o tom revolucionarnom poslovnom potezu i izazovima u sferi finansijskog poslovanja.

**Kako Vi vidite saradnju između  
mađarske kompanije MVM  
i Energotehnike Južna Bačka ?**

Mislim da je jačanje saradnje između dve moćne energetske kompanije kao što je to MVM, koja je sigurno lider u susednoj Mađarskoj i EJB koja je lider u svom delokrugu poslovanja u Srbiji, odlična pretpostavka za stvaranje jednog moćnog sistema koji će kroz transfere znanja i tehnologije moći dalje da razvija svoje učešće na oba tržišta. Ta saradnja neće ići samo u pravcu jačanja prisustva MVM-a na tržištu Srbije nego će i „Energotehnika Južna Bačka“ i „Elektromontaža Kraljevo“, kroz projekte koji se budu radili u Mađarskoj, proširiti svoj delokrug poslovanja, prvo na mađarsko tržište, a onda i na tržište Evropske Unije.

**U EJB ste, kao finansijski stručnjak sa  
značajnim iskustvom, došli ste  
polovinom prošle godine.  
Kako biste ocenili zatečeno stanje ?**

Kompanija je u svim segmentima poslovanja i organizacione kulture bila na veoma visokom nivou. Ono što nam predstoji jeste da tzv. „finim podešavanjima“ podignemo kompaniju na još viši nivo i da prenesemo iskustva i znanja koja postoje u Mađarskoj, te da pokušamo da ih implementiramo u tržišno poslovanje u Srbiji. Nadamo se da ćemo na taj način uspeti da našu lidersku poziciju učvrstimo i još više proširimo naše tržišno učešće. Ranije sam radio u jednoj velikoj srpskoj kompaniji i imao priliku da stupam u poslovne kontakte i sa drugim privrednim subjektima u Srbiji, zato mogu da kažem da je „Energotehnika Južna Bačka“ po načinu organizovanja svog poslovanja sigurno među najboljim, ako ne i najbolja kompanija u Srbiji. Veoma sam priyatno iznenađen onim što

This move holds significant value not only for the company but also for the entire Serbian economy, as it opens the doors to the European Union market for us in the field of energy infrastructure construction," explains Neven Savić, the Chief Financial Officer at EJB. We spoke with him about this revolutionary business move and the challenges in the realm of financial operations.

**How do you see the cooperation  
between the Hungarian company MVM  
and Energotehnika Južna Bačka?**

I believe that strengthening the cooperation between two powerful energy companies like MVM, which is undoubtedly a leader in neighboring Hungary, and EJB, which is a leader in its field of business in Serbia, is an excellent premise for creating a powerful system. This system can further develop its presence in both markets through knowledge and technology transfers. This collaboration will not only strengthen MVM's presence in the Serbian market, but also "Energotehnika Južna Bačka" and "Elektromontaža Kraljevo," through projects undertaken in Hungary, will expand their scope of operations, first into the Hungarian market, and then into the European Union market.

**You joined EJB as a financial  
expert with significant experience  
in the middle of last year. How would  
you assess the initial situation?**

The company was operating at a very high level in all business segments and organizational culture. What lies ahead for us is to elevate the company to an even higher level through what we call "fine-tuning" and to transfer the experiences and knowledge available in Hungary. We aim to implement these experiences and knowledge into our market operations in Serbia. We hope that, in this way, we will be able to strengthen our leadership position and further expand our market share. I had previously worked in a large Serbian company and had the opportunity to establish business contacts with other economic entities in Serbia. Therefore, I can say that in terms of how it organizes its business, "Energotehnika



sam zatekao, pre svega ljudima koji su ovde zaposleni, a koji po svim profesionalnim kriterijumima imaju veoma visok nivo i čine kompaniju tako dobrom. Ovde su znanje, odnos prema poslu, ali i sama organizacija dovedeni do nivoa da EJB može da se meri sa svetskim korporacijama. Ono što je meni kao izvršnom direktoru za finansijske poslove odmah „upalo u oči” jeste odnos vrednosti prihoda koji ostvaruje kompanija i broja zaposlenih. Taj racio svrstava Enregotehniku Južna Bačka rame uz rame sa mnogim svetskim i evropskim kompanijama koje se bave sličnim poslom. Tako da sam, uzimajući u obzir taj kriterijum koji je meni veoma značajan, shvatio da sam došao u jednu kompaniju koja prevazilazi okvire srpskog tržišta i koja slobodno može da se meri sa kompanijama na zapadu.

***Poslovati u svetu finansija je prilično delikatno i zahteva brojne veštine i znanja. Šta su po Vama najveći izazovi u našem makroekonomskom ambijentu?***

Na makroekonomski ambijent Srbije reflektuje se sve ono što se dešava u svetu. Izašli smo iz epidemije korona virusa, počeli su sukobi i ratovi koji su relativno blizu nas, a koji utiču na sva tržišta. Inflacija koja je u celom svetu trenutno problem broj jedan, potom prekinuti lanci dobavljača i mnogi drugi izazovi sa kojima se susreću sve svetske kompanije jesu i naša realnost. EJB je neizostavan faktor kada su velike investicije na nacionalnom nivou u pitanju, a činjenica je da je Srbija ušla u jedan investicioni ciklus koji pre svega podrazumeva velike investicije u elektroenergetskom sektoru gde će naša kompanija veoma uspešno moći da odgovori na zahteve koje investitori postavljaju. Mi smo, na sreću, u situaciji da možemo da ugovorimo veliki broj poslova, a samim tim imamo dobru osnovu da „pobegnemo” iz mračnih prognoza koje se emituju svuda oko nas. Mi ćemo u naредnim godinama imati stabilne poslove u Srbiji, a svojim kapacitetom da na vreme i kvalitetno izvršavamo sve preuzete obaveze doprinećemo ne samo razvoju naše kompanije nego i čitave države.

Južna Bačka" is certainly one of the best, if not the best company in Serbia. I am very pleasantly surprised by what I encountered here, primarily by the people employed in this company, who, by all professional standards, maintain a very high level and make the company so exceptional. The knowledge, dedication to the job, and the organization here have reached a level where EJB can compete with global corporations. What immediately caught my attention as Chief Financial Officer is the ratio of the company's revenue to the number of employees. This ratio places Energotehnika Južna Bačka shoulder to shoulder with many global and European companies engaged in similar activities. Considering this criterion, which is highly significant to me, I realized that I had joined a company that transcends the boundaries of the Serbian market and can confidently compete with companies in the West.

***Operating in the world of finance is quite delicate and requires numerous skills and knowledge. In your view, what are the biggest challenges in our macroeconomic environment?***

The macroeconomic environment in Serbia reflects everything happening in the world. We've emerged from the COVID-19 pandemic, conflicts and wars have started nearby, affecting all markets. Inflation, currently a major global issue, along with disrupted supply chains and various other challenges faced by all global companies, are part of our reality. EJB is an essential player when it comes to large national investments. Serbia has entered an investment cycle, primarily involving significant investments in the electricity sector, where our company can very successfully meet the demands set by investors. Fortunately, we are in a position to secure a large number of contracts, which provides us with a strong foundation to escape from the gloomy forecasts that are being disseminated all around us. In the coming years, we will have stable business operations in Serbia, and through our capacity to execute all undertaken obligations on time and with quality, we will contribute not only to the development of our company but also to the development of the entire state.

**Ilija Labus**

Generalni direktor kompanije „Energotehnika Južna Bačka“  
CEO of the company „Energotehnika Južna Bačka“

# SVAKE GODINE PODIŽEMO LESTVICU I OBARAMO NOVE REKORDE

EVERY YEAR,  
WE RAISE THE  
BAR AND SET  
NEW RECORDS



**A**ko uspešnog menadžera determinišu efektivna komunikacija, predanost poslu, organizacione veštine, kapacitet za dobru poslovnu procenu i produktivno odlučivanje, onda slobodno možemo konstatovati da smo simbiozu ovih kvalitativnih referenci detektovali razgovarajući sa generalnim direktorom EJB Ilijom Labusom.

U kompaniji je trinaest godina, dok se na mestu generalnog direktora nalazi unazad pet godina. Ta pozicija proistekla je iz njegovog, gotovo mikroskopskog poznavanja svih struktura kompanije i prepoznavanja njenog potencijala da postane lider u energetskom sektoru. Svi indikatori uspešnosti pokazuju da je upravo u poslednjih pet godina došlo do neverovatnog napretka u svim aspektima poslovanja, a ono što je važno istaći, u pomenutom vremenskom opsegu, „Energotehnika Južna Bačka“ postala je vlasnik još jedne firme, kojom je upotpunjena njen tehničko-tehnološki kapacitet, a reč je o „Elektromontaži“ Kraljevo.

Labus svoj osvrt na godinu koju polako ispraćamo počinje konstatacijom da je ona pored ostalog, obeležena ugovaranjem i početkom realizacije dva, istorijski gledano, najveća projekta za EJB i Elektromontažu Kraljevo. Reč je o Ugovoru sa EDS koji se odnosi na zamenu mernih uređaja i električnih brojila u Beogradu i Novom Sadu. Projekat je koncipiran u tri faze, a njegova vrednost je 110 miliona evra. Drugi projekat se odnosi na rekonstrukciju niskonaponske mreže u Srbiji koja je poverena Elektromontaži Kraljevo. O ta dva kapitalna posla naš sagovornik priča sa puno poleta i optimizma, jer oba, kako navodi, imaju nesaglediv značaj za unapređenje elektro-energetskog sistema Srbije.

„Zamenu mernih grupa za industrijske potrošače, izmeštanje mernih mesta za pojedinačne korisnike i zamena oko 380 hiljada komada brojila na teritoriji Novog Sada i Beograda, za građanstvo, kao krajnje potrošače ima ogroman značaj. Cilj je formiranje sistema daljinskog očitavanja, što u nadimnim godinama znači da će kompletan sistem elektrodistribucije, odnosno očitavanje potrošnje električne energije biti organizovano daljinskim putem što je, složićemo se, u 21. veku već trebalo

**I**f successful managers are determined by effective communication, dedication to the job, organizational skills, the ability to make sound business judgments, and productive decision-making, then we can confidently state that we detected this symbiosis of qualitative references while talking to the CEO of EJB, Ilija Labus.

He has been with the company for thirteen years, and he has held the position of CEO for the past five years. This position stems from his almost microscopic knowledge of all the company's structures and the recognition of its potential to become a leader in the energy sector. All indicators of success show that there has been incredible progress in all aspects of the business in the last five years. It's essential to emphasize that during this time frame, "Energotehnika Južna Bačka" has also become the owner of another company, further enhancing its technical and technological capacity, namely "Elektromontaža" Kraljevo.

Labus begins his overview of the year we are slowly bidding farewell to by noting that, among other things, it has been marked by the signing and commencement of two historically significant projects for EJB and Elektromontaža Kraljevo. This concerns a contract with EDS related to the replacement of measuring devices and electric meters in Belgrade and Novi Sad. The project is structured in three phases and is valued at 110 million euros. The second project involves the reconstruction of the low-voltage network in Serbia, which has been entrusted to Elektromontaža Kraljevo. Our interlocutor talks about these two major projects with great enthusiasm and optimism, as both, as he notes, have immeasurable significance for the improvement of the electric power system in Serbia.

"The replacement of metering groups for industrial consumers, repositioning of metering points for individual users, and the replacement of approximately 380,000 meters in the territories of Novi Sad and Belgrade, for the general public as end consumers, is of immense importance. The goal is to establish a remote reading system, which means that in the coming years, the entire electricity distribution system, or consumption reading,



da bude ostvareno. Uloga EJB kao glavnog ugovača u ovom projektu jeste da organizuje posao, nabavi kompletan materijal i merne uređaje i implementira ih, i to kroz tri faze, odnosno, zamenu mernih grupa, izmeštanje mernih mesta i zamenu brojila. Vezano za zamenu mernih grupa i izmeštanje mernih mesta, mi kao lider tog Konzorcijuma, jednim delom radevine izvodimo sa svojim ljudskim i tehničkim resursima, a većim delom u suorganizaciji sa podizvođačima na teritoriji kompletne Republike Srbije, odnosno na konzumnom području EDS. Što se tiče zamene brojila oni se, konkretno u ovom projektu, rade većinski u Beogradu, 382.911 hiljada komada, a u gradu Novom Sadu, zamjenjuje se blizu 70 hiljada brojila. Rok za izvođenje i završetak posla je godinu dana. Mi smo taj Ugovor potpisali sredinom septembra i već smo u fazi „zaletanja projekta” i očekujemo da će jedan deo realizacije biti završen u ovoj godini, a najveći deo tokom sledeće godine, tačnije u septembru, kada bi trebalo da završimo kompletan Ugovor”.

### ***Da li je sa stručnog i tehničkog aspekta reč o zahtevnom projektu ?***

„Projekat je više izazovan nego zahtevan. Što se tiče samog cilja celokupnog našeg angažovanja, izazov je sadržan u tome što svi težimo da ceo sistem funkcioniše na savršeniji, savremeniji i bolji način, da ceo elektroenergetski sistem bude efikasniji, sa što manjim gubicima. Kada to kažem, onda prvenstveno mislim na gubitke koji se odnose na nesavesnu potrošnju ili, narodski rečeno, krađu električne energije. To će realizacijom ovog projekta biti onemogućeno, jer će sve moći da se prati on-line. Očitavanje potrošnje struje će biti mnogo jednostavnije jer će greška

will be organized remotely. Agreeably, in the 21st century, this should have already been achieved. The role of EJB as the main contractor in this project is to organize the work, procure all materials and measuring devices, and implement them in three phases, i.e., replacing metering groups, repositioning metering points, and meter replacement. Regarding the replacement of metering groups and the repositioning of metering points, as the leader of this Consortium, we are executing a portion of the work using our own human and technical resources, and a significant part is being carried out in collaboration with subcontractors throughout the territory of the Republic of Serbia, specifically within the consumption area of EDS. Concerning the replacement of meters, in this project, the majority are being done in Belgrade, with 382,911 thousand units, while in the city of Novi Sad, almost 70 thousand meters are being replaced. The deadline for the execution and completion of the project is one year. We signed the contract in mid-September, and we are already in the 'project ramp-up' phase. We expect that a portion of the project will be completed within this year, with the majority to be finished during the next year, specifically in September, when we should complete the entire contract.”

### ***From a professional and technical perspective, is this a demanding project?***

“The project is more challenging than demanding. When it comes to the overall goal of our engagement, the challenge lies in the fact that we all strive for the entire system to function in a more perfect, modern, and better way, making the entire electrical energy system more efficient with minimal losses. When I say this, I primarily mean



Ijudskog faktora praktično biti anulirana. Jednostavno, čovek kada upisuje neki parametar može da pogreši, a softverski sistem će svaku eventualnu grešku registrovati, čime će reklamacije potrošača biti svedene na minimum. Slobodno možemo konstatovati da je ovo projekat za „čitav jedan vek“. Tehnologija napreduje, ali je uvek lakše nadograditi nešto savremeno, nego zastarelo i prevaziđeno. Ovom poslu pripada i prefiks revolucionarnosti jer menjamo brojila od kojih su mnoga postavljena i pre, otprilike, pola veka. Danas je ispravnost tih uređaja veliko pitanje, pa se u određenim situacijama kada dođe do prigovora potrošača, pribegava i njihovom baždarenju, a neretko i veštačenju. Važno je naglasiti da je ovo, praktično prvi korak kada sagledavamo faze koje moraju da se realizuju, jer su to, u oblasti energetike i zahtevi naših evropskih integracija, a tome u prilog ide i podatak da se projekat finansira iz donacije EU.“

### **Kada je reč o rekonstrukciji niskonaponske mreže u Srbiji, šta je ono što biste apostrofirali kao ključno?**

„Reč je o istorijski gledano, najvećem projektu ugovorenom od strane Elektromontaže Kraljevo. Investitor je Elektrodistribucija Srbije. Vrednost projekta je 50 miliona evra i podrazumeva rekonstrukciju niskonaponske mreže i radove na teritoriji DP Kraljeva, Niša i Kragujevca. Taj posao je praktično neka vrsta kor biznisa, jer se radi i o podizanju stubova i postavljanju provodnika, kako bi osigurao prenos električne energije i isto tako uticalo na smanjenje gubitaka u delu elektroenergetske mreže na jugu Srbije, gde se godinama, statistički gledano, ti gubici najviše pojavljuju.“

losses related to unauthorized consumption or, colloquially, electricity theft. This will be prevented by the implementation of this project, as everything can be monitored online. Electricity consumption reading will be much simpler because the human error factor will be practically eliminated. Simply put, when a person enters a parameter, they can make a mistake, but the software system will register any potential error, reducing consumer complaints to a minimum. We can freely state that this is a project for 'an entire lifetime.' Technology is advancing, but it's always easier to upgrade something modern than something outdated and obsolete. This project also comes with a prefix of revolutionary because we are changing meters, many of which were installed more than half a century ago. Today, the accuracy of these devices is a significant concern, and in certain situations, when consumer complaints arise, their calibration is resorted to, and often expert analysis. It is important to emphasize that this is practically the first step when considering the phases that need to be implemented, as these are requirements in the field of energy, aligning with our European integration goals. This is further supported by the fact that the project is financed through an EU donation.“

### **When it comes to the reconstruction of the low-voltage network in Serbia, what would you emphasize as crucial?**

“It is, historically speaking, the largest project contracted by Elektromontaža Kraljevo. The investor is Elektrodistribucija Srbije. The project's value is 50 million euros and includes the reconstruction of the low-voltage network and works in the areas of DP Kraljevo, Niš, and Kragujevac. This project is practically a type of core business because it involves raising pillars and installing conductors to ensure the transmission of electrical energy and, at the same time, reduce losses in the part of the power grid in southern Serbia, where, statistically speaking, these losses have been most prevalent for years.“

### **When you look back at the recent period, how do you view the company's upward trajectory?**

“The essence is that we raise the bar every year

## Kada se osvrnete na protekli period, kako sagledavate uzlaznu putanju kompanije?

„Suština je u tome da svake godine podizemo lešticu i postizemo nove rekorde. Iz sopstvene perspektive mogu da kažem da se određenim bilansima, kada smo definisali kompanijske ciljeve, nisam nadao. To su zaista veliki dometi. Ako kažem da dve naše firme, jedna na severu, druga na jugu zemlje, ostvaruju godišnji prihod od, u ovom trenutku, 200 miliona evra, sa ambicijom da rastemo na 250, ako ne i 300 miliona evra, onda to govori u prilog činjenici da ono što se ne-kada činilo kao „nemoguća misija“ sada sa lakoćom ostvarujemo i krupnim koracima idemo napred ka novim postignućima. Naravno da su oni vezani i za Nacionalni investicioni plan u energetskom sektoru, taj pravac kretanja definiše Vlada Republike Srbije, što nama svakako daje zamajac, a mi smo se organizovali tako da možemo da odgovorimo svim zadacima. Svaki budući posao, sa stanovišta naših stručnih i tehničkih kapaciteta je izvodljiv, svaki zadatak sagledavamo potpuno realno.

Otvorili smo neka polja delovanja, na kojima istočniski gledano, nikada pre nismo radili. Da pomenem samo rudarski sektor gde smo se već dokazali, ali i obnovljive izvore energije. Na tom planu nas tek očekuju veliki poslovi. Mislim da je sazrelo vreme da energetski projekti iz te sfere uzmu maha na našim prostorima. Od izgradnje vetroparkova, solarnih elektrana i elektrana na biomasu gde smo već prisutni i veoma referentni. Pomenuo bih i projekte bazirane na „kogeneracijama“ u kojima smo bili neka vrsta pionira na našem tržištu. Podsetio bih i na kapitalne projekte rekonstrukcije i izgradnje toplana u Srbiji. Tako da, poredeći Energotehniku Južna Bačka od pre trinaest godina sa aktuelnim momentom, moram konstatovati da su to, po svim parametrima, dve potpuno različite firme. Kada je reč o Elektromontaži Kraljevo, vrlo

and achieve new records. From my perspective, I can say that I didn't expect certain balances when we defined company goals. These are truly significant achievements. If I say that our two companies, one in the north and one in the south of the country, currently generate annual revenue of 200 million euros, with the ambition to grow to 250 or even 300 million euros, it speaks to the fact that what was once considered an 'impossible mission' is now being easily accomplished, and we are taking big steps forward towards new achievements. Of course, they are also related to the National Investment Plan in the energy sector, a direction defined by the Government of the Republic of Serbia, which certainly gives us momentum, and we have organized ourselves to respond to all tasks. Every future job, in terms of our professional and technical capacities, is feasible, we view every task realistically. We have opened up new areas of operation where, historically, we have never worked before. Let me mention the mining sector, where we have already proven ourselves, but also renewable energy sources. We have significant projects ahead of us in that field. I believe it is time for energy projects from that sphere to gain momentum in our region. When it comes to building wind farms, solar power plants, and biomass power plants, we are already present and highly reputable. I would also mention projects based on 'cogeneration' where we were pioneers in our market. I would also remind you of the major projects involving the reconstruction and construction of district heating plants in Serbia. So, comparing Energotehnika Južna Bačka from thirteen years ago to the current moment, I have to state that, by all parameters, these are two completely different companies. As for Elektromontaži Kraljevo, a very similar situation occurred because the purchase of that company brought certain changes to our



je slična situacija, jer je sama kupovina te firme donela izvesne novine u poslovanju. Trebalо nam je godinu dana predanog rada da „postavimo stvari na svoje mesto” i da firmu profilišemo na način kako funkcionišemo ovde u Novom Sadu”.

### **A kako bi izgledao Vaš pogled u budućnost?**

„Nije jednostavno videti nešto bolje od aktuelnog stanja, jer sadašnjost nam je sjajna. Ono čemu stremimo i za šta se pripremamo jeste izlazak na strana tržišta, pre svega na tržište EU. U tom smislu partnerstvo sa mađarskom kompanijom „MVM” posmatramo kao „odskočnu dasku”. Pomenuo bih i budući zaokret u pravcu „zelene energije” koja je uveliko prisutna u našem okruženju.”

### **Nakon svega što smo čuli, logično se nameće i pitanje, kako izgleda Vaša formula uspeha?**

“U odgovoru na ovo, samo naizgled lako pitanje, sebe ne bih stavljao u fokus već bih istakao čitav moj tim. Bez timskog rada je nemoguće postići uspeh. Pravilna distribucija obaveza i odgovornosti su od suštinskog značaja. U uspešnom menadžmentu „one man show” je odavano prevaziđen koncept. Kada sam 2018. godine startovao na ovoj poziciji bilo je potrebno vreme da se organizaciono iznivelišemo tako da sistem besprekorno funkcioniše. Bez kvalitetnih, školovanih ljudi uspeh nije moguć, a bez svakodnevnog predanog rada nema ni rezultata. Da bi se rezultati podrazumevali moramo se ponašati strateški. Kada to kažem, mislim na princip dugoročnog sagledavanja budućnosti na bazi kvalitetne analize sadašnjosti i prošlosti. Tako funkcionišem godinama unazad.”

Nakon razgovora sa generalnim direktorom EJB, Ilijom Labusom, diplomiranim ekonomistom, sa ogromnim menadžerskim iskustvom, zaključujemo da su u njegov sistem rukovođenja ili bolje rečeno vodenja poslovanja, implementirani savremeni principi odlučivanja. Na kraju, naš sagovornik nam otkriva još jedan važan recept za uspeh, a on je sadržan u „principu kontinuiteta”, jer čak i u momentima relaksacije sa porodicom i prijateljima ili na večernjim treninzima koje praktikuje, njegova „lampica ideja” se ne gasi. Tako to čine uspešni menadžeri.

operations. It took us a year of dedicated work to 'put things in their place' and to shape the company in the way we operate here in Novi Sad."

### **What would your view of the future look like?**

“It is not easy to envision something better than the current state, as our present is excellent. What we strive for and prepare for is to expand to foreign markets, primarily the EU market. In that sense, we consider our partnership with the Hungarian company 'MVM' as a 'springboard.' I would also mention the future shift towards 'green energy,' which is already prevalent in our surroundings.”

### **After all we've heard, the question naturally arises: what does your formula for success look like?**

“In response to this, which is seemingly a simple question, I wouldn't place myself at the center but rather highlight my entire team. Success is impossible without teamwork. Proper distribution of tasks and responsibilities is crucial. In successful management, the 'One Man Show' concept has long been outdated. When I started in this position in 2018, it took time to level our organization so that the system functions flawlessly. Without quality, educated people, success is not possible, and without daily dedication, there are no results. In order for results to be expected, we must act strategically. By that, I mean a principle of a long-term perspective on the future based on a thorough analysis of the present and the past. That's how I've been functioning for years.”

After the conversation with the CEO of EJB, Ilija Labus, a graduated economist with extensive management experience, we conclude that his management or, more accurately, his business leadership system has implemented modern decision-making principles. In the end, our interviewee reveals another important recipe for success, which is contained in the 'principle of continuity' because even in moments of relaxation with family and friends or during evening workouts that he practices, his 'lightbulb of ideas' never goes out. That's how successful managers do it.

**Vojislav Mrkaljević**

*projekt menadžer  
Project Manager*

# MUNJEVIT NAPREDAK MLADOG INŽENJERA

## RAPID PROGRESS OF A YOUNG ENGINEER





**P**riča o uspehu dvadesetdevetogodišnjeg master inženjera elektrotehnike Vojislava Mrkaljevića počiva na čvrstim polugama znanja, discipline i upornosti. Iz rodne Vozuće, životni putevi su ga odveli u Doboј gde je završio osnovnu i srednju školu, a potom se zaputio u Novi Sad na studije elektrotehnike. Za tu oblast njegovo interesovanje datira od rane mladosti jer je uz oca mašinskog inženjera brzo počeo da otkriva sve lepote primjenjenog inženjerskog umeća.

Na studijskom programu Elektroenegetskih Sistema, Fakulteta tehničkih nauka, u kontakt sa Energotehnikom Južna Bačka dovela ga je studentska praksa 2017.godine i kako ističe, bila je to ljubav na prvi pogled. Godinu dana kasnije, sa diplomom inženjera

**T**he success story of twenty-nine-year-old Master of Electrical Engineering, Vojislav Mrkaljević, is built upon the strong pillars of knowledge, discipline, and persistence. From his birthplace, Vozuća, his life journey led him to Doboј, where he completed his primary and secondary education. Subsequently, he ventured to Novi Sad for his electrical engineering studies. His interest in this field dates back to his early youth because, alongside his father, a mechanical engineer, he quickly began to discover all the wonders of applied engineering skills.

While studying in the Electrical Power Systems program at the Faculty of Technical Sciences, his introduction to Energotehnika Južna Bačka came through a student internship in 2017. He described it as love at first sight. A year later, armed with an electrical engineering degree,

elektrotehničke konkurisao je za posao i već 2018. započinje profesionalnu karijeru koja se odvija u munjevitom brzinom jer je u rekordnom roku prešao put od pripravnika do projekt menadžera. Prve dve godine proveo je na terenu upijajući informacije o mehanizmima i postulatima funkcionalisanja terenskih timova. Gledao je, radio i učio, kako od rukovodilaca, tako i od radnika i majstora na različitim poslovima jer, kako kaže, njihovo iskustvo je dragoceno.

Prvi angažman imao je na projektu izgradnje vetroparka u Kovačici, a već posle toga inicijativnost i kapacitet za samostalno izvršavanje kompleksnih inženjerskih zadataka prepoznat je od strane pretpostavljenih koji su ga nagrađivali onim što je najvrednije, a to je davanje prilike za napredovanje. Želja za ostvarivanjem novih dometa i ljubav prema poslu definisali su novi cilj - sticanje neophodnih licenci. Tako je kao licencirani odgovorni izvođač i projektant za visoki i niski napon sebi trasirao siguran uspon na lestvici napredovanja. Sa setom se priseća svojih, ne tako davnih početaka u EJB.

„Već u prvom kontaktu sa kompanijom iskristalisao se dobar utisak i želja da baš ovde radim. Imao sam dobre mentore, što mi je mnogo značilo. Sada sam i ja mentor studentima koji kod nas obavljaju praksu i trudim se da ih podržim baš kao što su moji mentorи podržavali mene. Sa teoretskim znanjem možete samo da glumite inženjera jer bez prakse i suočavanja sa realnim zadacima nema primjenjenog znanja”, kaže Mrkaljević dok sa stvaralačkim žarom koji poseduju samo istinski zaljubljenici svog posla priča o projektima koji su se nizali. „Sada sam angažovan na više projekata, jedan od njih je trafostanica u Priboju koja je završnoj fazi, potom trafostanica Krstac za potrebe autoputa Pakovraće- Požega, crpna stanica Jaračka Jarčina, kao i mala elektrana Novo Miloševо”. Na pitanje, koji je projekat najteži i najzahtevniji, Vojislav kaže da su svi projekti zahtevni, a što su izazovniji to su interesantniji. „Za jednog projekt menadžera najveći izazovi su pravljenje dinamičkog i finansijskog plana, a za takve procese znanje i iskustvo stečeno na terenu je od suštinskog značaja”, u jednom dahu objašnjava Vojislav i sa ponosom ističe da je od kompanije u kojoj radi dobio više od očekivanog, pre svega sigurnost i veru u sebe



he applied for a job and began his professional career in 2018. His progress was rapid, as he quickly moved from being an intern to a project manager, a journey that typically takes a longer time. In his initial two years, he spent time in the field, absorbing information about the mechanisms and principles of field teams' operations. He observed, worked, and learned from supervisors, as well as laborers and craftsmen in various roles because, as he mentioned, their experience was invaluable.

His first engagement was on the construction project of a wind farm in Kovačica, and shortly after that, his initiative and ability to independently tackle complex engineering tasks were recognized by superiors. They rewarded him with opportunities for advancement. His desire to achieve new heights and his love for the job set a new goal: acquiring the necessary licenses. Thus, as a licensed responsible contractor and designer for high and low voltage, he



i svoje sposobnosti. Zato je odlučio da i na privatnom planu otvori novo poglavlje života jer je nedugo po zaposlenju, zasnovao porodicu u kojoj jednoipogodišnja Jovana ima centralno mesto. „Roditelji su mi bili velika podrška da istrajem i ne skrenem sa zacrtanog puta”, kaže Vojislav i sa puno poštovanja prema svom kolektivu i kolegama ističe da je velika sreća raditi u firmi u kojoj su međuljudski odnosi zdravi. „Sa kolegama se družim i izvan radnog vremena, ovde sam stekao i profesionalne i porodične prijatelje, a to je kvalitet koji se ne sreće često”, zaključuje Vojislav Mrkaljević otkrivajući nam svoju formulu uspeha sadržanu u samo četiri reči „postavljati i ispunjavati ciljeve”. Mnoge od njih je sa nepune tri decenije života već ispunio, a po svemu sudeći u istom ritmu nastavlja i u godinama koje dolaze.

charted a secure path for his career progression. He fondly recalls his not-so-distant beginnings at EJB.

"From my very first contact with the company, a positive impression emerged, and I had a strong desire to work here. I had great mentors, which meant a lot to me. Now, I'm also mentoring students who do their internships with us, and I strive to support them, just as my mentors supported me. With theoretical knowledge, you can only pretend to be an engineer because without practice and facing real tasks, there is no applied knowledge," Mrkaljević says, while with the creative enthusiasm possessed only by true lovers of their work, he talks about the projects that have followed one after another. "I'm currently involved in several projects, including a substation in Priboj in its final phase, the Krstac substation for the Pakovraće-Požega highway, the Jaračka Jarčina pumping station, and the Novo Miloševо small power plant." When asked which project is the most difficult and demanding, Vojislav says that all projects are demanding, and the more challenging they are, the more interesting they become. "For a project manager, the most significant challenges include creating a dynamic and financial plan, and for such processes, knowledge and experience gained in the field are crucial," Vojislav explains in one breath, and proudly emphasizes that he has received more from the company than expected, primarily security and confidence in himself and his abilities. Thus, he has decided to open a new chapter in his personal life. Shortly after being employed, he started a family in which his one-and-a-half-year-old daughter, Jovana, plays a central role. "My parents were a great support in helping me persevere and stay on the path I set," says Vojislav, and with great respect for his colleagues and his team, he emphasizes that it's a great privilege to work in a company where interpersonal relationships are healthy. "I socialize with my colleagues outside working hours, and I've gained both professional and family friends here. This is a quality that is not encountered frequently," concludes Vojislav Mrkaljević, revealing his formula for success in just four words: "set and achieve goals." He has already achieved many of them in just under three decades of life and, judging by everything, he will be continuing at the same pace in the years to come.



# IZGRADNJA INSTITUTA ZA ONK - PODUHVAT Z

CONSTRUCTION OF THE PET CENTER FOR THE INSTITUTE

## Milan Nedimović

Projekt menadžer  
Project Manager

**N**a konkurs za radno mesto građevinskog inženjera u Energotehnici Južna Bačka, mladog i ambicioznog Milana Nedimovića prijavila je supruga. Od tada je prošlo pet godina, a Milan je za to vreme sigurnim koracima napredovao prošavši tri pozicije inženjera, a potom i projekt menadžera prvog nivoa da bi danas kao projekt menadžer najvišeg ranga svojim iskustvom i stečenim zanjima mogao da odgovori svim izazovima kompleksnih projekata u kojima učestvuje. "Početak je uvek najteži", sa setom se priseća Nedimović i dodaje da su upornost, zalaganje i posvećenost svakom zadatku ključne pretpostavke za postizanje profesionalne referentnosti.

**T**he young and ambitious Milan Nedimović was applied for the job position of a civil engineer at Energotehnika Južna Bačka by his wife. Since then, five years have passed, and Milan has steadily progressed during that time, moving through three engineering positions and then becoming a first-level project manager. Today, as a top-level project manager, he can confidently address all the challenges of complex projects in which he is involved, thanks to his experience and acquired skills. 'The beginning is always the hardest,' Nedimović fondly recalls, adding that persistence, dedication, and commitment to every task are the key prerequisites for achieving professional excellence.



# PET CENTRA OLOGIJIU VOJODINE A BUDUĆNOST

OF ONCOLOGY OF VOJVODINA - A FUTURE ENDEAVOR

**U portfoliju ENTJUB posebno mesto zauzima projekat izgradnje objekta Kamenica 3, odnosno PET centra na Institutu za onkologiju Vojvodine. Koliki je to bio izazov za jednog projekt menadžera?**

Veliki izazov i velika odgovornost jer se radi o veoma specifičnom objektu. PET centar, odnosno pozitronska emisiona tomografija je dijagnostička metoda nuklearne medicine, to znači da je bilo potrebno izgraditi objekat koji će obezbediti različite nivoe odbrane od zračenja. Rađen je na dve etaže. Na etaži minus dva, bilo je potrebno napraviti zidove koji će svojom debljinom biti prva odbrana od aparata koji emituju pozitivno nanelektrisane beta čestice, jer beton ima svojstvo da upije veliki deo zračenja. Na etaži minus jedan, gde ne postoji mogućnost izgradnje tako velikih i debelih zidova, radili smo obloge od olova na gipsanim zidovima. Inače, objekat je građen na dubini od 11 metara kako bismo dobili odgovarajuću dubinu fundiranja. To je u tehnološkom smislu veoma zahtevan projekat, pre svega zbog svih aparata, lekova i susptanci koji se u tom prostoru koriste. Zahtevnost projekta se ogleda ne samo u specijalnoj konstrukciji nego i u posebnim zonama klimatizacije, kao i posebnim evakuacionim putevima koje takav vid objekta zahteva.

**Kako je izgledalo "suočavanje" sa takvom vrstom odgovornosti?**

Uz odličan tim i sjajne mentore na ovom projektu sve je urađeno uz poštovanje najviših profesionalnih standarda. Tim je bio veoma fokusiran. Imali smo "odrešene ruke" za samostalno rešavanje problema što je veoma ubrzalo radove, a pomenuo bih i odličnu saradnju sa samim investitorom kao i projektantima i nadzorom. Svi su bili izuzetno kooperativni sa zajedničkim ciljem da projekat bude završen kvalitetno i na vreme. Saznanje da će izgradnjom PET centra biti zaokružena kompletna potreba za lečenjem najtežih onkoloških pacijenata na teritoriji Vojvodine, za sledećih nekoliko decenija, bilo mi je dodatna motivacija. Inače ovo je





**In ENTJUB's portfolio, the construction project of Kamenica 3, or the PET Center at the Institute of Oncology of Vojvodina, holds a special place. What kind of challenge was this for a project manager?**

A significant challenge and a great responsibility as it involved a highly specific facility. The PET Center, or positron emission tomography, is a diagnostic method in nuclear medicine, which means it was necessary to construct a facility that would provide various levels of radiation shielding. It was built on two levels. On the minus two level, it was necessary to create walls with substantial thickness to serve as the primary defense against devices emitting positively charged beta particles, as concrete has the property of absorbing a significant portion of radiation. On the minus one level, where it wasn't possible to construct walls of such thickness, we used lead linings on gypsum walls. The facility was constructed at a depth of 11 meters to ensure adequate foundation depth. In technological terms, it was a highly demanding project due to all the equipment, medications, and substances used in that space. The project's complexity is reflected not only in the special structure, but also in the specific air conditioning zones and the special evacuation routes that such a type of facility requires.

**What did "confronting" such a level of responsibility look like?**

With an excellent team and outstanding mentors on this project, everything was done in accordance with the highest professional standards. The team was highly focused. We had the autonomy to independently solve problems, which significantly accelerated the work. I should also mention the excellent collaboration with the investor, as well as the designers and supervisors. Everyone was exceptionally cooperative on the common goal of completing the project with quality and on schedule. Knowing that the construction of the PET Center would meet the complete needs for treating the most severe oncology patients in the

**MILAN NEDIMOVIC**

drugi projekat koji smo radili za Institut u Sremskoj Kamenici. Prvi se odnosio na adaptaciju odeljenja kardiologije.

### **Na kojem projektu ste trenutno angažovani?**

Radi se o projektu iz domena energetske infrastrukture, tačnije rekonstrukcije i izgradnje trafostanice u Zrenjaninu za potrebe proširenja kapaciteta te trafostanice, odnosno obezbeđivanja stabilnog napajanja električnom energijom ne samo grada Zrenjanina nego i nekoliko okolnih sela.

### **Šta su specifičnosti tog projekta ?**

Ovo je jedan standardni energetski objekat , a specifičnost njegove izgradnje sadržana je u činjenici da se on radi iz tri faze. Odnosno, postojeća trafostanica mora da funkcioniše paralelno sa izvođenjem radova na novoj. Prva faza podrazumeva izgradnju novog objekta, u drugoj fazi se realizuje priključenje dalekovoda i postrojenja koji dovode električnu energiju do novog objekta, a treća faza biće uklanjanje starog objekta. Ono što mogu da istaknem kao veliku prednost, jeste činjenica da ja do sada nisam radio dva ista tipa objekta. Svaki projekat je novi izazov koji zahteva nova rešenja što je sjajna mogućnost da se kao inženjer razvijate, kako u oblasti industrijskih i energetskih objekata, tako i sportskih hala i terena, ali i zdravstvenih ustanova što ENTJUB-u čini jedinstvenom kompanijom u ovom delu Evrope.

### **Da li upravo takva vrsta diversifikacije čini jednog projekt menadžera svestranim stručnjakim spremnim da se suoči sa najspecifičnijim izazovima različitih inženjerskih profila?**

Svaki projekt menadžer mora da poseduje širinu i multidisciplinarnost da bi imao stručni kapacitet da sagleda sve aspekte projekta i ono što je najvažnije, da prepozna potencijalne rizike i da ih predupredi. Kroz savladavanje različitih inženjerskih struka uzrastamo u osvajanju novih znanja. Na tom razvojnom putu potrebno je najpre iskazati interesovanje i u poslu biti disciplinovan, a pretpostavljeni u našoj kompaniji takav kvalitet uvek prepoznaju i to su, rekao bih, ključne determinante koncepta uspeha ENTJUB.

Vojvodina region for the next few decades was an additional motivation. By the way, this is the second project we have worked on for the Institute in Sremska Kamenica. The first one was related to the renovation of the cardiology department.

### **On which project are you currently working?**

It is a project in the field of energy infrastructure, specifically the reconstruction and construction of a substation in Zrenjanin to expand its capacity and ensure a stable supply of electricity not only to the city of Zrenjanin but also to several surrounding villages.

### **What are the specifics of that project?**

This is a standard energy facility, and the uniqueness of its construction lies in the fact that it is being executed in three phases. In other words, the existing substation must continue to operate in parallel with the construction of the new one. The first phase involves building the new facility, the second phase involves connecting the power lines and equipment that supplies electricity to the new facility, and the third phase will be the removal of the old facility. What I can highlight as a significant advantage is that I have not worked on two identical types of facilities so far. Every project is a new challenge that requires new solutions, offering a great opportunity for an engineer to develop, not only in the field of industrial and energy facilities but also in sports halls, fields, and healthcare institutions, making ENTJUB a unique company in this part of Europe.

### **Is it precisely this kind of diversification that makes a project manager a versatile professional ready to face the most specific challenges of various engineering profiles?**

Every project manager must possess breadth and multidisciplinarity to have the professional capacity to understand all aspects of the project and, most importantly, to identify potential risks and prevent them. By mastering various engineering disciplines, we grow in acquiring new knowledge. On this developmental path, it is necessary to express interest and be disciplined in one's work, and superiors in our company always recognize such qualities, which, I would say, are the key determinants of ENTJUB's success concept.

## Milica Raletić



# KADA SNOVI POSTANU STVARNOST

WHEN  
DREAMS  
BECOME  
REALITY

**D**a kompanija „Energotehnika Južna Bačka“ obezbeđuje stimulativno radno okruženje svedoči i primer mlade inženjerke energetike Milice Raletić koja se odmah po diplomiranju na smeru za čiste energetske tehnologije Fakulteta tehničkih nauka, Univerziteta u Novom Sadu prijavila na konkurs koji je EJB objavila u okviru nacionalnog programa „Moja prva plata“.

**T**he fact that the company "Energotehnika Južna Bačka" provides a stimulating working environment is also evidenced by the example of the young energy engineer Milica Raletić, who immediately after graduating from the department of clean energy technologies at the Faculty of Technical Sciences, University of Novi Sad, applied to the competition announced by EJB as part of the national program " My first salary".

Nakon devet meseci koliko je taj program trajao dobila je stalani posao, a same početke svog rada u struci opisuje kao nepovoljivo iskustvo, jer je dobila priliku da učestvuje u završnoj fazi velikog projekta izgradnje magistralnog gasovoda, odnosno kompresorske stanice u Velikoj Plani. Mentorska podrška joj je bila od neprocenjivog značaja, jer je, kako naglašava, u svakom trenutku imala dragocen profesionalni oslonac. Od tada je prošlo više od dve godine, a praktična

znanja, rad sa iskusnim kolegama i terenski posao doživljava kao veliki profesionalni kapital. Danas je deo desetočlane ekipe inženjera kojoj je poveren izuzetno zahtevan i odgovoran posao na projektu izgradnje postrojenja odsumporavanja dimnih gasova obrenovačkog ogranka „Termoelektrane Nikola Tesla“ kao najvećeg proizvođača električne energije u Jugoistočnoj Evropi.

O aktuelnom projektu Milica priča sa iskrom ponosa u očima jer nije mala stvar sa svega 27 godina učestvovati u realizaciji projekta koji predstavlja energetsku budućnost. „To je značajna referenca u radnoj biografiji svakog inženjera energetike“, kaže Milica i objašnjava da će izgradnjom postrojenja za odsumporavanje dimnih gasova koncentracija sumpornih oksida biti u skladu sa strogim svetskim i evropskim eколоškim normama. „Raditi na jednom od najvećih projekata koji realizuje „Energotehnika Južna Bačka“ je pre svega veliki izazov, a onda i ostvarenje profesionalnog sna svakog mladog inženjera, jer malo je onih koji imaju priliku da vide kako



After the nine months that the program lasted, she got a permanent job, and she describes the very beginnings of her work in the profession as an unrepeatable experience, because she got the opportunity to participate in the final phase of a major gas pipeline construction project, i.e. a compressor station in Velika Plana. Mentoring support was invaluable to her, because, as she emphasizes, she had valuable professional support at all times. More than two years have passed since then, and he perceives practical knowledge, working with experienced colleagues and field work as a great professional capital. Today, he is part of a ten-member team of engineers entrusted with extremely demanding and responsible work on the project to build a flue gas desulphurization plant of the Obrenovac branch of "Thermoelectric Power Plant Nikola Tesla" as the largest producer of electricity in Southeast Europe.

Milica talks about the current project with a spark of pride in her eyes, because it is no small thing to participate in the implementation of a project that represents the energy future at only



funkcionišu timovi na terenu. Imamo svoje projekt menadžere koji nam poveravaju odgovorne zadatke u domenu nabavke potrebne opreme, izvođenja samih radova, usklađivanja određenih elemenata između projektanta i investitora", naglašava Milica poručujući da su joj ambicije i planovi za sada usko vezani za realizaciju upravo tog projekta koji će trajati naredne četiri godine.

Na pitanje otkud interesovanje za energetiku i studije upravo tog smera na Fakultetu tehničkih nauka, Milica samouvereno odgovara da ju je tehnika oduvek interesovala, a da joj je interdisciplinarnost tog studijskog programa u potpunosti odgovarala jer ga čine dve naučne oblasti, mašinsko inženjerstvo i inženjerstvo zaštite životne sredine.

„Energotehnika Južna Bačka“ za mladog čoveka željnog znanja, usavršavanja i napredovanja pruža dinamično radno okruženje, tako da mogu slobodno reći da je rad u toj kompaniji za mene na neki način ostvarenje profesionalnog sna", poručuje Milica Raletić, koja uz posao, privodi kraju i master studije na Fakultetu tehničkih nauka.

27 years old. "It is an important reference in the work biography of every energy engineer," says Milica and explains that by building a flue gas desulphurization plant, the concentration of sulfur oxides will comply with strict global and European environmental standards. "Working on one of the biggest projects realized by "Energotehnika Južna Bačka" is first of all a great challenge, and then also the realization of the professional dream of every young engineer, because there are few who have the opportunity to see how teams work on the field. We have our own project managers who entrust us with responsible tasks in the domain of the procurement of the necessary equipment,

the execution of the works themselves, the coordination of certain elements between the designer and the investor", emphasizes Milica, saying that her ambitions and plans for now are closely related to the realization of that particular project, which will last for the next four years.

When asked where her interest in energy and studies in that field at the Faculty of Technical Sciences came from, Milica confidently answers that she has always been interested in technology, and that the interdisciplinary nature of the study program suited her completely because it consists of two scientific fields, mechanical engineering and life protection engineering.

"Energotehnika Južna Bačka" provides a dynamic working environment for a young man eager for knowledge, improvement and advancement, so I can freely say that working in that company is in a way the realization of a professional dream for me", says Milica Raletić, who along with her work, is bringing to an end and master studies at the Faculty of Technical Sciences.

TRI GENERACIJE PORODICE MILUTINOV U ENERGOTEHNICI JUŽNA BAČKA

# „NEPROCENJIVI OSEĆAJ PRIMORE“



THREE GENERATIONS OF THE MILUTINOV FAMILY AT ENERGOTEHNIKA JUŽNA BAČKA

# IV IPADNOSTI“ “AN INVALUABLE SENSE OF BELONGING“

**K**roz decenije postojanja Južna Bačka menjala je svoje organizacione i poslovne konture, a prezime Milutinov ostajalo je „konstanta“ na spisku zaposlenih. Sve je počelo od Radoslava koji je u tadašnju firmu došao daleke 1958. godine i svoj radni vek proveo kao mašinbravar. Stil života je tada bio sasvim drugačiji. Druženja zaposlenih, zajednička putovanja, proslave važnih porodičnih datuma, Radoslavovog sina Milana u ranom detinjstvu vezali su za očev posao. Milan je slušajući priče iz mašinske radionice, rano „uplovio“ u te vode. Završio je mašinstvo i kao mlad inženjer obreo se u očevom kolektivu gde je, kako ističe, dočekan raširenih ruku. Bilo je to 1983. godine kada je preko studentske zadruge počeo da radi kao majstor, a nakon diplomiranja i kao mašinski inženjer. I tada se radilo na vrlo izazovnim projektima, iako se oni, kako kaže, ne mogu porebiti sa poduhvatima koje EJB realizuje u današnje vreme.

**T**hroughout the decades of its existence, Južna Bačka has changed its organizational and business contours, but the surname Milutinov has remained a "constant" on the list of employees. It all started with Radoslav, who joined the company back in 1958 and spent his entire working life as a millwright. The lifestyle was quite different at the time. Employee gatherings, joint travels, celebrations of important family dates, and Radoslav's son Milan, in his early childhood, was connected to his father's job. Milan, listening to stories from the machine workshop, quickly immersed himself in these waters. He graduated in mechanical engineering and found himself in his father's collective as a young engineer. According to him, he was warmly welcomed. It was 1983 when he started working as a craftsman through a student cooperative, and after graduating, he worked as a mechanical engineer. Even then, they were working on very challenging projects, although, as he says, they cannot be compared to the endeavors that EJB carries out today.

„Kao mašinski inženjer bio sam angažovan na poslovima odgovornog izvodača na izgradnji toplovodnih instalacija, uglavnom na području grada Novog Sada. Kako smo kao firma sazrevali tako smo počeli da radimo i magistralne gasovode. Danas smo, kao što znate, prisutni na području čitave Srbije kao izvođači radova na rekonstrukcijama i izgradnji novih toplana“, **priseća se Milan Milutinov i naglašava da je poslednjih godina, njegov posao bio, pre svega, preuzimanje konkursne dokumentacije i razrađivanje ponuda.**

**Do odlaska u penziju deli Vas praktično nekoliko nedelja. Šta Vam je tokom svih ovih godina bilo najteže, a šta najlepše?**

„Najlepše mi je bilo vreme koje sam ovde provodio sa kolegama, stalno su dolazili novi mladi ljudi koje smo ospozobljavali i uvodili u posao, to je nešto što se zauvek pamti. A posebna satisfakcija za mene lično, za sav uloženi trud, je to što su svi objekti na kojima sam radio i dalje u punoj funkciji. I naravno, to što smo, u poslu, uvek ispunjavali ono što smo dogovarali i obećavali. To je velika stvar. A najteže mi je padao rastanak od kolega koji su završavajući svoj radni vek odlazili u penziju.“

**Za četredeset godina radnog iskustva svedočite i razvoju tehnologije i promenama u načinu poslovanja. Da li je sada lakše nego pre?**

„Sada smo svakako u mnogo komfornejkoj zoni kada je reč o obavljanju različitih poslova i zadataka. Nekada smo imali daktilo biro, svaki predmet je morao ručno da se kuca. Sada, sa računarima, sa instaliranim programskim klišeima, jednim klikom menjamo strukturu određene ponude. U tom smislu, ono što je nekada trajalo danima, sada odradimo za manje od jednog minuta.“

**Smenjivali su se projekti i poslovni izazovi, a 1992. godine u njegov život, na privatnom planu, zlatnim slovima upisan je veliki događaj, rođenje blizanaca Miloša i Đordja. Obojica su danas diplomirani inženjeri elektrotehnike i pod istim kompanijskim krovom sa ocem nastavljaju svoju priču o profesionalnom iskustvu u**

“As a mechanical engineer, I was involved in the works of the responsible contractor in the construction of district heating installations, mainly in the Novi Sad area. As our company matured, we began working on trunk gas pipelines. Today, as you know, we are present throughout Serbia as contractors for the reconstruction and construction of new heating plants,” **recalls Milan Milutinov, emphasizing that in recent years, his job was mainly to acquire tender documentation and develop bids.**

**You are practically only a few weeks away from retirement. What was the most challenging and the most enjoyable aspect for you during all these years?**

“The most enjoyable part for me was the time I spent here with my colleagues. New young people were constantly coming in, and we trained them and introduced them to the job. That's something that is unforgettable. And a special satisfaction for me personally, for all the effort I put in, is that all the facilities I worked on are still in full operation. And, of course, the fact that we always delivered what we agreed and promised in our work. That's a big deal. The hardest part for me was saying goodbye to colleagues who were retiring as they finished their careers.“

**With forty years of work experience, you have witnessed the development of technology and changes in business practices. Is it easier now than it was before?**

“Nowadays, we are certainly in a much more comfortable zone when it comes to performing various tasks and responsibilities. In the past, we had secretarial bullpen, and every document had to be typed manually. Now, with computers and installed software templates, we can change the structure of a specific offer with a single click. In that sense, what used to take days is now done in less than a minute.“

**Projects and business challenges have come and gone, but in 1992, a significant event was etched in gold in his personal life—the birth of his twin sons, Miloš and Đorđe. Today, both of them hold degrees in electrical engineering and continue their professional journey in EJB, working under the same company auspices**

**Na pitanje, kakav je osećaj biti treća generacija u jednoj ovakvoj kompaniji i Miloš i Đorđe odgovaraju identično:**

„Osećaj pripadnosti ovoj firmi i ovom kolektivu je kod nas izuzetno naglašen. Velika je odgovornost nastaviti putem kojim su išli deda i tata. Oni su primer discipline, marljivosti i zainteresovanosti za posao, a na nama je da taj put sledimo“, zaključuju braća Milutinov.

**When asked about what it feels like to be the third generation in such a company, both Miloš and Đorđe respond identically:**

“The sense of belonging to this company and this collective is exceptionally strong for us. There is a significant responsibility in continuing the path that our grandfather and father have taken. They set an example of discipline, diligence, and enthusiasm for the job, and it's up to us to follow that path”, the Milutinov brothers conclude.

**EJB. Prvi je pod zastavu firme u kojoj mu je radio i deda i otac stao Miloš.**

„Ja sam u Energotehnici Južna Bačka od 2019.godine. Kao inženjer pripravnik od samog starta sam bio angažovan na velikim projektima. Prvi je bio površinski kop Kostolac, gde smo radili transportere. Dobro se sećam početničke zbumjenosti, ali uz pomoć iskusnih kolega brzo sam prevazišao taj osećaj. Trenutno sam na poziciji glavnog inženjera i nadam se da ću i dalje napredovati. Iza mene su značajni terenski angažmani koji su neprocenjivo iskustvo. Kostolac, izgradnja kompresorske stанице u Velikoj Plani, toplana u Kragujevcu, Rudarski basen „Kolubara“. Za ove četiri godine sam proputovao kroz Srbiju i u kolekciju uspomena ubeležio fantastične trenutke, uspešne poslovne događaje, druženja, nova prijateljstva. Sve je to za mene neprocenjivo“. **Na ovu priču nadovezuje se pet minuta mladi Đorđe Milutinov, takođe diplomirani inženjer elektrotehnike.** „Ja sam ovde od avgusta ove godine, ali za ovih nekoliko meseci već mogu da kažem da sam prezadovoljan. Raditi sa tatom i bratom je lepo, idemo zajedno na posao, vraćamo se zajedno, razmenjujemo utiske. Njihova podrška mi svakako znači, ali ovde sam već poznavao mnogo kolega jer sam u EJB pohađao i studentsku praksu. Sada sam zajedno sa bratom na istom projektu izgradnje pogonskih stanica za transport uglja u Rudarskom basenu „Kolubara“. Fascinantno mi je što su to sve veliki projekti, ovde se koriste veliki motori, priča se o megavatima, donose se velike odluke. Volim terenski rad i mislim da je to za jednog mladog čoveka privilegija“.

**as their father. Miloš was the first to join the company where his grandfather and father had worked.**

“I have been with Energotehnika Južna Bačka since 2019. As an engineering trainee, I was immediately involved in significant projects. The first one was the surface mine in Kostolac, where we worked on conveyors. I vividly remember the initial confusion of a beginner, but with the help of experienced colleagues, I quickly overcame that feeling. Currently, I hold the position of the lead engineer and hope to continue advancing. I have valuable field experience behind me, including work at Kostolac, the construction of a compressor station in Velika Plana, a heating plant in Kragujevac, and the Mining Basin "Kolubara." In these four years, I have traveled throughout Serbia and collected fantastic memories, successful business events, social gatherings, and new friendships. All of this is priceless for me“. **Đorđe Milutinov, who is five minutes younger than his twin brother, is also a graduate in electrical engineering, and he adds to this story.** “I have been here since August of this year, and in these few months, I can already say that I am thrilled. Working with my dad and brother is great. We go to work together, return together, share our impressions. Their support means a lot to me. Besides, I already knew many colleagues here because I did my student internship at EJB. Now, together with my brother, I am on the same project, building power stations for coal transportation in the Mining Basin 'Kolubara.' It fascinates me that all these are large projects, using huge engines, discussing megawatts, and making significant decisions. I enjoy field-work, and I believe it is a privilege for a young person.“

**Nenad Džever***Poslovođa na trafostanicama  
Manager at substations*

# „U EJB UČESTVUJEM U ENERGETSKIM PROJEKTIMA BUDUĆNOSTI“

## "I PARTICIPATE IN ENERGY PROJECTS OF THE FUTURE AT EJB "

**I**ako ima samo 24 godine, elektrotehničar Nenad Džever pronikao je u tajne funkcionalnosti trafostanica kao fundamentalnih elemenata sistema za proizvodnju, prenos i distribuciju električne energije. Put od majstora do poslovođe prešao je brzo. Kada jedan mlađi čovek radi u motivišućem i stimulativnom okruženju, onda je lično usavršavanje i brzo pomeranje granica u osvajanju novih znanja i veština, podrazumevajući model napredovanja. Upravo to je svojstveno ovom visprenom i vrednom mladiću koji

**E**ven though he is only 24 years old, electrical engineer Nenad Džever has delved into the secrets of how substations function as fundamental elements of the electric power generation, transmission, and distribution system. He quickly made the transition from a technician to a manager. When a young person works in a motivating and stimulating environment, personal development and quickly pushing the boundaries in acquiring new knowledge and skills become the default model of advancement. It is precisely that which is innate to this intelligent and diligent young man who first came into contact with Energotehnika

**je u prvi kontakt sa Energotehnikom Južna Bačka došao u drugom razredu srednje Elektrotehničke škole. Brzo je ovladao majstorskim veštinama pa se samo dva meseca nakon mature zaposlio u kompaniji, koja mu, kako kaže, pruža sve ono što nigde drugde ne može da dobije, jer su poslovi takvog profila vrlo raritetni u našem privrednom ambijentu.**

Nenad je trenutno angažovan na izgradnji trafostanice Požarevac snage 110/35/10kV. „Posao je složen jer zahteva mnogo radnih manevara oko montaže opreme. Pre toga završili smo projekte rekonstrukcije na relejnim zaštitama, to je bio veoma složen posao jer svaka rekonstrukcija ima svoje specifičnosti i kao takva predstavlja mnogo problematičniji poduhvat od izgradnje nove trafostanice. Najveći izazovi su rekonstrukcije trafostanica gde projekte stare 30 godina morate uklapati sa novim projektima zato što mnogo elemenata mora da se ispita, sagleda, proveri“, ističe Džever.

O svom razvojnomy putu u EJB ushićeno elabira: „Prvo unapređenje sam dobio nakon dve godine rada i postao samostalni majstor, nakon tri godine vodeći elektromonter i sa te pozicije dobio mogućnost da učestvujem u određenim segmentima organizacije posla. Stičući iskustvo i praktično znanje, nakon četiri godine od momenta zaposlenja, povereni su mi malo veći projekti, kao što su radovi na izgradnji trafostanica od 110 kv. Saradnja sa projekt menadžerima i svim onim ljudima koji su angažovani u takvim poduhvatima za mene su bili veliki izazov“, kaže Nenad koji mladima, koji sada pohađaju praksu u EJB, kao što je on to u srednjoškolskom periodu, u okviru programa dualnog obrazovanja činio, poručuje da budu strpljivi i uporni jer ih u EJB čeka lepa karijera. „Ovde mogu da napredju i da se razvijaju gradeći karijeru kroz angažmane na projektima sa kojima ne bi mogli da dođu u kontakt na bilo kom drugom mestu jer se u EJB realizuju energetski projekti za budućnost“, zaključuje mladi poslovodja na trafostanicama, Nenad Džever.

**Južna Bačka in the second year of his high school at the Electrical Engineering School. He quickly mastered the skills of a technician and, just two months after graduating, he was employed by the company, which, as he says, provides him with everything he cannot obtain anywhere else because jobs of such a profile are very rare in our economic environment.**

Nenad is currently involved in the construction of the Požarevac substation with a capacity of 110/35/10 kV. "The job is complex because it requires a lot of work maneuvers for equipment assembly. Before that, we completed projects for the reconstruction of relay protection systems, which was a very complex task because each reconstruction has its specificities and, as such, presents a much more problematic endeavor than building a new substation. The biggest challenges come with the reconstructions of substations where projects that are 30 years old need to be integrated with new ones because many elements have to be examined, assessed, and verified," emphasizes Džever.

Nenad enthusiastically elaborates on his career development within EJB: "I received my first promotion after two years of work and became an independent technician, then after three years, I became a lead electrician, and from that position, I got the opportunity to participate in certain aspects of work organization. Acquiring experience and practical knowledge, after four years since I was employed, I was entrusted with slightly larger projects, such as work on building 110 kV substations. Working with project managers and all the people involved in such endeavors has been a significant challenge for me," says Nenad, who, like he did during his high school years, encourages young people currently undergoing internships at EJB within the dual education program to be patient and persistent because a rewarding career awaits them at EJB. "Here, they can progress and develop, building their careers through engagements on projects they wouldn't be able to encounter anywhere else, as EJB implements energy projects for the future," concludes the young substation manager, Nenad Džever.

## Duška Jajgin

Rukovodilac Tima za ljudske resurse  
Head of Human Resources Team

# IDENTITET KOMPANIJE ČINE LJUDI

COMPANY'S  
IDENTITY  
IS SHAPED  
BY PEOPLE



**Š**irok spektar delovanja, od profilisanja kandidata za zapošljavanje do motivacije i razvoja zaposlenih, tim koji se bavi ljudskim resursima čini jednom od najvažnijih poslovnih karika svake savremene kompanije. U Energotehnici Južna Bačka u toj izazovnoj oblasti otišlo se i korak dalje, sistemski briga o zaposlenima, fleksibilna komunikacija bazirana na interaktivnom odnosu u kojem saslušati i biti saslušan pre svega znači međusobno se razumeti, definisu drugačije poimanje odeljenja za ljudske resurse od onog konvencionalnog i ustaljenog. Tome svedoče i reči rukovodioca Tima za ljudske resurse, energetične Duške Jajagin. Na samom početku razgovora ona ističe da su upravo zaposleni najvredniji kapital: „Bez ljudi nijedan posao ne može da se završi, a u svemu tome je najvažnije da pravi ljudi budu na pravom mestu i da shodno svojim rezultatima mogu da napreduju, iznose svoje ideje, pitaju, sugeriraju, predlažu.“

Sa Duškom Jajagin razgovaramo o svemu onome što je u fokusu odeljenja za ljudske resurse, od sistema regrutovanja novih kadrova, razvoja i edukacije zaposlenih, do motivacije kroz razne programske obrasce sadržane u samoj korporativnoj kulturi ENTJUB.

### **Šta su najveći izazovi Tima za ljudske resurse?**

Prvi izazov je pronaći adekvatne kadrove. To je problem sa kojim se suočavaju gotovo sve kompanije, a posebno one visoko tehnološke poput ENTJUB. Realizujemo velike poslove, a i veoma značajni projekti su pred nama. Oni zahtevaju stručnu radnu snagu, a to su uglavnom inženjeri svih struka, potom elektromonteri i tehničari. Svedoci smo da je tržište rada deficitarno takvim obrazovnim profilima. Naredni izazov je zadržati ljude, ispuniti njihova očekivanja i adekvatno ih motivisati. Kada intervjujemo nove kandidate želimo da budemo potpuno transparentni i otvoreni, objasnimo im da u ENTJUB imaju mogućnost da nadgrade svoja znanja rade-

**A** wide range of activities, from candidate profiling for recruitment to employee motivation and development, makes the human resources team one of the most crucial business components of any modern company. At Energotehnika Južna Bačka, they have taken it a step further in this challenging field. Systematic care for employees, flexible communication based on an interactive relationship in which listening and being heard primarily means mutual understanding, defines a different perception of the human resources department compared to the conventional and established one. This is also attested by the words of the Head of the Human Resources Team, the energetic Duška Jajagin. At the beginning of the conversation, she emphasizes that employees are the most valuable asset: "Without people, no job can be completed, and in all of this, it is most important that the right people are in the right place and that, based on their results, they can progress, express their ideas, ask, suggest, propose.."

We talked to Duška Jajagin about everything that is in the focus of the Human Resources department, from the recruitment system for new personnel, employee development and education, to motivation through various programmatic patterns contained in the corporate culture of ENTJUB.

### **What are the biggest challenges for the Human Resources Team?**

The first challenge is finding suitable professionals. This is a problem that almost all companies face, especially high-tech ones like ENTJUB. We are undertaking significant projects, and many more are ahead of us. They require a skilled workforce, mainly engineers of various disciplines, as well as fitters and electrical engineering technicians. We are witnessing that the labor market is lacking such educational profiles. The next challenge is retaining employees, meeting their expectations, and motivating them adequately. When we interview

Ći sa vrhunskim stručnjacima, da je svaki projekat novi izazov i da ima svoje specifičnosti. Reč je o kapitalnim projektima koji mladim inženjerima otvaraju nove horizonte. To je privilegija.

**Poznato je da ENTJUB godinama participira u programu dualnog obrazovanja. Kakva su iskustva?**

Energotehnika Južna Bačka je takođe pionir u programu dualnog obrazovanja jer je kao kompanija u taj program ušla na samom početku njegove primene u Srbiji. Posebno bih istakla odličnu saradnju sa Elektrotehničkom školom „Mihajlo Pupin“ u Novom Sadu odakle nam dolaze učenici druge i treće godine, usmerena elektrotehničar i elektromonter. Mogu da kažem da je shodno našem iskustvu, svaka generacija đaka sve bolja. U ENTJUB kroz sistem dualnog obrazovanja, odnosno učenja kroz rad, ti mladi ljudi pre svega razvijaju samostalnost, odgovornost, veštine timskog rada. Koliko je to važan program svedoči i podatak da

new candidates, we want to be entirely transparent and open, explaining to them that at ENTJUB, they have the opportunity to enhance their knowledge by working with top experts. Each project is a new challenge with its specificities. These are capital projects that open up new horizons for young engineers. It's a privilege.

***It is known that ENTJUB has been participating in the dual education program for years. What are the experiences?***

Energotehnika Južna Bačka je, u nekom smislu, pionir u programu dualnog obrazovanja jer je kompanija ušla u taj program na samom početku njegove primene u Srbiji. I želim da nagovorim na odličnu saradnju sa Elektrotehničkom školom „Mihajlo Pupin“ u Novom Sadu, odakle dolaze učenici druge i treće godine, usmereni na električne tehničare i elektromontere. Mogu da kažem da je shodno našem iskustvu, svaka generacija đaka sve bolja. U ENTJUB kroz sistem dualnog obrazovanja, odnosno učenja kroz rad, ti mladi ljudi pre svega razvijaju samostalnost, odgovornost, veštine timskog rada. Na osnovu našeg iskustva, mogu da kažem da svaka generacija učenika je sve bolja.





ćemo ove godine sve učenike trećeg razreda ETŠ „Mihajlo Pupin“, koji kod nas pohađaju program dualnog obrazovanja, stalno zaposliti.

**Kako ocenjujete saradnju sa Fakultetom tehničkih nauka Univerziteta u Novom Sadu? Kakvo je interesovanje mladih inženjera bez radnog iskustva za građenje profesionalne karijere upravo u ENTJUB?**

Fakultet tehničkih nauka Univerziteta u Novom Sadu je jedna od najznačajnijih visokoobrazovnih institucija u našoj zemlji. To je u pravom smislu „rasadnik“ stručnih kadrova i saradnja sa tim fakultetom je za ENTJUB od strateškog značaja. Redovno učestvujemo na manifestaciji INFO DAN, a jedan takav je održan u aprilu, u prostorijama Naučno-tehnološkog parka. Osnovni cilj tog programa jeste upoznavanje studenata sa mogućnostima zapošljavanja i razvoja karijere u našoj kompaniji. Koliko je to značajan projekat svedoči i veliki broj studenata koji iskazuju interesovanje upravo za rad u ENTJUB. Imamo mogućnost stipendiranja četvrte godine studenata, tako da im i to daje mogućnost da odmah po završetku studija „uđu u cipele inženjera“. Takođe bih pomenula i Sajam zapošljavanja u Čačku, kao i veoma produktivnu saradnju sa Fakultetom tehničkih nauka u tom gradu jer, kao što je poznato, na području zapadne Srbije ENTJUB ima svoj ogrank, firmu "Elektromontaža" u Kraljevu.

**Kako, iz vizure ENTJUB, ocenjujete rezultate nacionalnog programa „Moja prva plata“? Na koje načine dolazite do potrebnih kadrova i da li su neke pozicije stalno otvorene?**

Mi smo uz pomoć programa „Moja prva plata“, već u prvoj etapi njegove realizacije došli do pet ljudi koji su i danas deo našeg tima. Ispostavilo se da je takav projekat bio pun pogodak, jer kompanijama poput naše vrlo često su potrebni upravo mlađi ljudi bez radnog iskustva kako bismo imali pun potencijal da ih „profesionalno oblikujemo“ u skladu sa našim potrebama.

Inače, do novih kadrova dolazimo, kako kroz već pomenutu saradnju sa obrazovnim institucijama, tako i putem redovnih oglasa. Posebno bih pome-

ENTJUB, through the dual education system or learning through work, these young people primarily develop independence, responsibility, and teamwork skills. The importance of this program is evident from the fact that this year we plan to employ on a permanent basis all third-year students from the Mihajlo Pupin School of Electrical Engineering who are attending the dual education program at our company.

**How do you assess the collaboration with the Faculty of Technical Sciences at the University of Novi Sad? What is the level of interest among young engineers without work experience in building a professional career at ENTJUB?**

The Faculty of Technical Sciences at the University of Novi Sad is one of the most significant higher education institutions in our country. It is a true "breeding ground" for professional talent, and the collaboration with this faculty is of strategic importance for ENTJUB. We regularly participate in events like INFO DAY, and one such event was held in April at the premises of the Scientific-Technological Park. The primary aim of these programs is to acquaint students with the employment and career development opportunities in our company. The significance of this initiative is reflected in the high number of students showing interest in working at ENTJUB. We also have the opportunity to offer scholarships to fourth-year students, providing them with a direct path to step into the shoes of engineers right after graduating. I would also mention the Job Fair in Čačak and our very productive collaboration with the Faculty of Technical Sciences in that city because, as is well-known, in the western Serbia region, ENTJUB has its branch, the company 'Elektromontaža' in Kraljevo.

**From the perspective of ENTJUB, how do you assess the results of the national "My First Salary" program? In what ways do you acquire the necessary personnel, and are some positions constantly open?**

With the help of the "My First Salary" program (Moja prva plata), we managed to hire five

nula odličnu saradnju sa našim Timom za marketing jer potrebe za radnom snagom promovišemo i putem društvenih mreža. Uvek tražimo inženjere svih struka, kao i elektromontere i električare. Oglas je konstantno otvoren i zainteresovani mogu da šalju svoje biografije.

### **Stiće se utisak da Energotehnika Južna**

**Bačka pruža**

**stimulativno**

**radno okruženje.**

**Koje benefite**

**zaposleni mogu**

**da ostvare i kroz**

**koje programe**

**realizujete**

**veoma važnu**

**motivacionu**

**stavku „brige o**

**zaposlenima“ ?**

Ova kompanija zaista vodi računa o svojim zaposlenima. Već dve godine obezbeđujemo privatno zdravstveno osiguranje za naše radnike, a oni imaju mogućnost i da koristeći brojne olakšice zdravstveno osiguraju i članove svojih porodica. Takođe smo uveli i korišćenje tzv. Fitpass-a koji za naše zaposlene omogućuje korišćenje različitih rekreativnih i wellness sadržaja po povoljnim uslovima. Veoma je važan i koncept kontinuiranog učenja i usavršavanja, zato razmišljamo i o uvođenju različitih online obuka. Pomenula bih i nagrađivanje naših jubilaraca koji su u kompaniji proveli, deset, dvadeset ili trideset godina. Krajem svake godine organizujemo svečanost na kojoj se jubilarcima na adekvatan način zahvalimo na posvećenosti i lojalnosti kompaniji i nagradimo ih vaučerom za odmor u hotelu „Fontana“ u Vrnjačkoj Banji.

people in the initial phase of its implementation, and they are still part of our team today. It turned out to be a great success because companies like ours often require young individuals without work experience to have the full potential to "professionally shape" them according to our needs.

Typically, we acquire new personnel through the previously mentioned collaboration with ed-



ucational institutions, as well as through regular job advertisements. I should especially mention our excellent collaboration with our Marketing Team because we promote our workforce needs through social media. We are always looking for engineers of all disciplines, as well as fitters and electricians. The job posting is constantly open, and interested individuals can send their resumes.

## Šta je ključna vrednost korporativne kulture Energotehnike Južna Bačka?

Bez predumišljaja ističem da su to upravo fleksibilna komunikacija i timski duh, a identitet kompanije čine ljudi, oni su najvredniji.



## What is the key value of the corporate culture of Energotehnika Južna Bačka?

Without premeditation, I emphasize that it is precisely flexible communication and team spirit, and the company's identity is shaped by people, it is the people who are the most valuable.

**It creates the impression that Energotehnika Južna Bačka provides a stimulating work environment. What benefits can employees obtain, and through which programs do you realize the crucial motivational aspect of "employee care"?**

This company genuinely cares for its employees. For two years now, we have been providing private health insurance for our workers, and they have the option to use numerous benefits to insure their family members as well. We have also introduced the use of Fitpass, which allows our employees to access various recreational and wellness facilities at favorable rates. Continuous learning and improvement are essential concepts for us, and we are considering the introduction of various online training programs. I should

also mention the recognition of our long-serving employees who have dedicated ten, twenty, or thirty years to the company. At the end of each year, we organize a ceremony to express our gratitude to the employees with years of service under their belt for their dedication and loyalty to the company and reward them with a voucher for a stay at the 'Fontana' Hotel in Vrnjačka Banja.

# INFO DAN KAO KARIJERNI PUTOKAZ

## CAREER GUIDANCE THROUGH INFO DAY

**U** skladu sa aksiomom da prava informacija predstavlja jedan od najvrednijih resursa, pogotovo u situacijama kada budući stručnjaci treba da donesu odluku i odaberu kompaniju u kojoj će graditi svoj profesionalni put, Katedra za energetsku elektroniku i pretvarače, Departmana za energetiku, elektroniku i telekomunikacije, Fakulteta tehničkih nauka Univerziteta u Novom Sadu, u aprilu je, u prostorijama Naučno tehnološkog parka organizovala INFO DAN. Ovo je treći po redu mini sajam informacija o kompanijama koje su regionalni lideri u svojoj oblasti, a kako se moglo primetiti interesovanje studenata za direktni kontakt sa potencijalnim poslodavcima je sve veće. Info dan se organizuje kako bi se studenti upoznali sa radom kompanija iz oblasti energetike, elektrotehnike, telekomunikacija i informacionih tehnologija, i to kako sa mogućnostima zapošljavanja i stipendiranja, tako i izrade diplomskih radova i prakse u kompanijama.

In line with the axiom that accurate information is one of the most valuable resources, especially when future professionals need to make decisions and choose a company to build their career, the Department of Power Electronics and Converters, part of the Department of Energy, Electronics, and Telecommunications at the Faculty of Technical Sciences, University of Novi Sad, organized an INFO DAY in April at the premises of the Science and Technology Park. This is the third mini information fair about companies that are regional leaders in their respective fields, and it was evident that students' interest in direct contact with potential employers is growing. Info Day is organized to introduce students to the work of companies in the fields of energy, electrical engineering, telecommunications, and information technology, encompassing employment and scholarship opportunities, as well as assistance with thesis projects and internships within these companies.



"Studenti na jednom mestu imaju mogućnost da, već tokom studija ili neposredno po završetku fakulteta, prepoznaј svoju priliku na tržištu rada i da trasiraju svoj put razvoja karijere, te da shvate koje su to grupe zanimanja i koje kompanije im daju mogućnost da se u profesionalnom smislu ostvare", objašnjava Boris Dumnić, vanredni profesor i prodekan za razvoj i finansije na Fakultetu tehničkih nauka u Novom Sadu. On je rekao da je ovakva praksa odavno u svetu poznata i da je imao priliku da vidi kako se info skupovi ovakvog tipa organizuju u mnogim evropskim gradovima. Profesor Dumnić je studentima poručio: "Treba samo da uradite ono što je do vas, da prođete kroz studije na jedan korekstan i kvalitetan način i mogućnost za razvoj karijere je zagarantovana."

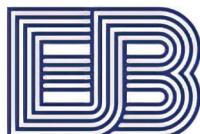
**Na INFO DANU posebnu pažnju i interesovanje studenata privukla je prezentacija Energotehnike Južna Bačka čiji su stručnjaci i predstavnici Tima za ljudske resurse na veoma ilustrativan i interaktivan način predstavili kompaniju, aktuelne projekte i potrebe za stručnjacima različitih profila.**

"In one place, students have the opportunity to recognize their potential in the job market, either during their studies or immediately after graduating, and chart their career development path. They can understand which job categories and which companies offer them the opportunity to realize their professional potential," explains Boris Dumnić, associate professor and vice-dean for development and finance at the Faculty of Technical Sciences in Novi Sad. He mentioned that such practices have been long established worldwide and that he has had the chance to observe information events of this kind being organized in many European cities. Professor Dumnić's message to students is, "You just need to do what is within your control, complete your studies in a proper and high-quality manner, and career development opportunities are guaranteed."

**During INFO DAY, special attention and interest from students were drawn to the presentation of Energotehnika Južna Bačka, whose experts and representatives of the Human Resources Team presented the company, current projects, and the need for professionals of various profiles in a very illustrative and interactive manner.**



NOVI ZNAK  
DOKAZANOG  
KVALITETA.



ENERGOTEHNIKA  
JUŽNA BAČKA  
Znanje u službi kvaliteta.

[entjuba.rs](http://entjuba.rs)

**S**vesna činjenice da marketing odavno ne podrazumeva samo oglašavanje, nego je on u pravom smislu poslovna filozofija i to od fundamentalnog značaja za svaki privredni subjekt, energična, temperamentna, a iznad svega kreativna i preduzetna i potvrđeni marketinški stručnjak, Sonja Kružević, za godišnje izdanje kompanijskog biltena, predočava koncept novog vizuelnog identiteta „Energotehnike Južna Bačka.“ „To je ne samo, aktuelna i zanimljiva nego i krajnje inspirativna tema“, objašnjava Rukovodilac Tima za marketing EJB, dok sa lakoćom „multitaskuje“, jer faktor „vreme“ nalaže da mnogo toga mora da se odradi i iskomunicira brzo i efektivno.

**A**ware of the fact that marketing has long been more than just advertising, but in the truest sense it is a business philosophy of fundamental importance for every business entity, energetic, temperamental, and above all creative and enterprising and confirmed marketing expert, Sonja Kružević, for the annual edition of the company's newsletter, presents the concept of the new visual identity of "Energotehnika Južna Bačka." "It is not only a current and interesting topic, but also extremely inspiring," explains the Head of the EJB Marketing Team, while "multitasking" with ease, because the "time" factor dictates that a lot has to be done and communicated quickly and effectively.

**Sonja Kružević**

*Rukovodilac sektora za marketing  
Head of Marketing Department*

# NOVI VIZUELNI IDENTITET KOMPANIJE EJB

„NOVI ZNAK DOKAZANOG KVALITETA“

## NEW VISUAL IDENTITY OF EJB COMPANY „NEW SIGN OF PROVEN QUALITY“

„NOVI ZNAK DOKAZANOG KVALITETA“ je novi slogan kompanije, ali i sjajan šlagvort za početak razgovora sa, evidentno marketinški talentovanom sagovornicom, koja kvalitativnu referencu sadržanu u reči „kreativnost“ itekako poseduje u ličnom poslovnom portfoliju.

„Energotehnika Južna Bačka, kao kompanija profilisana po svetskim standardima, ide u korak sa promenama. One su najprogresivnije upravo u oblasti energetike, a EJB ima puni kapacitet da te promene isprati. U nove energetske izazove zakaraćili smo spremno i sigurno, jer pored elektroenergetike i termoenergetike, kojima se kompanija uspešno bavi više od šest decenija, okrećemo se i projektima iz oblasti tzv. „zelene energije“. Očuvanje planete, borba sa klimatskim promenama koje sve više uzimaju svoj danak, krucijalna su plane-

“NEW SIGN OF PROVEN QUALITY” is the company's new slogan, and it serves as an excellent starting point for a conversation with an evidently marketing-talented interlocutor who unquestionably possesses a qualitative reference embodied in the word “creativity” in her personal business portfolio.

“Energotehnika Južna Bačka, as a company aligned with global standards, keeps pace with changes. The most progressive changes are found in the field of energy, and EJB has the capacity to embrace these changes. We are prepared and have stepped confidently into new energy challenges because, in addition to electrical and thermal energy, which the company has successfully dealt with for over six decades, we are also focusing on projects in the field of so-called 'green energy.' Preserving the planet and combating the increasingly evident climate changes

tarna pitanja. Mi u EJB smo toga itekako svesni. Zato projekte iz oblasti obnovljivih izvora energije posmatramo kao neminovnost u našem energetskom ambijentu, a „NOVI ZNAK DOKAZANAOG KVALITETA“, predstavlja naš novi slogan kojim promovišemo, ne samo novi vizuelni identitet kompanije nego i novi pravac, u kojem EJB sve više usmerava svoje „kormilo“, a to je upravo oblast obnovljivih izvora energije“. Ovako promišlja Sonja Kružević i ističe da novi vizuelni identitet kompanije, na neki način, označava i početak „nove ere“ u njenom poslovanju, podsećajući na to da je od 2022. godine „Energotehnika Južna Bačka“ jača za novog partnera, mađarsku kompaniju „MVM“. Sa sagovornicom koja pleni znanjem o svim segmentima funkcionisanja EJB, ne možemo da preskočimo temu koja u velikoj meri upotpunjuje sliku o poslovanju kompanije, a to je društvena odgovornost, kao kategorija koja unapređuje sve aspekte života sredine u kojoj jedan privredni subjekt deluje. U tom smislu EJB zaista ima čime da se pohvali.

„Društvena odgovornost je jedan od prioriteta naše kompanije. Opredelili smo se za ulaganje u sport i mlade. EJB je sponsor FK "Vojvodina", RK "Vojvodina", generalni sponzor OK "Vojvodina", koji je u infrastrukturnom smislu značajno unapređen jer je izgrađen Centar za mlade igrače na nivou evropskih klubova, sa teretanom i svim potrebnim sadržajima. Pomenula bih i generalno sponzorstvo stonoteniskog kluba „Spin“. Nismo "okrenuli leđa" ni drugim klubovima koji su nam se obratili za pomoć, ima ih zaista mnogo pa bih izostavila takšativno nabranjanje, ali moram da istaknem da su to sve klubovi koji postižu sjajne rezultate. Rukometari osvajaju trofeje i pobeduju sve pred sobom, fudbaleri su među prvih pet, odbojkaši ne završavaju sezonu bez barem jedne titule, a ono što je posebno važno, svi oni učestvuju u evropskim takmičenjima. Ponosni smo na to što smo imali priliku da doprinesemo njihovim uspesima. To je za EJB ogromna satisfakcija i potvrda da podržavamo prave vrednosti“, navodi Sonja Kružević. A kada smo kod pravih vrednosti ne treba izostaviti ni događaje na kojima se razmatra aktuelna situacija u sektoru energetike. Uostalom, velike energetske konferencije i kongresi bez učešća „Energotehnike Južna Bačka“ ne bi bili potpuni.



are critical global issues. We at EJB are very aware of this. That's why we consider projects related to renewable energy sources as an inevitability in our energy environment. Our 'NEW SIGN OF PROVEN QUALITY' slogan represents not only the company's new visual identity but also a new direction that EJB is increasingly steering towards, which is the field of renewable energy sources". This is how Sonja Kružević reflects on it, emphasizing that the new visual identity of the company, in a way, marks the beginning of a "new era" in its business. She reminds us that since 2022, "Energotehnika Južna Bačka" has been strengthened by collaboration with a new partner, the Hungarian company "MVM." With a conversation partner who excels in knowledge about all aspects of EJB's operation, we can't overlook a topic that significantly enhances the company's profile, and that is corporate social responsibility, a category that improves all aspects of life in the environment where a business entity operates. In this regard, EJB truly has a lot to be proud of.

„Social responsibility is one of our company's top priorities. We have chosen to invest in sports and youth. EJB sponsors FC "Vojvodina," HC "Vojvodina," and is the general sponsor of VC "Vojvodina," which has seen significant infrastructure improvements. We have built a Youth Players Center at the level of European clubs, equipped with a gym and all necessary facilities. I would also mention the general sponsorship of the table tennis club "Spin." We haven't turned our backs on other clubs that have approached us for help, there

"Nastojimo da budemo prisutni na ključnim dešavanjima iz oblasti energetike i obnovljivih izvora energije. Međunarodne konferencije CIRED i CIGRE ne propuštamo. One se održavaju bijenalno, jedne godine CIRED, a druge CIGRE. Sa organizatorima imamo odličnu saradnju, a reč je o konferencijskim događajima koji okupljuju najvažnije kompanije iz oblasti energetike. Svake godine smo prisutni i na međunarodnoj konferenciji "ELEKTRANE 2018, ENERGETSKI RESURSI, ENERGETSKA EFIKASNOST, EKOLOŠKI I EKSPLOATACIONI ASPEKTI RADA ELEKTRANA", zatim na "SEE ENERGY" koja se održava u organizaciji Nacionalne asocijacije za biomasu „SERBIO“. Takođe bih istakla, da svake godine učestvujemo na sajmu i konferenciji posvećenoj elektromobilnosti - EV days koju organizuje Fakultet tehničkih nauka. Na prethodnoj konferenciji predsednik NO kompanije, Dragoljub Zbiljić, govorio je na panelu „Energetska tranzicija – kako odgovoriti na izazove globalnog tržišta“, a njegov nastup i poruke bili su veoma zapaženi". Iz svega navedenog je potpuno jasno zašto je slogan "NOVI ZNAK DOKAZANOG KVALITETA" apsolutno kompatibilan aktuelnom trenutku u kompaniji "Energotehnika Južna Bačka". To nam je vrlo ilustrativno i argumentovano objasnila naša sagovornica i uvodničarka u ovogodišnje izdanje kompanijskog biltena EJB, rukovodilac sektora za marketing, Sonja Kružević.

### **Mr Mirela Mitrić**

Magistar tehničkih nauka u oblasti industrijskih sistema



are many of them, so I won't list them all, but I must emphasize that these are all clubs achieving outstanding results. Handball players win trophies and conquer all, football players rank among the top five, volleyball players don't end the season without at least one title, and, importantly, all of them participate in European competitions. We are proud that we have had the opportunity to contribute to their success. It's a huge satisfaction for EJB and confirmation that we support the right values," says Sonja Kružević. When it comes to the right values, we shouldn't forget events where the current situation in the energy sector is discussed. After all, major energy conferences and congresses wouldn't be complete without the participation of "Energotehnika Južna Bačka."

"We strive to be present at key events in the field of energy and renewable energy sources. We never miss the international conferences CIRED and CIGRE, which are held biennially - one year CIRED, and the next CIGRE. We have excellent cooperation with the organizers, and these conferences bring together the most important companies in the energy sector. Every year, we also attend the international conference "POWER PLANTS 2018, ENERGY RESOURCES, ENERGY EFFICIENCY, ENVIRONMENTAL AND OPERATIONAL ASPECTS OF POWER PLANT OPERATION," (ELEKTRANE 2018, ENERGETSKI RESURSI, ENERGETSKA EFIKASNOST, EKOLOŠKI I EKSPLOATACIONI ASPEKTI RADA ELEKTRANA") as well as "SEE ENERGY," organized by the National Association for Biomass "SERBIO." I would also like to mention that we participate in the annual electromobility fair and conference - EV days, organized by the Faculty of Technical Sciences. In the previous conference, the Chairman of the Supervisory Board of the company, Dragoljub Zbiljić, spoke on the panel "Energy Transition - How to Respond to Global Market Challenges," and his presentation and messages were very well received. From all the above, it is entirely clear why the slogan "NEW SIGN OF PROVEN QUALITY" is absolutely compatible with the current balance of things in "Energotehnika Južna Bačka." This has been very illustratively and convincingly explained by our interviewee and the introducer in this year's EJB company bulletin, Sonja Kružević, Head of the Marketing Department.

**Mirela Mitrić, MSc**  
Master of Technical Sciences in Industrial Systems



**ELEKTROMONTAŽA**  
KRALJEVO

Osnovano 1963

# Let the Power Flow



[elektromontaza.rs](http://elektromontaza.rs)



NAŠ GOST / OUR GUEST:

**Marko Vujin**

POTPREDSEDNIK  
RUKOMETNOG KLUBA  
„VOJVODINA“  
THE VICE-PRESIDENT  
OF VOJVODINA  
HANDBALL CLUB

# RUKOMETNI KLUB „VOJVODINA“ I EJB SIMBIOZA KOJA OBEĆAVA

VOJVODINA HANDBALL CLUB AND EJB  
A SYNERGY THAT PROMISES



**N**ije slučajno što smo za gosta ovogodišnjeg izdanja biltena „Energotehnika Južna Bačka“ izabrali našeg proslavljenog sportistu, bivšeg rukometnog reprezentativca Srbije, a sadašnjeg potpredsednika RK „Vojvodina“, Marka Vujina. Samuverenost, energičnost i kristalno jasan pogled na budućnost, već na početku razgovora formiraju utisak o ovom rukometnom vitezu koji je u svojoj karijeri, igrajući za reprezentaciju Srbije, dao čak 700 golova. O uspesima RK "Vojvodina" priča sa posebnom emocijom, rekli bismo i pobedničkim žarom, koji bez sumnje transferiše i na igrače i na članove stručnog štaba.

"Prošlogodišnja sezona sa pravom nosi epitet „istorijska“. Završili smo je na nabolji mogući način sa četiri trofeja, među kojima je i onaj evropski, koji smo doneli našem sportu i srpskom rukometu pobedivši na evropskom kupu što je brilijantan uspeh koji je Srbiji vratio evropski klupske trofeje i to čak posle 22 godine. Sezonu smo završili na najbolji mogući način, sa čak četiri trofeja. To je ozbiljan temelj za sve što sledi i za sve ono što smo u ovoj sezoni, u proteklim mesecima napravili, a siguran sam da ćemo u tom ritmu i nastaviti. Podigli smo nivo profesionalnosti i samopouzdanja koji su ključni u sportu, ne samo kod igrača, nego kod svih zaposlenih u klubu".

### **Koliko ovim velikim uspesima doprinosi simbioza Rukometnog kluba „Vojvodina“ sa „Energotehnikom Južna Bačka“ ?**

„Moram naglasiti da je energija, koja od strane EJB dolazi prema nama, ne samo kao Rukometnom klubu nego i kao Sportskom društvu Vojvodine, fantastična, mnogo nam znači, generiše dobre i zdrave vrednosti. Profesionalizam, odgovornost i predanost kompanije i gospodina Dragoljuba Zbiljića, kao njenog lidera i predsednika SD Vojvodina, u velikoj meri nam olakšavaju funkcionisanje i motivišu nas na nove uspehe. Taj profesionalizam i inicijativnost koju gospodin Zbiljić prenosi na klub, igrače i stručni štab je na zaista visokom nivou i šalje poruku svima da mora ozbiljno da se radi. Dakle,

t is not accidental that we have chosen our celebrated sportsman, ex-handball player for the national team of Serbia, and current vice-president of Vojvodina Handball Club, Marko Vujin, to be the guest of this year's newsletter of Energotehnika Južna Bačka. Self-confidence, energy, and a crystal-clear view of the future form the impression about this handball knight, who scored 700 goals during his career, while playing for the national team of Serbia. He talks about the achievements of Vojvodina Handball Club with a special emotion, we could even say, a victorious zeal, that he without a doubt, shares with his players and the members of the Staff.

"The last season is rightfully called "historic". We ended it in the best possible way, with 4 trophies, among which is the European one that we brought to our sport, and Serbian handball by winning at the European Cup. This is a brilliant success that has returned the European Cup trophy to Serbia, after 22 years. We ended the season in the best possible way, with 4 trophies in total. It is a serious foundation for everything that follows, and for everything we have achieved in this season during the last couple of months. I am certain that we will continue in the same rhythm. We raised the bar of professionalism and confidence that are so crucial in sports, not just among the players, but among all the employees of the Club".

### **How much does the symbiosis between Vojvodina Handball Club and Energotehnika Južna Bačka contributes to these achievements?**

"I have to highlight that the energy that Energotehnika Južna Bačka sends to us, not just towards us as the Handball Club, but also towards the Sports Society of Vojvodina, is fantastic. It means a lot to us, and generates positive and healthy values. Professionalism, responsibility, and dedication of the company and of Mr Dragoljub Zbiljić as its leader and the president of the Sports Society of Vojvodina, ease our work, and motivate us to achieve new successes. This professionalism and initiative that Mr Zbiljić shares with the club, players, and staff is at a truthfully high level, and he



odgovornost, posvećenost, davanje maksimuma na treninzima i na utakmicama, to je jedan „krug“ koji mora konstantno da se zatvara. Naša deviza je da svi moraju da budu zadovoljni i ispoštovani na pravi način. Tako bih opisao trenutnu atmosferu u klubu. Ozbiljnost koja dolazi iz ove firme je fantastičan motivacioni faktor, a tome svedoče rezultati koje klub postiže.“

**Šta su, u tom smislu, neposredni ciljevi, želje, stremljenja ?**

„U domaćim okvirima, kao i prošle godine želimo da osvojimo domaće prvenstvo i naravno KUP Srbije. Trenutno igramo Ligu Evrope. Odigrali smo dve utakmice. Obe smo dobili, tako da mogu da ocenim da smo odlično započeli evropsku sezonu. Nastavljamo sa istim adrenalinom. Idemo od utakmice do utakmice, "gazićemo stopostotno" sa puno samopouzdanja. Cilj je, kao i uvek, osvajanje KUP-a.“

sends a message to everyone that they have to work hard. Thus, responsibility, dedication, giving your maximum at the training sessions and at the games, all form a "circle" that has to be constantly closed. Our motto is that everyone has to be pleased and respected in the right manner, that is how I would describe the current situation in the club. The seriousness that comes from this company is an amazing motivational factor, and the results that the Club achieves, prove that.”

**In that sense, what are the imminent goals, desires, and aspirations?**

”As for the domestic frames, just like last year, we would like to win the national championship, and of course the Cup of Serbia. We are currently playing the League of Europe; we played two games. We won both, so I can state that we started the European season excellently, and we continue with the same adrenaline. We will go game by game, crushing 100% with a lot of confidence. The goal is, as always, winning the Cup”.

### Kako biste ocenili aktuelne igračke potencijale tima?

„Potencijali su sve bolji i bolji. Ključno je što su igrači počeli da shvataju koliko vrede. Pojačali su rad, sada znaju da mogu da naprave ozbiljne evropske karijere kroz ovaj klub, a na nama je da im obezbedimo "evropski tretman", da se takmiče sa najboljima, da vidimo gde smo. Mislim da smo na pravom putu da iz RK "Vojvodina" nekoliko igrača ode u vrhunske inostrane klubove. Mislim da bi to bilo sjajno“.

**Marko Vujin ima ogromno igračko iskustvo. Kao superstar mađarskog "Vesprema" i nemačkog "Kila", koji su uz Barselonu, tri najjača rukometna kluba na svetu, postigao je velike sportske uspehe. Bio je prvi strelac Bundesliga, osvajao titule i trofeje. Kako ističe, internacionalna karijera mu je mnogo toga donela i sve ono što je doživeo igrajući za najjače svetske rukometne klubove je neprocenjivo, ali najponosniji je na ulogu A reprezentativca Srbije. Nacionalne rukometne boje branio je i na Olimpijadi. A razgovor zaključujemo porukom u koju je utkana suština njegovog angažmana u RK „Vojvodina“:**

„Drago mi je što sam potpredsednik RK „Vojvodina“ jer rukomet mi je dao sve u životu i ovo je dobra prilika da se odužim tom sportu“, kaže ovaj sportski pregalac koji je, bez sumnje, u rukometnom svetu dotakao "Olimp uspeha".

### How would you evaluate the current potentials of the players in the team?

“The potentials are getting better by the day. It is crucial that the players started realizing how much they are worth. They began to work harder, now they know that they can make serious European careers by playing in the club, and it is up to us to give them the "European treatment", let them compete with the best, and see where we stand. I think that we are on the right way to send several players from Vojvodina Handball Club into top-notch foreign clubs. I think that would be great”.

**Marko Vujin has an extensive experience as a player. As a superstar of the Hungarian "Veszprem", and the German "Kil", that are alongside Barcelona, the three strongest handball clubs in the world. He achieved great sports successes. He was the first scorer of the Handball-Bundesliga, he won many titles and trophies. As he points out, his international career brought a lot of good things to him, and everything that he experienced while playing for the strongest world clubs, is priceless. Still, he prides most on his role in the national team of Serbia, and he defended national handball colors at the Olympics. We conclude this conversation with the message that entails the core of his engagement in Vojvodina Handball Club:**

“I am glad to be the vice-president of Vojvodina Handball Club, because handball has given me everything in life, and this is my chance to return the favor to this sport, says this sports achiever who has, without a doubt, reached the Olympus of success in the world of handball”.



ELEKTROMONTAŽA  
KRALJEVO

Osnovano 1963

Let the  
Power Flow



[elektromontaza.rs](http://elektromontaza.rs)



# Na raskrsnici prirode i ljubavi

△ Cara Dusana 2, 36210 Vrnjačka Banja, Srbija   ☎ +381 36 612 153   ☐ rezervacije@fontanabanja.com  
❨ hotelfontanavrnjackabanja   ☽ hotel\_fontana\_vrnjacka\_banja   ☽ www.fontanavrnjackabanja.com

