

## THE CONCEPT OF SUSTAINABLE TOURISM AS A COMPETITIVE ADVANTAGE MONTENEGRO

Conference paper

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### **Abstract**

**Purpose** – The purpose of this paper is to support the thesis that the concept of sustainable tourism development around the world has good quality and at the same time consolidate the ecological, economic and sociological dimension. The biggest challenge of economic and social development today is to harmonize two seemingly conflicting requirements, requirements for quality of living - which includes a developed economy, and requirements for environmental protection.

**Design** – Sustainable development is needed in all spheres of human activity as well as in tourism. This paper will discuss the concept of sustainable development and its relation to tourism and how it can use the same operational competitive advantages of Montenegro.

**Methodology** – The research methodology includes examples of good practice, analysis of existing policy documents on the development of tourism in Montenegro.

**Access** – There are special interests in the fragmentation of the basic units of local government - cities and municipalities - for the development of sustainable tourism and its competitiveness. Tourism can not be developed without affecting the environment, but it is possible to correct, strategic and integrated planning to manage tourism development, so that the negative impacts minimized.

**Findings** – Sustainable development means the economic and social growth that can be achieved by providing balance between the evaluation of potential economic and social capacities, while fully respecting and integrating environmental principles. The implementation of sustainable development requires a strong partnership among all social structures.

**The originality of this research** – Originality model consists in the fact that it refers to relatively wide region (in the European context) contains rich natural attractiveness and cultural and historical heritage. In this paper, we try to consider the concept of sustainable tourism development as well as sustainable tourism can take advantage of operational competitive advantages of Montenegro.

Given that today tourism falls into one of the most important industries of Montenegro, planning and sustainable development is a prerequisite for its development in the future.

**Keywords** sustainable development, tourism, competitiveness, environment protection

### **1. INTRODUCTION**

Montenegro is a small country with an open economy, whose good geopolitical position, rich diversity of natural resources and the value of cultural and historical heritage represent a significant comparative advantage and potential for its further development. With such qualities and long-term, strategic policy-driven, Montenegro may be one of the most developed and most countries in Europe.

Sustainable development means the economic and social growth that can be achieved by providing balance between the evaluation of potential economic and social capacities fully respecting and integrating environmental principles. The implementation of sustainable development requires a strong partnership among all social structures.

Sustainable development is now one of the highest concepts in science, media and civil society, and yet it is often unknown how sustainability applied in reality. The concept of sustainable development is based on satisfying the needs of present and future generations. The current trends such as strong industrialization and rapid population growth have created a huge strain on the already burdened capacity of the country. Environmental Problems and its pollution of local importance grew into global threats and problems.

In this paper, we try to consider the concept of sustainable tourism development as well as sustainable tourism can take advantage of operational competitive advantages of Montenegro.

Given that today tourism falls into one of the most important industries of Montenegro, planning and sustainable development is a prerequisite for its development in the future. We have many natural and social resources where needed primarily emphasize ethno social and cultural heritage, then the cultural and historical objects and organizations. The specificity of the tourism sector is that tourism depends on intact ecosystems. On the other hand, its development and pressing the space greatly affects ecosystems. Therefore, the sustainable development of tourism involves primarily high-quality and responsible planning area taking account of local cultural values. UNAC to new investments necessarily require the preservation of non-renewable resources. The offer complies with the principles of sustainability should invest in this sense unique tourist offer that meets the needs of its singularity yet, and there is no negative impact on the environment.

In support of the said go and contemporary trends in tourism development, which include increasing consumer awareness, as well as the concept that implies "a return to nature." This approach involves the creation of tourist offer, which is based on a combination of healthy and organic food, unspoiled natural environment and recreational activities in the function of cultural practices and traditions.

## **2. THE CONCEPT OF SUSTAINABLE DEVELOPMENT**

Definition of "sustainable development" which is commonly used gave Lester Brown, founder of the Worldwatch Institute. She says that sustainable development is development that meets the needs of the present, and allows future generations to meet their own needs.

The geographical location in which we live is attractive for tourism development due to the fact that the Mediterranean is the cradle of ancient civilizations and cultures with a favorable climate for dokilicu and holidays, which is the most visited tourist region, with numerous cultural and historical monuments (Hitrec, 2002).<sup>1</sup>

In addition to the positive effects of tourism, there are also negative. The main negative effect of tourism's impact on the original environment.

If sustainable development seriously, would result in drastic need for change in almost all areas of life. Not only must change our consumer habits, which in itself is already difficult enough, but there must be a change of consciousness in the areas of economy, society and politics.

Sustainable development policy requires each individual enough responsibility to recognize that there were all performed and achieved when the individual recognizes that his interests are inextricably linked to the interests of the community. Hence, the idea of sustainable development depends on the qualitative leap citizen participation and modernization of democracy.

It's not about the participation in the political or administrative initiated planning, decisions and actions, rather than be a conscientious and responsible participation in the "Symposium on the common issues" (Aristotle), participation in determining policy tasks.

This means that citizens as actors have to take over responsibility for the implementation of sustainable development policy, which entails a structural, institutional and financial consequences.

### **3. AREAS OF SUSTAINABLE DEVELOPMENT**

A whole range of participants may have a role in the development and implementation of sustainable development in the tourism sector. Factors sustainable development as tourists and tourism service providers, enterprises that have a direct or indirect impact on sustainability, public service and government organizations, NGOs and the local population.

For a better understanding it is necessary to list all stakeholders, on the one hand, and the main areas of sustainable tourism development, on the other hand.

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<sup>1</sup> Hitrec, Tomislav (2002). „Održivi turizam i okoliš u žiži interesa Vijeća Europe“. *Turizam*. No. 2, pp. 457-459.

**Table 1: In interest entities (Stakeholders) and the area of sustainable development in tourism.**

<i>Stakeholders</i>		The main areas of sustainable tourism development
<ul style="list-style-type: none"> <li>• Relevant ministries</li> <li>• Local Communities</li> <li>• All segments of the tourism industry</li> <li>• Transport Providers</li> <li>• Public Sector</li> <li>• Non-profit organizations for the protection of nature</li> <li>• The bodies of cultural heritage</li> <li>• Workers' tips</li> <li>• Tourists</li> </ul>	<p>cooperation as a prerequisite</p>	<ul style="list-style-type: none"> <li>• Environment and all forms of pollution</li> <li>• utilized resources</li> <li>• The business practices of travel agencies</li> <li>• Sustainable production and consumption</li> <li>• Regulation for Environmental Protection</li> </ul>

Source: Center for Inter-Disciplinary Research, Tourism and Food, UNWTO.

Sustainable tourism development can be achieved only through cooperation of all stakeholders, from local communities until the end tourists. Also, you need to download responsibility each participant, but also control the development of the competent institution.

#### 4. SUSTAINABLE DEVELOPMENT AND SPATIAL DEVASTATION

The most important reason why tourists visit a place is its spatial attractiveness - beauty and uniqueness of the natural or built environment, or their mutual harmony. These are primary goods, which are non-renewable, irreplaceable and why, and develop tourism activity. If you violate this good or lose, tourism is not developed or non-existent. Secondary what good are dependent on modern human activity and which should enable the development of tourism. These are facilities to accommodate tourists, infrastructure, services, cultural and sports activities, etc., and all that would, if it involves local people, should contribute to the development of the town and the wider community.

The aim of sustainable tourism is to develop a good secondary in accordance with the primary goods, that they do not undermine, but to preserve them, and thereby contribute to the overall development of the regions visited.

In Montenegro, tourism is one of the most important industries. Economic contribution of tourism to total GDP is about 25% with the tendency of growth in the coming period (data from the 2008th year). Diversity of natural and cultural starters is a big advantage - from pristine mountain zones, protected national parks, the coastline, cultural and historical heritage and unique Boka bay whose part is on the UNESCO World Heritage

List. Tourism is developing rapidly and the goal is for him to be viable, which is in line with the vision of Montenegro as an ecological state.

However, in practice it is quite a different experience, especially when it comes to the coast. Large-scale construction of coast in recent years has completely degraded landscape, "swallowed up" parts of the coast and completely captured the whole of the existing historical old towns. The strategy for tourism development in Montenegro (2008) points out that her vision is to become a MN "attractive Mediterranean destination" and "the market leader in the Mediterranean when it comes to tourism oriented in nature." Unfortunately, although Montenegro had great potential to avoid the bad experience of some Mediterranean destinations and truly become unique in the conservation of its natural and cultural heritage on the coast, it is only a few years closer to the negative examples of tourist sites in the Mediterranean area, which are degraded and left mass tourism.

## 5. ACCOMMODATION, NUMBER OF TOURISTS AND CONTRIBUTION TO GDP

### 5.1. Accommodation capacity, 2008-2013

The following table 2 gives an overview of accommodation capacity for the period of 2008-2013 years.

Table 2: Accommodation capacity, 2008-2013

	2008	2009	2010	2011	2012	2013
	<b>Number of rooms</b>					
<b>TOTAL</b>	<b>61,984</b>	<b>68,231</b>	<b>69,319</b>	<b>65,174</b>	<b>69,953</b>	<b>67,078</b>
Hotels	13,759	14,251	11,771	12,170	12,408	12,246
Apartment hotels	275	354	286	359	264	303
Pensions	743	669	343	336	359	314
Motels	81	85	57	65	61	61
Resorts	3,277	3,347	2,504	2,520	2,349	2,579
Tourist Apartments	62	96	79	20	-	35
Spa	750	390	750	431	807	807
Mountain lodge – home	38	38	10	-	-	
Working resting	1,397	1,428	342	161	346	351
Children and youth resort	2,670	2,504	474	526	630	695
Camps	2,252	2,120	808	1,289	1,266	972
Individual tourist accommodation	36,680	42,949	51,895	47,243	51,386	48,693

Tourism and Hospitality Industry 2014, CONGRESS PROCEEDINGS  
Trends in Tourism and Hospitality Industry

	2008	2009	2010	2011	2012	2013
Other	-	-	-	54	77	22
	61,984	68,231	69,319	65,174	69,953	67,078
	<b>Number of beds</b>					
<b>TOTAL</b>	<b>156,694</b>	<b>173,593</b>	<b>166,288</b>	<b>157,697</b>	<b>163,969</b>	<b>163,149</b>
Hotels	32,216	32,724	27,011	27,561	28,018	27,643
Apartment hotels	824	957	810	978	763	865
Pensions	1,671	1,491	843	814	854	728
Motels	181	187	103	119	110	110
Resorts	8,168	8,167	5,748	5,793	5,591	5,437
Tourist Apartments	138	248	207	54	-	129
Spa	1,470	800	1,440	1,457	1,457	1,457
Mountain lodge - home	132	132	24	-	-	
Working resting	4,145	4,237	978	515	1,014	917
Children and youth resort	9,812	9,462	2,302	2,190	2,396	2,557
Camps	5,547	5,306	1,908	2,554	2,708	2,012
Individual tourist accommodation	92,390	109,882	124,914	115,508	120,781	121,222
Other	-	-	-	154	277	72

Source: MONSTAT (2008-2013)

During the 2012th The Commission is committed to categorize categorization and re-categorization of the object 50 of which 22 are new facility with 1,219 beds. The structure novokategorisanih largest number of objects or 9 objects is 3 star, six buildings category 2 star, four 4 star facility, two object categories 1 star and one building with 5 stars.

If we look at trends since 2008. when it began categorization , we see that increasing participation beds major categories so in 2012. we have the participation of 4 \* increased to 25.4 % compared to 2008. when it amounted to 18.5 % , while it decreased participation beds with 2 \* (in 2008. participated with 53.87 % in 2012. 36.4 %).

According to statistics hotels and other buildings in the structure of accommodation facilities account for about 27 %. Accommodation structure is unfavorable, particularly bearing in mind the estimates of private accommodation in the shadow economy that affect the specified participation decreases significantly.<sup>2</sup>

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<sup>2</sup> Rade Ratković Budva, 07.11.2010 *strateški izazovi ...*  
turistickiforum.me/.../materijal\_za\_okrugli\_sto\_-\_prof.\_dr\_rade\_ratkovi...

Hotel accommodation of high level quality of service (4\*\*\*\* and 5\*\*\*\*\*) generates the largest economic effects on GDP, employment, state revenues and extend the season.

The company Horwath HTL has done analysis of the influence of tourist accommodation (hotel facilities, villas and apartment accommodation) on the economy of the state and local communities.

Bearing in mind that the predominant share of the accommodation capacities of Montenegro are private rooms and houses (54.5%), which given the level of prices and pronounced seasonality, generate the smallest contribution to the benefit, in accordance with the strategic development documents in the field of tourism, the main emphasis is given to the construction of hotel facilities that will meet the criteria of the highest category, and that promise the best occupancy rate throughout the year and the highest revenues. According to statistics of hotel, 5-star hotels operate 10.7 months, and the hotels of category 2\*\* 1\* and 7.4 months. The general level of utilization of tourist resorts, villas and apartments in Montenegro is very low, with 75 days of full utilization.

As far as the direct contribution of the hotel, the average revenue per hotel room in hotels with five stars is 56,749 euros, representing 8.3 times higher than the amount in the same hotel with 2 and 1 star. Compared to the hotels, the average annual income of tourist resorts, villas and apartments is much lower, so the average revenue per unit tourist resort with 4 stars down 7.6 times compared to 5-star hotel.

Also, analysis of the impact of tourist accommodation in employment may be concluded that most categories of hotels (5 \*) have the largest number of employees per unit (1.33), and the average number decreases with category Montenegrin hotels and other tourist accommodation.<sup>3</sup>

## **5.2. Number of tourists, 2008-2012**

Tourism is one of the most important components of the overall economy of Montenegro. Potential with the disposal of this activity makes it one of the most promising and most dynamic in the future economic development.

According to Central Bureau of Statistics, Monstat, in the last five years has steadily increased the number of tourist arrivals in Montenegro:

2008th was first 188 116 tourists

2009th was first 262 985 tourists

2010th was first 262 985 tourists

2011th was first 373 454 tourists

2012th was first 439 500 tourists

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<sup>3</sup> Horwat HTL, *Analiza uticaja turističkih smještajnih kapaciteta Crne Gore na ekonomiju države i lokalne zajednice* - Fazni izvještaj, 15. decembar 2009.

According to the Ministry of Sustainable Development and Tourism, income from tourism 2008 season. year amounted to 590 million euros, 2009th This amount was 597 million euros, 2010th The 635 million euros, 671 million euros of 2011 (5.6% more than in the previous year), and 2012, about 700 million, or 4.32% compared to the YEAR 2011.<sup>4</sup>

Montenegro since 2009. The continuously recorded growth of travel and tourism in gross domestic product (GDP). World Council for Tourism and travel is our destination last year ranked among the five fastest-growing tourist destinations in the world. In addition to research WTTC Montenegro will be a period of 2013th - 2023rd be the second year is quickly growing tourism country in the world, in terms of projected growth of tourism in total GDP, the growth of investment and employment growth in this economic branch. It is predicted that by the 2023rd The gross domestic product is generated directly and indirektno tourism amount to 34.4% of gross domestic product.

Also, as a precondition for a realistic assessment of the design of economic policy goals and make the right business decisions, it is necessary to establish and use a reliable statistical base line with international standards and models of application data.

In this sense, the 2003<sup>rd</sup> The cooperation with MONSTAT infection and the Central Bank of Montenegro, as well as with the World Travel and Tourism Council (WTTC) and the Institute for predictions and forecasts, "Oxford Economics," The Ministry is continuously undertaking activities to improve statistical methodology in monitoring tourism traffic and effects of tourism as an industry which, directly or indirectly, multiplies and positive results. The outcome of the said cooperation between the annual reports of the satellite account the effects of the tourism and travel.

### **5.3. The total contribution of travel and tourism GDP in %**

Expectations regarding the contribution of tourism (direct and total) GDP growth in the world in the coming years are very optimistic. In following table shows the WTTC estimates the total contribution of travel and tourism GDP in the world with forecasts by 2015., Where it is obvious that Montenegro with Croatia has the most prominent and best indicators of the trend by 2015. year.

The following table 3 gives an overview of participation the total contribution of travel and tourism of GDP.

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<sup>4</sup> MONSTAT, *Statistički godišnjak*, 2013.

Table 3: The total contribution of travel and tourism of GDP in %

	2007.	2008	2009.	2010.	2011.	2012.	2013.	2014.	2015.
World	9,6	9,4	9,3	9,0	9,1	9,1	9,2	9,3	9,3
Europa	8,1	8,0	8,0	7,7	7,6	7,7	7,6	7,6	7,7
EU 27	8,3	8,1	8,1	7,8	7,7	7,8	7,8	7,8	7,9
Croatia	27,6	28,5	25	26,3	27,5	29	29,7	30,1	30,5
Macedonia	5,1	5,2	5,2	5,1	5,2	5,5	5,6	5,7	5,7
<b>Montenegro</b>	<b>21,6</b>	<b>24</b>	<b>16</b>	<b>15,7</b>	<b>17,1</b>	<b>19,7</b>	<b>22,9</b>	<b>25,5</b>	<b>27,4</b>
Serbia	6,1	5,9	7,5	7,8	8,0	8,0	8,0	8,0	7,9
Austria	12,1	12	12,3	11,7	11,8	12,2	12,5	12,6	12,8
Greece	17,3	16,5	15,2	15,3	15,7	16,3	16,7	16,9	17,1
Italia	9,3	8,7	8,4	8,4	8,5	8,7	8,8	8,9	9,0
Portugal	13,6	14,2	13,3	13,8	14,7	15,1	15,4	15,6	15,7
Espana	14,9	14,9	14,7	14,3	14,3	14,4	14,4	14,3	14,3

Source: WTTC, Tourism Research, Work study 20 CBMN Analysis of the effects of tourism on GDP, Employment and Balance of Payments of Montenegro Podgorica, 2011, page 9.

## 6. COMPETITIVENESS MONTENEGRIN TOURISM

Competitiveness is created at the local level where there are basic products, and where possible in a relatively short period of time to reach an agreement between the public and private sectors of the models, strategies and risks associated with the restructuring and repositioning of existing tourist attractions. In Montenegro to the far already known local areas (zones) or smaller clusters, which have historically created.

Tourist zone or area (cluster) is if you can successfully create a positive business environment that encourages, highlights and capitalized on the competitive advantages of tourism offer.

In accordance with generally accepted standards of global competition, for each area or product must identify the key success factors, and the gap between the current state and state to be achieved in order to achieve the desired level of competitiveness.

Much-needed construction project competitiveness of Montenegrin tourism clusters to include relevant stakeholders and actors (stakeholders), such as:

- tourism companies and their suppliers
- characteristics of tourist demand (motivation, profile, image clusters in the eyes of demand, expectations of tourists, degree of satisfaction ...)
- characteristics of tourism products (human resources, infrastructure, attractions, innovation, technology, financial resources ...)
- Support sector (trade, manufacturers, agencies, brokers, IT, NGO ...).

The basic structural problems of the Montenegrin tourism at the beginning of the second decade of the third millennium could be classified into the following groups:

- Structural problems travel deals
- Structural problems of tourism demand
- Structural problems in the management of tourist destinations
- The structural financial problems

### **6.1. Competitive destinations**

Tourist destinations continuously align their offerings with market changes. They embrace the development trends and create a variety of offers, each destination uses its own development direction. However, the principle is always followed by seven strategic objectives:

- quality accommodation, with an emphasis on objects of higher categories,
- diversification of supply - sports, culture, congresses, religious tourism, medical, nautical, etc.,
- Tourist Attraction independent of the season - especially the wellness / spa facilities,
- respect for the principles of sustainability through environmental protection, maintenance of infrastructure for waste removal, environmental regulation, etc.
- respect local characteristics and styles typical of destination,
- qualified professional staff and opening promising new careers / jobs
- strengthening marketing measures with concentrating on major markets.

The effects of globalization on the labor market, on the one hand, and the development boom of new tourist destinations and tourist complexes, on the other hand - the basis for all the sharper competition for strong legal tender tourists, especially outside the swim zone.

Montenegro needs to be competitive when it comes to pricing policy in tourism.

You need to be a competitor destinations when it comes to pricing policy. When we say pricing policy, we refer to the cost of catering services, accommodation services, but also on port services.

Tourism is a strategic sector in our country and in this slmislu should do efforts to contribute extension tourist season.

As you know, tourism is a strategic economic sector in our country and contributes significantly to the gross domestic product. In this slmislu we make efforts to contribute extension tourist season and through diversification of tourist offer and availability. One aspect is the availability and accessibility across the sea and nautical tourism development and by that I mean the cruisers and yachts. Montenegro was recognized as a yachting destination especially because of Porto Montenegro – Tivat, Lustica Bay, AzMont and other.

Kotor port is the only port for cruise ships, but also to her every year there are more boats and visitors.

In 2013, year increase in the number of cruise ships was more than 12 percent, while the number of passengers 29 percent. In this way, the increased revenue and Port of Kotor. Smaller cruisers, coming in and out of season and are a walkthrough in tourism. For this reason, any decision taken should be well thought out, to see what the benefit of the arrival of cruise ships and tourists who come to these cruisers. Our goal is to give them closer to Montenegro and to introduce them to what you do not see the cruise ships and the interior of Montenegro. This is accomplished through the organization of excursions, day trips or for which it is necessary to have communication with local agencies.

## **6.2. World economic forum of Montenegrin tourism**

Montenegro for the further development of the tourism sector primarily missing business environment and infrastructure. By this criterion, Montenegro on 66 place among 133 countries in the world whose tourism industry analyzed the World Economic Forum (WEF), an independent international organization based in Geneva. In annual report on the competitiveness of the tourism industry, the WEF's 2009. year ranked industry of travel and tourism (T & T) Montenegro on 52 place in the world and 30th in Europe, with a score of 4.29. On a scale of one to seven, Montenegro last year was the 59th place in the world, with a score of 4.2. Switzerland, Austria and Germany have the most favorable environments for the development of the industry, according to the WEF. Among the leading tourist forces in the world, France (4), Canada (5), Sweden (8) and Singapore (10) have progressed. Among the top 10 are Spain (6), USA (7) and Australia (9).

Rankings are based on an index of competitiveness of travel and tourism (TTCI), which measures various issues related to the regulation and operation of the sector. These issues are defined as levels to strengthen the competitiveness of countries worldwide in the industry of T & T.

The Report on page 545 are ahead of Montenegro in the Western Balkans, Croatia (23rd in Europe and 34th in the world with a score 4.54), Macedonia (37 and 80, with 3.81), Serbia (38 and 88 with 3.71), Albania (39 and 90, with 3.68) and Bosnia and Herzegovina (42 in Europe and 107th in the world, with a score 3.44).<sup>5</sup>

Montenegro is in the category of business environment and infrastructure only go well with your telephone and Internet infrastructure (ICT), which is 39 per in the world. Everything else in that category, according to the WEF, less.

At least Montenegrin tourism gained in terms of price competitiveness, making it ranked as the 95th country in the world. In terms of cost of hotel accommodation there is no data. The disadvantages are, however, insufficient presence of major car rental companies and the lack of ATMs that accept Visa cards. By these standards Montenegrin T & T at 56 or 71 place in the world.

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<sup>5</sup> [www.monitor.co.me/index.php?Svjetski\\_ekonomski\\_forum\\_o\\_crnogorskom\\_turizmu](http://www.monitor.co.me/index.php?Svjetski_ekonomski_forum_o_crnogorskom_turizmu)

They are objections road infrastructure with which Montenegro 88 in the world. By quality automobile roads Montenegro is classified even at 119 place, in terms of land transport network in 91 As far as the port infrastructure in Montenegro is 71, by train on the 75th place.

Montenegro 's tourism infrastructure according to 64 , and by the air traffic at 56 place. In the latter states that Montenegro in terms of the number of air carrier even at 105, and international transportation network also at 105 place in the world.

All mentioned WEF considered defects Montenegrin tourism.

Montenegro was better in the second category - regulatory framework of T & T , after which the 50th place in the world . Within these categories, again, the worst -ranked in terms of environmental sustainability, only the 98th place. There, according to the WEF, missing stricter laws and more consistent application of existing , as well as the protection of endangered species. Upon ratification of international documents regulating organic matter , Montenegro is 104 place in the world.

According to the rules work in favor of T & T, Montenegro 69th (cons scarce government expenditure and presence fairs), and in terms of health and hygiene at 52 Benefits of Montenegro safety, at which the 48th and particular rules and regulations, which is classified 35th place in the world.

Montenegro is the most successful in the third category - human, cultural and natural potential of T & T, where he is ranked 35th place in the world. In terms of propensity to travel and tourism Montenegro is the first in the world with a score of 6.7. In terms of openness to tourism, Montenegro is the fourth, and by comparison of its inhabitants to foreign guests in sixth place in the world.

Within these categories , Montenegro is a human resources at 40 place. When this is on the availability of qualified workforce to 34 , and in education and training at 52 place . By cultural sites at 51, and by the natural 80 place.

In the case of natural attractions advantages of Montenegro are the areas declared a world heritage site and the quality of natural scenery. Disadvantages are protected areas and total knowledge of available plant and animal species.

As an advantage in cultural attractions are prominent sports stadiums, and such defects lack of facilities declared World Heritage and international trade fairs and exhibitions.

## **7. SUSTAINABLE DEVELOPMENT OF TOURISM IN MONTENEGRO**

### **7.1. Action Plan for preparation of tourist season**

Ministry of Sustainable Development and Tourism adopted the Action Plan for preparation of tourist season - Agenda reforms in the field of tourism, which is defined strategy for tourism development in Montenegro until 2020. year.

Analyzing the results achieved so far in terms of tourism development in relation to the proposed objectives and monitoring the situation in the generating markets can be communicate to need further engagement at all levels in the direction of further raising the quality of the overall tourism and supporting infrastructure.

One of the main challenges in tourism is insufficient supply. Accommodation capacities in Montenegro, the structure and level of quality of service, for now do not allow evaluation of the economic potential sufficiently.

Montenegrin tourist product is not sufficiently diversified and there is still a high seasonality. Tourist offer is still predominantly oriented to the sun and sea. Insufficiently developed other forms of tourism, such as nature - based tourism, rural tourism, cultural tourism, etc.

The tourism industry of Montenegro expressed the problem is lack of sufficient number of qualified personnel. In cooperation with the competent education ministry will continue to work on defining the standards of new occupations, qualifications and training programs.

The sustainability of tourism development, not only from an economic point of view but also its impact on the natural environment and the population is one of the challenges that not only meets the tourist economy of Montenegro, but also other countries with a high share of tourism in total economic activity. The aim of sustainable valorization of space is necessary when making spatial planning documents take into account the management of natural and cultural resources, as well as protected areas.

Activities under the ministry of tourism policy will be directed towards improving the legal framework should follow the current trends in tourism, but also to respect the characteristics of Montenegro.

Also, it is necessary to promote cooperation between the public, private and NGO sector, especially to improve cooperation with educational institutions.

In order to minimize the perceived shortcomings and positive trends of tourism parameters continue, continue with the implementation of the measures established by the Tourism Development Strategy of Montenegro by 2020. whatever.

Despite significant improvements from year to year, there are still limitations that slow down the planned tourism development. To encourage tourism development, before Montenegro are challenges that need to be managed and overcome problems which should continuously work to overcome and create conditions for the smooth functioning of the season.

Defined as activities within the following objectives:

- improving the quality of existing accommodation facilities and construction of new facilities upgrades quality
- stimulating the development and implementation of standards Wild Beauty of the resort, as well as a unique product in the mountainous part of the national parks
- diversification of tourist offer and extend the season
- increase the number of qualified staff
- tying tourism and agriculture
- the improvement and further development of the brand Montenegro Wild Beauty
- promotion of tourism with a focus on online promotion
- Troubleshooting Noise
- reducing the retention of tourists at border crossings
- raising the quality of the tourism offer in bathing
- edit walkways
- combating the gray economy
- improving the level of safety and protection and rescue of natural, technical - technological and other hazards.
- improvement of tourism infrastructure (new facilities, ski lifts, culture and sports, golf courses, aqua parks, event, events, etc.)
- improve the level of security and protection and rescue of natural, technical - technological and other hazards.
- improving awareness of the importance and benefits of tourism in the population (traditional services and products, wine ...)

## **7.2. Master Plan of Tourism of Montenegro until 2020. year.**

Structural imbalances, painted in too small participation of basic accommodation, must be stimulated measures of national tourism policies and measures business policy. The strategic basis for this action is contained in the Tourism Master Plan of Montenegro until 2020. year.

The development of tourism has the highest priority among industries Montenegro. From the sustainable use of natural resources development, public participation and the private economy, the overall attractiveness of the offer and its international competitiveness, depend on jobs and standard of wide circles of the population - and also for future generations.

With regard to economic , environmental, social and cultural change, which brings with it the construction of the tourism industry and given the complexity of the issues in this context needs to be addressed, a close cooperation on up an inter-, regional and municipal level, as well as social dialogue, conceptual thinking and acting, as well as strategic planning and its implementation. In that Montenegro can rely on the experiences of other destinations of the Mediterranean Sea and may withdraw guiding, even innovative logical consequence of the development of the market.

Montenegro is small and every place it can be relatively easily reached by car. However, the diversity of natural areas is unique: alternate rocky mountains and deep canyons, broad plains and fascinating coastline. Also a variety of vegetation and, depending on the height above. Montenegro can be counted among the best of the Mediterranean countries.

The main target group of Montenegrin summer swimming away, away from the domestic market and the markets of Western and Northern Europe, and in the future more and away from Eastern Europe.

Then, tourists who love culture and travel that Montenegro offers enough great variety of experiences.

As another group of tourists who come for treatment, "spa and health" in needles that already had international market.

The third group that comes with regional markets: hiking in summer and skiing in winter. Hiking can be attractive, associated with swimming.

## **8. CONCLUSION**

Tourism on the coast is the only one in Montenegro, which has an option to develop cultural tourism because of the historical heritage. The unity of the natural and historical heritage has a special significance and therefore tourism on the coast should not be reduced to the provision of large-scale resorts.

The solution, perhaps, in a serious strategy for sustainable tourism development on the coast and its professional planning, with an understanding of the complexity and richness of the appetizers.

It is necessary to put the bank under a special kind of care and adopt special measures when it comes to its development. Useful guidance can be downloaded from the European Charter for Sustainable Tourism in Protected Zones and later applied. It is necessary to:

- protect and promote cultural and environmental values of the sensitive regions;
- tourism sector has good and sustainable use of natural resources;
- significantly contribute to the socio-economic development and quality of life of local communities;
- expand economic benefit and completely agree with the previous three criteria and evenly.

Sustainability policies and practices are important especially in Montenegro, where tourism is based on a variety of natural features which largely depend on the attitude of the society towards the environment.

From major priority for the further development of tourism is the realization of important infrastructure projects in order to raise the quality of provision. Tourism Master Plan clearly defines the goals that must be achieved to Montenegrin tourist offer followed international development and be competitive in the international market.

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