



Tourism Development Strategy of Tivat  
Municipality for 2020-2024  
with an action plan for 2020 - 2024

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## Baseline for making of of tourism development strategy of Tivat municipality

Tourism Development Strategy of Tivat Municipality for 2020 – 2024 with an action plan for 2020 - 2024., was prepared in accordance with the Law on Tourism, strategic development plan of the municipality of Tivat 2019-2022 and is in line with the adopted Strategy of tourism development of Montenegro until 2020.

Taking into account numerous supporting analyzes, the Strategy provides concrete proposals and guidelines for the actors in tourism industry in the territory of Tivat Municipality in order to improve the activities in the domain of tourism development in order to increase the competitiveness of the tourism economy in the coming years.

The main goals of Strategy are:

- defining a development vision for long-term sustainable tourism and achieving consensus among the public and private sectors
- sustainable economic, environmental and socio-social development of tourism in the municipality of Tivat
- raising the quality of the tourist destination of Tivat municipality and creating added value
- development of utilities and tourist infrastructure
- restoration of cultural and historical heritage
- strengthening the competitiveness of the total economy of Tivat Municipality
- increasing the contribution of the tourism sector to the economy of Tivat Municipality
- raising the quality of life and standards of the local population
- Increasing the quality of the workforce in Tivat Municipality
- Increasing the number of employees in the tourism sector
- development of new and growth of quality of existing products
- extension of the tourist season
- Encouraging adequate investment in hotels with potential for MICE tourism
- Increasing investment in marketing and communications
- improving the quality of the destination and smart positioning of Tivat Municipality as a tourism brand

Based on the Strategy of Cultural Tourism of Montenegro, cultural and historical sites located in the Municipality of Tivat are listed. Since that a large number of localities have not been adequately restored and maintained, the Action Plan has pointed out the importance of adequate restoration and long-term protection of natural and cultural resources, which can represent a key point of differentiation of tourist offer.

During direct discussions and workshops with key stakeholders of Tivat Municipality's tourism offer, to which we dedicated a special chapter in the Strategy for their selfless contribution and

ideas presented, a realistic and sustainable action plan was defined, in which we woven some of the ideas of the key players of the Tivat tourism industry.

The Action Plan is a logical and operational upgrade of the Tourism Development Strategy of the Municipality of Tivat, which aims at presenting operational activities that will serve to properly position Tivat on the tourist map of the region, Europe of the report.

As the municipality of Tivat has exceptional development opportunities that need to be carefully implemented, the action plan actually represents the elaboration of a number of small steps that should contribute to the total development of the Tivat tourist destination.

## Mission and vision of the Strategy

The Municipality of Tivat will be a high quality, sophisticated tourist destination of nautical and sustainable tourism, which is active throughout the year, with heavily developed products of the sun and the sea, nautical, cultural, rural, sports, gastronomic, MICE and active tourism.

As an important nautical destination of the southern Adriatic, Tivat in 2024 must be a destination that inherits the tourist offer of high quality accommodation of 4 and 5 stars, with strategic hotel investors, boutique hotels, developed all-year MICE tourism, as well as a prestigious offer for nautical tourism. The rural part of the municipality must nurture indigenous agro-culture and gastronomy in order to make the best use of the undoubted potential that these areas have to offer.

Tivat should retain all the features of an authentic Mediterranean city and will provide to the tourists experience of a modern lifestyle in order to create added value. The municipality of Tivat and its nature will provide to the tourist a unique experience of rich historical and cultural heritage, putting the quality offered first.

All stakeholders will coordinate their marketing and communication activities to communicate Tivat as one destination.

Finally, as the ultimate goal of this Strategy, the municipality of Tivat has the final goal of improving the quality of life of all citizens of Tivat.

## Methodology and process of development of Tivat Municipality Tourism

### Development Strategy

The Tivat Municipality Tourism Development Strategy 2020-2024 aims to create a common understanding of Tivat tourism through discussions and debates with all stakeholders, as well as a detailed analysis of available documentation, current situations and future development scenarios.

Regarding the methodology, several tools were used in the process of drafting this document, such as analysis of data from different sources, group work on specific issues of tourism as well as individual meetings with representatives of the municipality and the main actors of the tourism economy of the municipality of Tivat. The methodological tools set up in this way, which are organized in a timely manner, enable the consistency and proper implementation of the work process, with the aim of creating a document establishing the diagnosis of the current situation and making suggestions for the management of tourism activities in the coming years.

In addition to setting up a plan for tourism activities over the next five years, the Tourism Development Strategy actually enables the integration of approaches and strategies of different



stakeholders in the Tivat municipality. Therefore, it is necessary to constantly exchange ideas and activities in order to generate and transfer knowledge, coordinate approaches and coordinate joint activities.

## Analysis of the macroeconomic environment with a focus on Montenegro

### Global economic trends<sup>1</sup>

According to the Central Bank of Montenegro (Labor Report 2018), the latest IMF estimates indicate that the global economy has grown 3.6% in 2018, or 0.2 p.p. less than growth in 2017. As in previous years, global growth was mainly driven by the growth of emerging economies, which rose 4.5%, while advanced economies achieved growth of 2.2%. Growth in the advanced economies was driven by the US, while the eurozone economy with a growth rate of 1.8% and the Japanese economy with 0.8% significantly underperformed compared to 2017. On the other hand, China with 6.6% and India with 7.1% were the main drivers of growth in the group of emerging economies and at the same time globally. In Russia, economic activity grew by 2.3%, following a growth of 1.6% in 2017. It is estimated that the group of European emerging economies, including Montenegro, recorded growth of 3.6%, or notably below 6% from 2017, but primarily due to a significant slowdown in Turkish economy growth.

Expectations for the future are in the direction of a slight slowdown in global growth, with projected growth rates of 3.3% and 3.6% in 2019 and 2020, respectively. Growth deceleration in 2019 will be driven by slower growth, mainly by all leading economies, or related groups of economies, while in 2020, a slightly higher rate of global growth is expected, mainly due to the expected intensification of growth in Italy and Germany, and somewhat in India. The group of European emerging economies, including Montenegro, is expected to slow its growth to 0.8% in 2019 and 2.8% in 2020, also due to a strong decline in the growth rate of the Turkish economy.

The IMF's April estimates indicate greater risks to the aforementioned growth rates in 2019-2020 than the prospects for growth to be higher than projected. A key risk is the potential introduction / increase of trade barriers, or further deterioration of trade relations, primarily between the US and China. In parallel, there is a risk of deterioration in the financial markets (falling stock prices, rising yields on government bonds, falling ratings, etc.), both in advanced economies and emerging and emerging economies. The crisis could also be triggered by the UK leaving the EU without an agreement, worsening the fiscal and economic situation in Italy, as well as slower growth of China's economy than expected. The IMF sees additional risks in the uncertainty of economic policies by the newly elected governments of individual countries, as well as in the geopolitical tensions in the Middle East and East Asia.

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<sup>1</sup>Report on the Work of the Central Bank of Montenegro for 2018, July 2019

## Macroeconomic environment - Montenegro <sup>2</sup>

### Gross Domestic Product (GDP)

Available economic indicators recorded in 2018 indicate a significant increase over the previous year. After GDP growth of 4.7% in 2017, according to MONSTAT preliminary data, the Montenegrin economy achieved 4.9% growth in 2018. Basic indicators point to positive trends in most sectors, with construction, industry and tourism are the bearers of growth. Almost all components of GDP consumption, including personal and government consumption, exports and imports of goods, also recorded an increase compared to the previous year, most notably in gross fixed capital formation. Only the component of change in inventories declined.

According to MONSTAT preliminary data on quarterly GDP trends, positive rates in 2018 were achieved in all four quarters, with growth in the first quarter of 4.5%, 4.9% in the second, 5.0% in the third and fourth 4.8%.

The estimates of international institutions dealing with GDP growth forecasts for Montenegro in 2018 are positive and range from 3.7% to 4.8%, while the forecasts for 2019 indicate growth rates of 2.5 % to 3.7% (Table 1.1). The GDP growth rate estimated for 2019 by the Ministry of Finance under the baseline scenario (in the document Economic Reform Program for Montenegro, ERP) is in line with the estimates of international institutions and is 2.8% (Table 1.2).

### Inflation

Positive annual growth rates of consumer prices in Montenegro were recorded during all months of 2018. In December, annual consumer price inflation was 1.6%, as measured by the CPI annual (1.5%), while average inflation was 2.6%. (Appendix 1, Tables 1, 2 and 3). The biggest contributor to the increase in the annual inflation rate was made by prices in the categories: food and non-alcoholic beverages, transportation and alcoholic beverages and tobacco. Positive annual inflation rates were recorded in the countries of the region as well as in most EU countries.

### Montenegro budget

According to preliminary data from the Ministry of Finance, total budget revenues with state funds in 2018 amounted to EUR 2.88 billion or 62.3% of estimated GDP, of which 71.3% (EUR 1.75 billion) accounted for source revenues. Compared to the plan, original revenues were 0.6% lower and 11.5% higher than in 2017.

Total budget expenditures in 2018 amounted to EUR 2.60 billion or 56.3% of estimated GDP. Consolidated budget expenditures amounted to EUR 1.91 billion, accounting for 41.3% of GDP, and increased by 5.7% compared to 2017, while they were higher by 0.3% than planned. The

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<sup>2</sup>Report on the Work of the Central Bank of Montenegro for 2018, July 2019

largest deviation from the previous year, due to growth, was recorded in transfers to institutions, individuals, non-governmental and public sectors, capital expenditures in the current budget, expenditures for material and gross earnings. The only decrease was recorded in interest expense.

Montenegro's capital budget amounted to EUR 264.7 million or 5.7% of GDP. Compared to the plan, it decreased by 8.4%, and compared to 2017 the capital budget was higher by EUR 12.8 million or 5.1%, as a result of the intensive dynamics of the works on the Bar - Boljare highway.

The Montenegrin budget deficit is estimated at EUR 159.2 million or 3.4% of GDP and is lower than the deficit in 2017 by EUR 77.6 million and compared to the corrected deficit in 2017 by 91, 6 million.<sup>3</sup> According to preliminary data from the Ministry of Finance, in 2018 the public expenditure deficit amounted to 173.3 million euros or 3.8% of GDP and is lower than the deficit in 2017 by 53. EUR 8 million, compared to the corrected deficit in 2017 by EUR 69.7 million.

At the end of 2018, Montenegro's net public debt stood at EUR 2.99 billion, or 64.8% of estimated GDP for 2018, according to the Ministry of Finance. Compared to the end of 2017, net public debt increased by 11.3%. In the structure of the external public debt, debt on the issue of eurobonds occupies a special place. Eurobonds were issued in mid-April 2018 in the amount of EUR 500 million, with a maturity of seven years and an interest rate of 3.375%.

### Zaposlenost

The average number of employees in 2018 was 190,132 and was 4.3% higher than the average number of employees in the previous year. In 2018, the number of employees increased in fifteen out of nineteen sectors, with the highest growth recorded in the administrative and support service sector (13.5%) and the construction sector (12.5%) the smallest was in the water supply sector, wastewater management, controlling waste disposal processes, etc. (0.9%). The largest decrease in the number of employees by 12.9% was recorded in the agriculture, forestry and fisheries sector and the smallest in the 0.2% in the electricity, gas, steam and air conditioning supply sectors.

### Unemployment

According to the records of the Employment Service of Montenegro, the average number of registered unemployed persons in 2018 was 43,612, which is 13.7% less than in the previous year. The highest number of unemployed in 2018 was recorded in January (48,580 unemployed) and the lowest in September (39,902 unemployed). The unemployment rate announced by the Employment Service of Montenegro in December 2018 amounted to 17.83%, which is 4.26 p.p. lower than the December 2017 rate. According to the MONSTAT Labor Force Survey on a quarterly basis, the highest unemployment rate in 2018 was recorded in the first and fourth quarters (16.1%), while in the second and third quarters, the rates were 14.4% and 14, respectively. 1%, respectively.

### Gross and net earnings

According to MONSTAT, the average gross earnings in Montenegro in 2018 amounted to EUR 766 and were 0.1% higher than the average earnings from the previous year. The average salary without taxes and contributions amounted to EUR 511 and was 0.2% higher than in the previous year.

### Balance of payments of Montenegro

In 2018, the growth of goods and current account deficits continued. According to preliminary data, the current account deficit stood at EUR 793 million or 17.2% of GDP this year, an increase from EUR 691.2 million or 16.1% of 2017 GDP. The deterioration of the deficit was dominated by the accelerated growth of domestic demand due to the growth of the economy and the realization of significant development projects in the field of infrastructure, energy and tourism. The increase in the imbalance in the commodity account, generated by the increase in domestic demand, could not be replaced by positive developments in the international trade in services, which recorded record high tourism revenues (which amounted to 21.7% of GDP).

The goods account deficit in 2018 amounted to EUR 2 billion or 10.2% more than in the previous year, due to an increase in imports of goods. Total exports of goods amounted to EUR 435.9 million, an increase of 14%. The largest impact on export growth was the increase in exports of electricity, medical and pharmaceutical products, oil and petroleum products, non-monetary gold and road vehicles. The total import of goods amounted to EUR 2.5 billion and was 10.8% higher than in 2017, as a result of the increase in imports of oil and oil products, propulsion machinery and equipment, road vehicles, as well as other means of transport and equipment.

### Importance of tourism for Montenegro

Tourism remains one of Montenegro's main economic activities and sources of government revenue, as well as an incentive for other sectors. The main tourism products are currently related to coastal activities, but diversification into the central and northern regions is ongoing.

After Croatia, Montenegro is the economy of Southeast Europe, where tourism contributes the largest share of GDP and employment. The main source markets for tourists are the European Union (Poland, France, United Kingdom and Germany), the Russian Federation, Serbia and Bosnia and Herzegovina.

The Ministry of Sustainable Development and Tourism is responsible for, among other things, establishing general legislation, policies and strategies related to tourism, as well as development and investment projects; development and maintenance of tourism standards and infrastructure, licensing / withdrawal. At the local level, municipalities are in charge of, among other things, developing and maintaining tourism services and issuing permits for establishing tourism services and developing tourism.

## Montenegro Tourism Development Strategy until 2020

The basis for the development of Montenegrin tourism by 2020 is the Strategy for the Development of Tourism until 2020, which clearly defines the goals that must be achieved for Montenegrin tourism offer to follow international development and be competitive in the international market. Achieving the goals requires time and significant investment to focus Montenegro on the development of elite tourism.

Some of the basic principles underlying the Montenegrin tourism development strategy are the highlighting of Montenegro's comparative advantages, differentiation of regions, standardization by international standards, individualization of supply and differentiation of supply of each tourist complex. The strategy envisages an increase in hotel accommodation capacity to 100,000 beds in 2020, which will strive for international hotel unit standards that will meet the complex requirements of guests from Western and Central Europe. The number of overnight stays is also projected to increase to 20.9 million by 2020. It is planned that a significant number of new jobs will be created directly or indirectly through tourism.

The strategy defines the following strategic goals:

- the development of Montenegro as a European destination for quality tourism and the extension of the summer season
- diversification of the tourism product
- standardization and specialization of services
- increasing promotional activities
- encouraging entrepreneurship and creating conditions for job creation.

Great potential for future development is seen in linking the tourism sector with other economic sectors. The World Travel and Tourism Council (WTTC) predicts that tourism will become the leading export sector in Montenegro in the coming years, generating the highest revenue and potential to diversify the economy, stimulate entrepreneurship and create a large number of jobs.

Considering the existing potentials, especially the natural ones, the present level of development of the tourism economy, as well as the strategic orientation of the development of Montenegro as an ecological state, tourism is one of the most promising activities in the future economic development of Montenegro.

Although a small economy with a small internal market, Montenegro has a favorable geographical position and natural resources, which makes it a popular tourist destination. Looking at the medium to long term, the tourism sector will certainly play a role as a driver of many economic activities and development of less developed areas. As the effect in tourism is

measured by tourism consumption, especially the consumption of foreign tourists, the emphasis is on diversification of the offer and the extension of the season, high quality tourism throughout the year, which ultimately aims to increase revenues or total value added in tourism.

## Predictions of global trends in tourism

Tourism is one of the fastest growing economic sectors in the world. According to UNWTO data, international arrivals are expected to grow by over 3% annually by 2030, reaching 2 billion arrivals.

- In Europe, Southern Europe and the Mediterranean are expected to have the highest number of arrivals
- The number of guests arriving to the destination by plane is growing faster than the number of guests arriving to the destination by land, making connecting one of the key comparative advantages of the destination.
- Quality for money is a crucial factor in returning to a destination
- The main emitting countries are developed economies (North America and Europe),
- In the near future, a significant increase in tourists from Asia, especially China and India, is expected
- There is a growing demand for a unique, authentic, personalized tourism product
- Demand is increasing with the segment of luxury products and services
- Destination security is becoming a significant factor in the sustainable development of tourism
- The impact of global IT giants on the sales of marketing destinations is significant
- The elderly population becomes an important group of tourists
- Younger generations are more mobile and in need of differentiated offerings
- Seasonality remains a major challenge for the tourism industry
- Tourists are looking for unique, tailor made experiences where they can experience the destination

**The key to the success of a destination will be its adequate positioning, quality management and providing an overall experience and experience in it.**

## Tourism in the EU <sup>3</sup>

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2018 has been a good year for European tourism. European tourism demand has increased by 6% and is driven by an increase in international tourist arrivals compared to the previous year. Europe, as the most visited region in the world, has managed to sustain growth despite the risk of trade tensions, uncertainty over Brexit and the economic downturn in the eurozone and China.

Almost all EU destinations have experienced some form of growth. Travel to Turkey increased by 22%, primarily as a result of the appreciation of the lira, making travel for foreign tourists significantly cheaper. Serbia continues to benefit from visa-free access to Chinese passport users, while Malta's efforts to consolidate its position as a year-round destination are realized throughout the year (both destinations have grown by 15%). **Montenegro, which grew by 14%, achieved solid results thanks to promotional activities carried out in priority markets and good aviation connectivity.**

2018 has been a challenging year for the aviation industry due to volatile fuel prices and employee strikes. However, the CPC (revenue per kilometer) in the aviation industry was 6.6% higher than a year ago, primarily due to low oil prices and robust, albeit slower, economic growth.

Long haul destination tourism from the US remains the most deserving of European tourism growth. Growth from the US was due to a stronger US dollar against the euro and the pound, which increases Europe's accessibility as a tourist destination. In 2018, 33,000,000 international tourists from the United States came to European destinations, up 8% from the previous year. This growth is expected to slow due to the economic situation in the US as well as the trade war with China.

Economic growth in China weakened in 2018; 6.6% annual growth represents the slowest GDP growth rate since 1990, largely due to the trade war with the US. However, Chinese tourists are happy to come to Europe, primarily because China has created a middle class with a high purchasing power, which, combined with improved air connectivity and improved visa regime, increases the number of Chinese tourists who increased their arrivals by 9% over 2017 year.

Russian market growth projections are expected to remain strong due to rising oil prices and domestic demand. Continuous growth in travel is expected in 2019. About 23,000,000 Russian tourists traveled to Europe in 2018, an increase of 14% from the previous year. Mediterranean and northern Europe are among the fastest growing in terms of tourist arrivals from Russia.

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<sup>3</sup>Oxford analytics, adapted



### Airplane industry

Global air transport, measured by Revenue from Passenger Kilometers (CTR), grew 6.6% in 2018. This is still above the average RPC growth over the past decade (6.0%) but is below the five-year average of 7.1%. Fuel prices have had a strong impact on the industry. However, in the last months of 2018, the price of oil has fallen sharply, which should contribute to the growth of air travel in 2019.

### Accommodation

In 2018, the occupancy rate has increased in all regions compared to 2017, while growth is still slower than in previous years for most destinations.

All regions of the world except Europe had a lower average daily rate (ADR).

### Montenegro

Continuous development of tourism infrastructure in Montenegro and improved connectivity with an increasing number of destinations is responsible for the growth of tourists. Montenegro has been growing its arrivals every year since 2000, while in 2018 over 2,000,000 tourists are expected. In addition, the development of winter tourism infrastructure in the coming period will add value to tourism through the extension of the winter season.

According to the latest available data, Montenegro was the fastest growing destination on the German tourist market year-on-year, by 75.6%, and by 71.9% in November, primarily due to a low starting point.

Continued efforts to improve Montenegro's tourism supply and increase airline connectivity have increased demand from France. Overnight growth from France was particularly strong (an increase of 35.7%) based on data until November, also due to the low starting base.

Montenegro enjoyed the strongest growth in UK arrivals based on data until November (58.2% growth), due to a low starting base.

## Tourism of Montenegro WTTC<sup>4</sup>

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According to the World Tourism and Travel Council for Montenegro in 2018, the key facts are as follows:

- **GDP: DIRECT CONTRIBUTION:** Direct contribution of travel and tourism to GDP was EUR 459.1 million (USD 518.0 million), which is 11.0% of total GDP in 2017 and is projected to grow by 9.0% in 2018, and that it will grow 4.2% annually, from 2018 to 2028, to EUR 752.6 million (USD 859.0 million), 13.3% of total GDP in 2028.
- **GDP: TOTAL CONTRIBUTION:** Travel and Tourism's total contribution to GDP was EUR 988.2 million (USD 1,114.7 million), up 23.7% of GDP in 2017, and is projected to grow by 8.9% in 2018. and will grow 3.9% annually to EUR 1,582.3 million (USD 1,785.0 million), up 27.9% of GDP in 2018.
- **EMPLOYMENT: DIRECT CONTRIBUTION 2017.** Travel and Tourism directly provided 14,500 jobs (7.6% of total employment). That number is expected to grow 4.5% in 2018 and grow 1.1% annually to 17,000 jobs (8.1% of total employment) in 2028.
- **EMPLOYMENT: TOTAL CONTRIBUTION:** In 2017, the total contribution of Travel and Employment Tourism, including jobs indirectly made possible by that industry, was 19.3% of total employment (36,500 jobs). That number is expected to grow 7.7% in 2018, up to 39,000 jobs and grow 1.3% annually to 45,000 jobs in 2028 (21.5% of the total).
- **FOREIGN TOURIST CONSUMPTION:** Consumption of foreign tourists generated EUR 932.8 million (USD 1,052.2 million), 52.6% of total exports in 2017. That number is projected to grow by 7.9% in 2018, rising 4.5% annually from 2018 - 2028, to EUR 1,566.3 million (\$ 1,766.9 million) in 2028, 44.1% of the total.
- **INVESTMENT:** Investments in Travel and Tourism in 2017 were EUR 369.8 million, 31.5% of total investments (USD 417.2 million). This is set to grow by 6.4% in 2018 and grow by 4.2% annually over the next 10 years to EUR 596.1 million (\$ 672.5 million) in 2018, 41.7% of the total.

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<sup>4</sup>WTTC report on Montenegro 2018

## Ranking Montenegro according to various WTTC criteria <sup>5</sup>

According to the absolute contributions of travel and tourism, Montenegro has the next ranking in 2017.

*Table 1: Various parameters of the impact of tourism on the economy of Montenegro*

CRITERIA	Montenegro	Rank the world
Direct contribution of Travel and Tourism to GDP 2017 (USD billion)	<b>0.5</b>	<b>131</b>
Total contribution of Travel and Tourism to GDP 2017 (USD billion)	<b>1.1</b>	<b>140</b>
Direct contribution to Travel & Tourism 2017 ('000 jobs)	<b>14.4</b>	<b>154</b>
Total contribution of Travel and Tourism Tourism 2017 ('000)	<b>36.4</b>	<b>156</b>
Investments in Travel and Tourism 2017 (billion USD)	<b>0.4</b>	<b>95</b>
Consumption of foreign tourists 2017 (USD billion)	<b>1.1</b>	<b>105</b>

According to the relative contributions of travel and tourism, Montenegro has the next ranking in 2017

*Table 2: Various parameters of tourism impact on Montenegrin economy*

CRITERIA	Montenegro	Rank the world
Direct contribution of Travel and Tourism to GDP 2017 (% share)	11.0	21
Total contribution of Travel and Tourism to GDP 2017 (% share)	23.7	30
Direct contribution of Travel and Tourism Tourism 2017 (% share)	7.6	31
Total contribution of Travel and Tourism Tourism 2017 (% share)	19.3	38
Contribution of Travel and Tourism to Total Capital Investments 2017 (% share)	35.1	3
Foreign tourists' contribution to total exports 2017 (% share)	52.6	22

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<sup>5</sup> WTTC reports

According to real growth, Montenegro has the following ranking in 2018:

*Table 3: Various parameters of tourism impact on Montenegrin economy*

CRITERIA	Crna Gora	Rang svijet
Direct contribution of Travel and Tourism to GDP 2018,% growth	9.0	3
Total contribution of Travel and Tourism to GDP 2018,% growth	8.9	3
Direct contribution Travel and Tourism employment 2018,% growth	4.5	33
Total contribution Travel and Tourism employment 2018,% growth	7.7	2
Investments in Travel and Tourism 2018,% growth	6.3	49
Consumption of foreign tourists 2018,% growth	7.9	20

According to the long-term war, Montenegro has the following ranking for the period 2018-2028

*Table 4: Various parameters of the impact of tourism on the economy of Montenegro*

CRITERIA	Crna Gora	Rang svijet
Direct contribution of Travel and Tourism to GDP 2018 - 2028,% annual growth	4.2	90
Total contribution of Travel and Tourism to GDP 2018 - 2028,% annual growth	3.9	100
Direct contribution of Travel and Tourism Tourism 2018 - 2028,% annual growth	1.1	161
Total contribution of Travel and Tourism Tourism 2018 - 2028,% annual growth	1.3	145
Contribution of Travel and Tourism to total Capital Investments 2018 - 2028,% annual growth	4.2	93
Foreign tourists' contribution to total exports 2018 - 2028,% annual growth	4.5	90

Tourism is estimated to continue to be an important industry by 2028

*Table 5: share of tourism in Montenegrin economy, various data*

MONTENEGRO	2017 mil USD	2017 % total	2018 growth	Mil USD	2028 % total	Growth (%)
Direct Contribution to GDP	518.0	11.0	9.0	849.0	13.3	4.2
Total Contribution to GDP	1,114.7	23.7	8.9	1,785.0	27.9	3.9
Direct contribution to employment	14	7.6	4.5	17	8.1	1.1
Total employment reach8	36	19.300	7.7	45	21.500	1.3
Consumption of Foreign Tourists	1,052.2	52.6	7.9	1,766.9	44.1	4.5
Domestic Consumption	209.1	4.4	2.2	274.8	4.3	2.5
Consumption for pleasure purposes	1,118.5	9.7	6.7	1,824.5	11.8	4.3
Consumption for business purposes	142.9	1.2	9.0	217.2	1.4	3.4
Capital Investments	417.2	35.1	6.3	672.5	41.7	4.2

## Tourism in Montenegro<sup>6</sup>

As mentioned, tourism is one of the most important industries in Montenegro. In the tourism sector, Montenegro recorded a constant increase in the number of tourists, as employment and income in tourism increased.

*Table 6: Guest arrivals 2013 - 2017*

	2013	2014	2015	2016	2017 <sup>1)</sup>
<b>IN TOTAL</b>	<b>1 492 006</b>	<b>1 517 376</b>	<b>1 713 109</b>	<b>1 813 817</b>	<b>2 000 009</b>
Home guests	167 603	167 079	153 185	151 696	122 797
Foreign guests from:	<b>1 324 403</b>	<b>1 350 297</b>	<b>1 559 924</b>	<b>1 662 121</b>	<b>1 877 212</b>
Albania	25 971	30 129	37 547	38 796	56 206
Austria	16 889	13 780	17 189	17 023	18 256
Belgium	8 169	8 853	11 213	11 735	16 189
Bosnia and Herzegovina	91 453	91 711	154 017	178 104	183 690
Bulgaria	7 117	6 050	6 879	9 208	10 370
The Czech Republic	27 286	25 810	19 864	18 138	18 858
Denmark	2 820	4 002	4 136	4 448	6 342
Finland	2 107	3 880	5 098	5 240	9 768
France	36 602	41 813	45 701	49 219	60 865
Greece	4 881	5 834	4 539	6 273	6 547
The Netherlands	5 501	5 440	7 548	11 754	13 856
Croatia	23 358	22 414	24 007	26 114	28 597
Italy	31 066	34 204	38 247	39 626	35 525
Luxembourg	1 335	855	1 156	1 296	1 289
Hungary	17 677	17 444	20 327	19 908	27 184
Macedonia	22 497	16 492	23 154	24 764	25 486
Norway	8 069	8 573	7 986	8 487	10 579
Germany	34 722	33 014	49 284	50 577	57 813
Poland	44 764	50 356	50 535	52 931	56 061
Romania	18 867	16 112	19 244	21 824	22 605
Russia	300 177	318 375	298 385	316 826	350 468
Slovakia	8 113	6 028	5 822	8 016	8 597
Slovenia	16 651	16 794	19 533	18 418	21 571
Serbia	303 135	287 620	372 912	373 325	405 426
Switzerland	8 927	8 749	14 144	13 244	14 749
Sweden	9 566	9 486	13 316	11 288	21 560
Great Britain	23 885	24 313	29 950	37 464	42 360
Other European countries	170 009	181 625	182 293	197 006	211 961
Australia	3 921	4 078	5 287	6 103	7 483
Canada	3 020	3 920	5 507	6 254	7 158
USA	10 414	12 420	16 560	18 874	23 842

<sup>6</sup>Monstat tables

Japan	2 231	3 166	2 495	2 853	2 971
Other non-European countries	33 203	36 957	46 049	56 985	92 980

## Tourist arrivals by type of tourist destination

Table 1: Tourist arrivals by type of tourist destination

	In total	Capital city	Seaside resorts	Mountain resorts	Other tourist places	Other places
<b>IN TOTAL</b>						
<b>2013</b>	<b>1 492 006</b>	<b>65 136</b>	<b>1348 394</b>	<b>51 271</b>	<b>25 669</b>	<b>1 536</b>
<b>2014</b>	<b>1 517 376</b>	<b>70 692</b>	<b>1369 775</b>	<b>45 070</b>	<b>30 480</b>	<b>1 359</b>
<b>2015</b>	<b>1 713 109</b>	<b>84 078</b>	<b>1529 073</b>	<b>63 503</b>	<b>35 043</b>	<b>1 412</b>
<b>2016</b>	<b>1 813 817</b>	<b>97 427</b>	<b>1602 602</b>	<b>71 833</b>	<b>40 162</b>	<b>1 793</b>
<b>2017</b>	<b>2 000 009</b>	<b>146 195</b>	<b>1716 451</b>	<b>84 509</b>	<b>49 810</b>	<b>3 044</b>
<b>DOMESTIC GUESTS</b>						
2013	167 603	6 119	139467	13 873	8 001	143
2014	167 079	6 103	135681	10 661	14 543	91
2015	153 185	9 207	110964	15 002	17 923	89
2016	151 696	10 910	105435	16 201	19 092	58
2017	122 797	14 514	67649	20 282	20 220	132
<b>FOREIGN GUESTS</b>						
2013	1 324 403	59 017	1208 927	37 398	17 668	1 393
2014	1 350 297	64 589	1234 094	34 409	15 937	1 268
2015	1 559 924	74 871	1418 109	48 501	17 120	1 323
2016	1 662 121	86 517	1497 167	55 632	21 070	1 735
2017	1 877 212	131 681	1648 802	64 227	29 590	2 912

### Conclusion:

- Most tourists to Montenegro come to the coastal region.
- Over 85% of the total number of tourists come to the coastal region.
- Most foreign guests (88% of total guests)

## Guest nights by type of tourist destination

*Table 2: Guest nights by type of tourist destination*

	In total	Capital city	Seaside resorts	Mountain resorts	Other tourist places	Other places
	<b>IN TOTAL</b>					
<b>2013</b>	<b>9 411 943</b>	<b>116 532</b>	<b>9128 809</b>	<b>107 548</b>	<b>56 136</b>	<b>2 918</b>
<b>2014</b>	<b>9 553 783</b>	<b>128 115</b>	<b>9258 017</b>	<b>90 341</b>	<b>75 154</b>	<b>2 156</b>
<b>2015</b>	<b>11 054 947</b>	<b>155 410</b>	<b>10687 914</b>	<b>127448</b>	<b>81 982</b>	<b>2 193</b>
<b>2016</b>	<b>11 250 005</b>	<b>177 191</b>	<b>10827 495</b>	<b>143290</b>	<b>98 851</b>	<b>3 178</b>
<b>2017<sup>1)</sup></b>	<b>11 953 316</b>	<b>261 219</b>	<b>11347 174</b>	<b>195388</b>	<b>136 026</b>	<b>13 509</b>
	<b>DOMESTIC GUESTS</b>					
2013	997 728	16 559	917919	35 220	27 870	160
2014	957 127	15 384	872797	24 972	43 870	104
2015	747 576	23 168	634942	35 738	53 617	111
2016	721 530	26 490	604288	36 571	54 087	94
2017 <sup>1)</sup>	483 184	33 049	352344	41 306	56 125	360
	<b>FOREIGN GUESTS</b>					
2013	8 414 215	99 973	8210 890	72 328	28 266	2 758
2014	8 596 656	112 731	8385 220	65 369	31 284	2 052
2015	10 307 371	132 242	10052 972	91710	28 365	2 082
2016	10 528 475	150 701	10223 207	106719	44 764	3 084
2017 <sup>1)</sup>	11 470 132	228 170	10994 830	154082	79 901	13 149

### Conclusions:

- Most nights are in the coastal region
- Over 95% of the total nights are realized in the coastal region
- The highest number of overnight stays of foreign guests (92% of the total number of guests)

## Guest arrivals by types of catering units

Table 3: Guest arrivals by types of catering units

	2013	2014	2015	2016	2017 <sup>1)</sup>
<b>IN TOTAL</b>	<b>DOMESTIC GUESTS</b>				
	<b>167 603</b>	<b>167 079</b>	<b>153 185</b>	<b>151 696</b>	<b>122 797</b>
Hotels	64 933	58 485	71 816	72 637	83 632
Apart hotels	260	344	319	317	503
Pensions	637	342	309	430	250
Motels	281	217	231	193	127
Resorts	2 525	3 450	3 024	3 032	4 137
Taverns	-	1	2	-	24
Health resorts	7 334	7 695	8 319	8 718	8 872
Rest and recreation resorts	5 453	9 675	12 854	14 516	13 595
Campsites	352	85	123	718	266
Households (rooms, apartments, houses)	85 318	85 578	55 414	50 658	10 907
Other	510	1 207	774	477	484
	<b>FOREIGN GUESTS</b>				
<b>IN TOTAL</b>	<b>1 324 403</b>	<b>1 350 297</b>	<b>1 559 924</b>	<b>1 662 121</b>	<b>1 877 212</b>
Hotels	496 455	482 147	533 659	601 396	719 475
Apart hotels	9 337	8 323	4 738	5 617	7 548
Pensions	7 188	5 885	5 324	3 700	4 391
Motels	341	476	328	599	438
Resorts	67 990	59 949	50 707	57 982	62 918
Taverns	86	91	108	8	729
Health resorts	7 702	8 123	7 192	8 975	10 049
Rest and recreation resorts	15 067	8 948	8 061	8 707	12 760
Campsites	5 731	5 478	6 482	8 285	6 746
Households (rooms, apartments, houses)	713 170	755 456	923 845	954 371	1 033 603
Other	1 336	15 421	19 480	12 481	18 555



## Guest nights by country of arrival

*Table 4: Guest nights by country of arrival*

	2013	2014	2015	2016	2017 <sup>1)</sup>
<b>IN TOTAL</b>	<b>9 411 943</b>	<b>9 553 783</b>	<b>11 054 947</b>	<b>11 250 005</b>	<b>11 953 316</b>
Doestic guests:	997 728	957 127	747 576	721 530	483 184
<b>Foreign guests from:</b>	<b>8 414 215</b>	<b>8 596 656</b>	<b>10 307 371</b>	<b>10 528 475</b>	<b>11 470 132</b>
Albania	104 310	111 230	103 644	114 763	214 365
Austria	75 394	55 068	76 815	77 978	82 940
Belgium	39 252	40 552	50 928	52 143	72 271
Bosnia and Herzegovina	631 588	641 472	966 363	1 044 165	1 083 048
Bulgaria	24 090	21 569	21 694	32 805	33 872
The Czech Republic	177 406	163 789	131 518	122 863	121 870
Denmark	12 606	19 736	21 027	20 459	31 343
Finland	7 021	16 529	20 768	23 084	48 791
France	186 653	209 093	233 541	248 466	292 545
Greece	11 062	13 220	8 737	11 480	13 893
Netherlands	27 880	27 148	37 454	58 464	65 463
Croatian	102 040	89 810	100 167	101 578	107 328
Italy	124 663	146 437	167 398	172 724	142 410
Luxembourg	5 688	4 690	7 586	6 713	7 440
Hungary	91 746	89 573	107 990	103 687	137 272
Macedonia	179 527	137 291	160 948	155 205	157 658
Norway	59 172	56 679	62 487	61 556	80 387
Germany	190 827	176 553	293 882	282 371	313 748
Poland	227 413	227 784	261 940	280 308	292 779
Romania	98 391	81 033	94 907	107 169	102 941
Russia	2 367 000	2 581 349	2 745 004	2 874 696	3 059 123
Slovakia	51 709	33 740	34 389	49 180	51 286
Slovenian	63 495	60 126	86 290	75 953	89 550
Serbia	2 115 867	2 061 170	2 865 874	2 753 733	2 942 858
Switzerland	39 722	40 639	70 234	61 046	68 557
Sweden	55 541	50 275	81 293	71 404	130 232
Great Britain	122 334	114 483	158 562	192 808	210 999
Other European countries	1 056 772	1 145 828	1 118 478	1 111 579	1 138 437
Australia	16 761	17 486	19 739	20 189	24 139
Canada	11 251	13 267	24 303	25 608	29 024
USA	34 264	41 986	54 196	61 394	79 065
Japan	3 546	6 486	4 773	4 561	6 122
Other non-European countries	99 224	100 565	114 442	148 343	238 376

### Conclusions:

- Most nights are from Russia, Serbia, Bosnia and Herzegovina
- There is an increase in guests from Western Europe

## Guest nights by types of catering units

Table 5: Guest nights by types of catering units

	2013	2014 <sup>1)</sup>	2015	2016	2017 <sup>1)</sup>
<b>DOMESTIC TOURISTS</b>					
<b>IN TOTAL</b>	<b>997 728</b>	<b>957 127</b>	<b>747 576</b>	<b>721 530</b>	<b>483 184</b>
Hotels	219 611	181 444	210 565	209 630	235 553
Apart hotels	903	1 314	1 088	1 249	1 778
Pensions	3 982	2 393	1 652	2 741	2 238
Motels	479	290	260	227	256
Resorts	11 713	18 335	15 011	16 493	18 927
Taverns	-	3	2	-	56
Health resorts	107 296	110 126	118 213	118 043	120 314
Rest and recreation resorts	36 738	43 480	54 668	53 188	49 025
Campsites	747	250	312	1 837	668
Households (rooms, apartments, houses)	612 689	592 311	343 650	313 720	51 814
Other	3 570	7 181	2 155	4 402	2 555
<b>FOREIGN TOURISTS</b>					
<b>IN TOTAL</b>	<b>8 414 215</b>	<b>8 596 656</b>	<b>10 307 371</b>	<b>10 528 475</b>	<b>11 470 132</b>
Hotels	2 226 395	2 046 691	2 236 723	2 483 589	2 751 779
Apart hotels	58 220	52 240	27 724	30 334	39 765
Pensions	54 933	47 318	43 313	25 056	30 168
Motels	522	796	559	2 083	1 035
Resorts	444 063	331 009	319 129	353 136	380 081
Taverns	454	366	513	45	1 047
Health resorts	91 118	93 358	79 414	84 777	96 900
Rest and recreation resorts	111 563	70 195	66 686	67 795	82 170
Campsites	21 153	20 648	20 653	28 490	23 974
Households (rooms, apartments, houses)	5 403 886	5 875 838	7 463 477	7 414 388	8 011 132
Other	1 908	58 197	49 180	38 782	52 081

## Conclusion:

- There is a noticeable increase in the number of foreign tourists staying in hotels
- The largest increase in overnight stays is in the household category

## Cruising of foreign ships

*Table 6: Cruising of foreign ships*

	2013	2014	2015	2016	2017
Travels	409	350	411	480	430
Passengers on board	314 961	306 397	441 513	532 337	540 445

These data show that the number of passengers on board vessels has increased, mostly due to cruise tourism in Kotor.

## Arrivals of foreign vessels at nautical ports

*Table 7: Arrivals of foreign vessels at nautical ports*

	2013	2014	2015	2016	2017
<b>IN TOTAL</b>	<b>3 786</b>	<b>3 961</b>	<b>4 018</b>	<b>4 384</b>	<b>4 598</b>
<b>According to the flag of the vessel</b>					
Albania	2	-	2	3	4
Austria	135	131	92	103	95
France	96	122	79	141	202
Greece	23	7	4	22	4
Croatia	348	435	344	467	497
Netherlands	66	55	37	40	50
Italy	262	237	239	216	200
Germany	157	160	129	137	167
Scandinavian countries	57	45	42	53	62
Slovenia	41	38	31	26	49
Switzerland	30	45	49	59	55
Great Britain	500	503	675	764	614
USA	607	661	659	723	809
Other countries	1 462	1 522	1 636	1 630	1 790
<b>According to the length of the vessel</b>					
Up to 6 meters	404	449	277	425	502
6 to 8 meters	249	274	198	220	252
8 to 10 meters	319	299	220	276	275
10 to 12 meters	693	552	455	504	614
From 12 to 15 meters	734	751	647	981	984
From 15 to 20 meters	464	561	850	929	848
Over 20 meters	923	1 075	1 371	1 049	1 123
<b>By type of vessel</b>					
Motor yachts	1 993	1 922	2 381	2 142	1 878
Yachts on sails	1 079	1 312	1 198	1 639	1 994
Other	714	727	439	603	726

## Visitors on boats at ports of nautical tourism

*Tabela 8: Visitors on boats at ports of nautical tourism, by country of arrival*

	2013	2014	2015	2016	2017
IN TOTAL	<b>15 778</b>	<b>18 129</b>	<b>20 859</b>	<b>21 554</b>	<b>23 001</b>
By citizenship					
Albania	9	10	26	4	36
Austria	800	805	638	844	516
France	474	530	407	650	645
Greece	117	63	57	125	44
Croatia	516	609	616	593	767
Netherlands	202	189	100	107	143
Italy	1 163	1 085	1 104	1 075	1 252
Germany	586	589	611	640	676
Scandinavian countries	196	233	149	166	297
Slovenia	160	323	177	155	307
Switzerland	181	177	177	292	202
Great Britain	2 112	2 488	2 630	3 882	4 078
USA	329	471	492	867	469
Other countries	8 933	10 557	13 675	12 154	13 569

## Accommodation capacities Montenegro <sup>7</sup>

In Montenegro, there are 370 registered facilities providing accommodation services. The largest part relates to hotels, boutique hotels, small hotels, apart hotels, garni hotels with a total of 310 and make up almost 85% of the total accommodation.

There are nine 5 star hotels which account for only 3.65% of the total number of beds.

138 are 4 star accommodations and have 18,856 beds, which is 41% of the total number of beds.

*Table 9: categories of accommodation in Montenegro, various criteria*

Accommodation categories	Number of objects	Number of accommodation units	Rooms	Apartmans	Campsite	Number of Beds	Regular	Auxiliary
<b>MONTENEGRO</b>	<b>370</b>	<b>19,112</b>	<b>15,829</b>	<b>2,491</b>	<b>792</b>	<b>45,733</b>	<b>43,061</b>	<b>2,903</b>
<b>Hotel</b>	<b>118</b>	<b>11,343</b>	<b>10,168</b>	<b>1,175</b>		<b>26,486</b>	<b>24,689</b>	<b>2,028</b>
Five Star *****	3	571	502	69		1469	1108	361
Four star ****	61	6200	5417	783		14079	12926	1384
Three stars ***	28	1769	1564	205		4120	3991	129
Two stars **	22	2609	2498	111		6263	6111	152
One star *	4	194	187	7		555	553	2
<b>Garni hotel</b>	<b>39</b>	<b>705</b>	<b>484</b>	<b>221</b>		<b>1,709</b>	<b>1,502</b>	<b>207</b>
Four star ****	16	310	152	158		800	666	134
Three stars ***	21	375	318	57		856	790	66
Two stars **	2	20	14	6		53	46	7
<b>Small hotel</b>	<b>134</b>	<b>2,000</b>	<b>1,534</b>	<b>466</b>		<b>4,755</b>	<b>4,339</b>	<b>416</b>
Five Star *****	3	30	20	10		56	48	8
Four star ****	53	819	565	254		1870	1609	261
Three stars ***	56	828	636	192		2030	1903	127
Two stars **	21	318	308	10		789	769	20
One star *	1	5	5			10	10	
<b>Boutique hotel</b>	<b>9</b>	<b>198</b>	<b>120</b>	<b>78</b>		<b>319</b>	<b>288</b>	<b>31</b>
Five Star *****	3	123	65	58		147	139	8
	6	75	55	20		172	149	23
<b>Apart hotel</b>	<b>10</b>	<b>338</b>	<b>149</b>	<b>189</b>		<b>1,020</b>	<b>946</b>	<b>74</b>
Four star ****	5	126	1	125		391	357	34
Three stars ***	3	51	6	45		142	113	29

<sup>7</sup>Monstat

Two stars **	1	19		19		72	72	
One star *	1	142	142			415	404	11
Tourist resort	5	1,742	1,545	197		3,988	3,908	80
Four star ****	1	494	441	53		941	941	
Three stars ***	3	863	724	139		2024	1944	80
One star *	1	385	380	5		1023	1023	
Motel	4	50	49	1		97	97	
Three stars ***	3	33	33			57	57	
Two stars **	1	17	16	1		40	40	
Inn	3	28	20	8		99	99	
Three stars ***	2	20	20			59	59	
Two stars **	1	8		8		40	40	
boarding house	12	250	234	16		574	564	10
Three stars ***	4	103	92	11		190	190	
Two stars **	5	94	89	5		246	236	10
One star *	3	53	53			138	138	
Camp	10	777		20	757	2,273	2,237	36
Four star ****	2	345			345	775	775	
Three stars ***	3	66			66	262	262	
Two stars **	2	220			220	895	880	15
One star *	3	146		20	126	341	320	21
ETNO village	1	48	24	9	15	101	101	
Eco lodge	1	15	15			35	20	15
Resort	12	493	415	58	20	1,815	1,815	
Hostel	11	318	316	2		1,005	999	6
Health resorts	1	807	756	51		1,457	1,457	

## Issues of seasonality in Montenegro

High seasonality, limited tourist offer and low average prices are some of the main characteristics of tourism in Montenegro. Our country is a typical representative of "sun and sea" tourism: concentrated on the coast, guests stay relatively long and come mostly in the summer. In this sense, our tourism is no exception - although the Mediterranean countries have a great deal to offer in terms of historical and cultural heritage, most guests come to enjoy the warm climate and coastal natural attractions.

*Table 10: Seasonality in Montenegro*

Month	Tourist arrivals			Tourist overnights		
	Foreign	Domestic	Total	Foreign	Domestic	Total
	-1	-2	(3)=(1)+(2)	-1	-2	(3)=(1)+(2)
2018	<b>2,076,803</b>	<b>128,053</b>	<b>2,204,856</b>	<b>12,443,810</b>	<b>486,524</b>	<b>12,930,334</b>
January	29,096	7,992	37,088	143,029	22,177	165,206
Febreuar	30,787	5,647	36,434	146,169	18,112	164,281
March	40,185	6,908	47,093	176,189	21,801	197,990
April	83,220	7,961	91,181	329,531	25,233	354,764
May	132,347	12,972	145,319	601,612	45,840	647,452
June	238,211	13,857	252,068	1,372,138	56,625	1,428,763
July	518,979	15,608	534,587	3,481,548	80,476	3,562,024
August	599,289	16,853	616,142	3,947,629	87,007	4,034,636
September	228,267	13,441	241,708	1,376,904	51,121	1,428,025
October	91,784	11,110	102,894	480,799	36,349	517,148
November	46,347	7,592	53,939	209,421	22,691	232,112
December	38,291	8,112	46,403	178,841	19,092	197,933

Seasonality in Montenegro is extremely pronounced: as much as 70% of tourist nights were realized in July, August and September (9,024,685 nights).

The pronounced seasonality of arrivals is a challenge for businesses and companies operating in the tourism sector and limits its positive "spillover" to other sectors. Such developments are particularly disadvantageous to tourism infrastructure, which has high fixed costs such as large hotels, as well as to merchants and manufacturers of goods and services that must respond to strong but short-term demand from tourists.

Seasonality is the most important issue for any tourist destination. A good understanding of seasonality in tourism is essential for the efficient functioning of tourist facilities and infrastructure of a destination.

Adequate coping with seasonality is a complex process, since it requires extremely good coordination of key players in the tourism industry. In order to manage the seasonality, it is necessary to introduce new and differentiated tourism products in the offer, in accordance with the overall positioning of the destination.

In the municipality of Tivat, which, like the whole of Montenegro, is recognized as a destination of "sun and sea", seasonality during the summer is extremely pronounced.

In this connection, it is necessary to define and develop tourism products in a way that will deviate from General interest tourism (GIT) towards special interest tourism (SIT), which represent a desire for new, adventurous and authentic forms tourist experience and amenities.



## General information about Tivat municipality

### Geographical position of Tivat municipality

Tivat is located in the central part of the Bay of Kotor, below the Lovcen branch of Vrmac. Opposite is the bay of Tivat, the largest of the four bays in Boka Kotorska. Tivat Bay captivates every visitor with its unique appearance. Tivat is located at 42°26' north latitude and 18°42' east longitude and is the smallest municipality on the Montenegrin coast, but with great tourist and economic importance for the whole country. There is also Tivat Airport in the municipality, which is the only air connection of this region with other destinations.

### Population in Tivat

In Montenegro, from 01 to 15 April 2011, a census of population, households and apartments was conducted. According to the aforementioned data, Tivat has a population of 14,031, of which 7,128 are women (50.8%) and men are 6,903 (49.2%). The average age is 38 years. 73% of the population live in urban areas and 27% in rural areas. The number of households is 4,862, while the number of apartments is double that of 9,675. The population movement since 2000 when Tivat had 12,812, 2005 - 13,404, 2010 - 14,032 and in 2018 when it had - 14,923 inhabitants according to Monstat data, shows a steady increase, as well as a higher percentage of population growth than on the state level as can be seen from the table.

Population growth is due to the positive natural increase, but also due to the positive migration movements of the population within Montenegro.

*Table 11: Population trends in Tivat municipality (2000 - 2018)*

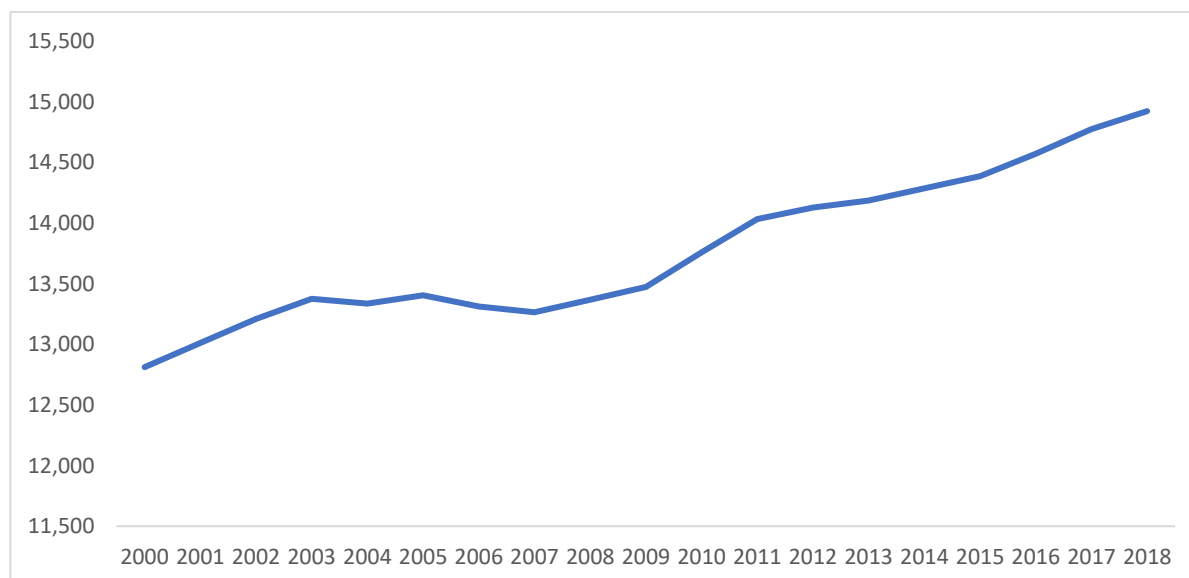


Table 12: Vital statistics indicators, 2017

	Natural growth rate	Birth rate	Mortality rate
Montenegro	1,4	11,9	10,5
Tivat	6,7	17,2	10,5

## Population by settlements <sup>9</sup>

Table 13: Population by settlements

Municipality	Settlement	1991	2003	index 2003/91	2011	Index 2011/03	Index 2011/91
<b>TIVAT</b>	Donja Lastva city	624	733	117,5	9367	103,5	121,6
	Tivat city	8079	9467	117,2	751	99,2	116,2
	Urban settlements	8703	10200	117,2	10118	99,5	116,6
	Coastal settlements	2381	3371	141,6	3854	114,3	161,9
	Rural settlements in the hinterland	102	54	52,9	59	109,2	57,8
	Rural and coastal settlements in total	2483	3430	138,1	3913	115,5	159,6
	MUNICIPALITY OF TIVAT	<b>11186</b>	<b>13630</b>	<b>121,8</b>	<b>14031</b>	<b>103,5</b>	<b>126,5</b>

In Tivat municipality there were 72.1% in urban settlements, 27.5 in coastal settlements and 0.4% in rural settlements. In the municipality of Tivat, the majority of the population is concentrated in the city center and the coast, so the spatial distribution of the population is unfavorable, as there is a great pressure on the narrow coastal zone, while the spaces in the hinterland are empty.

The main demographic problems of Tivat municipality are:

- Extensive pressure from immigrants, especially on urban and coastal settlements and the immediate hinterland, which has led to the formation of agglomerations and caused overpopulation, which is very pronounced in the coastal area.
- Despite significant influx of population through immigration, there are very low or even negative rates of natural population growth in rural settlements in the wider hinterland, which has a negative impact on the reconstruction of the working population of the population, resulting in labor shortages in these settlements;
- Rural settlements without inhabitants, as is the case with ambient entities that follow the decades-long trend of population displacement.

<sup>8</sup>Monstat

<sup>9</sup>Source: Special Purpose Spatial Plan Proposal for the Coastal Area (April 2018)

## Climate and hydrography <sup>10</sup>

Tivat has a typical Mediterranean climate, with mild but rainy winters and clear and warm summers. Tivat can be said to have a characteristic climate, which causes relief inhomogeneity, and local climate differences are felt in such a small area. The average annual temperature is 15 ° C. This is the sunniest town in Boka Kotorska with 2446.2 sunny hours during the year. The most common winds are bora (northeast wind) in winter, and maestral (northwest wind) in summer. The south, warm wind that brings plenty of rain, is common in the fall and winter.

Rainfall in Tivat is exclusively in the form of rain, while other forms of precipitation are very rare here. The average annual rainfall is 1,755 mm. Rainfall is most characteristic of the cold season. Such climatic conditions enabled Tivat to be suitable for both summer and winter tourism.

On the Tivat Riviera the sea is clear and the air is refreshingly mild. Thanks to favorable climatic conditions and good geographical position, Tivat is rich in horticultural potential. In addition to a variety of native Mediterranean herbs, there are also many exotic herbs brought by sailors from all over the world. Various species, such as magnolia, mimosa, camellia, oleander, agave, bougainvillea, eucalyptus, Chilean dishes and others, have acclimatized here, due to the favorable climate.

## Infrastructure

Tivat has a relatively good road and communal infrastructure that was adequate for the needs of the municipality before the tourism boom. Currently, the overall and especially not communal infrastructure does not meet the needs of a municipality that wants to position itself as a year-round destination.

The strategic plan for the development of Tivat municipality emphasizes the communal equipment of the municipality as a priority need, while defining the construction of the Tivat - Budva Boulevard together with the state level institutions, which would relieve the unbearable crowds that occur during the peak season.

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<sup>10</sup>[www.opstinativat.com](http://www.opstinativat.com), Tivat Municipality, basic data

## Traffic connection <sup>11</sup>

Tivat is well-connected with its closer and wider environment and with European countries by air, road and sea. More precisely, Tivat has the prerequisites for good connectivity because it has an airport, a thoroughfare passes through it and is a seaside town, so physical assumptions exist.

However, the quality and extent of these connections is not satisfactory today - maritime traffic was restored only this year (2019), the road is not of high quality because the highway flow is insufficient for the present day, air traffic is limited to the time of day because the airport equipment needed for night traffic is not never completed. The adverse impact of traffic on the environment is proportional to the development of a particular branch and the frequency of means of transport.

### Tivat Airport

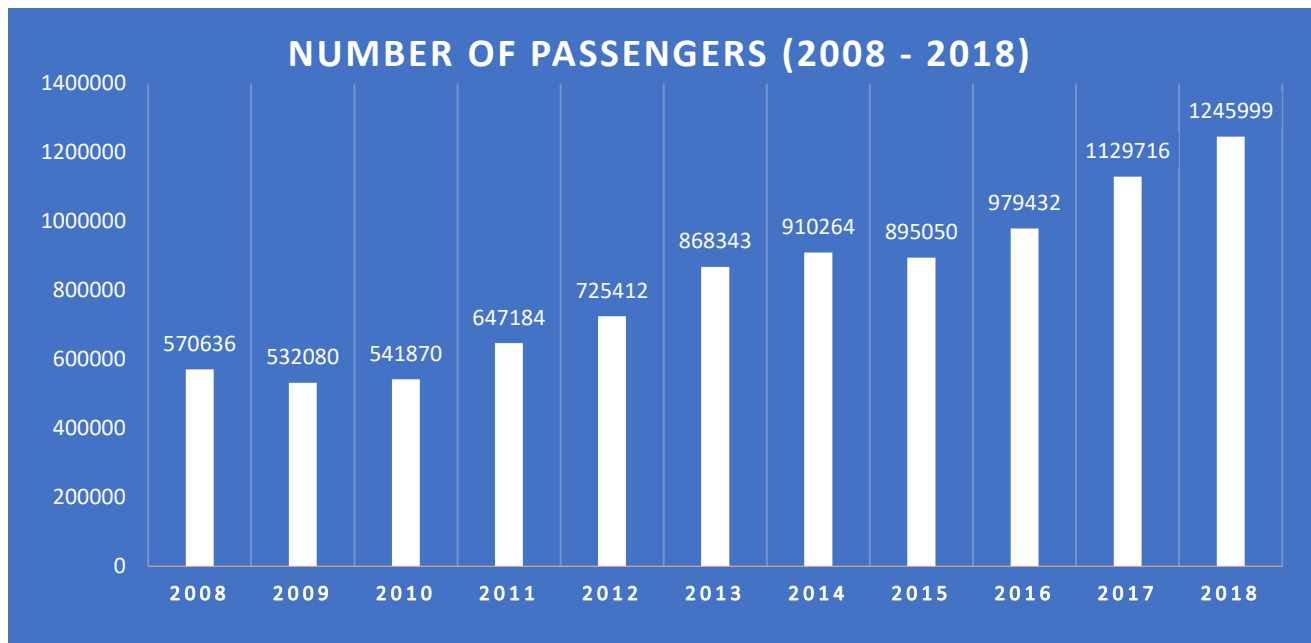
According to ACG, Tivat Airport serves a record number of passengers, which can be seen in the following table.

*Table 14: Number of passengers per year and months at Tivat Airport*

Tivat													
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
<b>2008</b>	16.742	14.418	17.44	36.871	45.354	77.998	107.388	119.108	80.477	25.566	15.235	14.039	570.636
<b>2009</b>	14.185	11.654	14.694	19.976	34.013	77.157	112.081	132.343	73.136	21.908	10.383	10.55	532.08
<b>2010</b>	11.842	8.897	11.23	17.137	36.572	80.856	126.583	125.857	79.776	22.23	11.257	9.633	541.87
<b>2011</b>	11.388	9.832	13.034	23.645	42.628	94.374	147.63	151.349	98.882	27.574	13.89	12.958	647.184
<b>2012</b>	14.641	13.092	15.857	26.114	46.111	116.91	155.867	158.362	114.973	32.933	16.794	13.758	725.412
<b>2013</b>	14.945	11.916	16.271	25.718	51.246	143.745	190.017	203.498	139.429	36.429	18.747	16.382	868.343
<b>2014</b>	18.293	13.673	20.803	33.509	56.072	150.973	204.187	211.204	126.449	38.621	19.595	16.885	910.264
<b>2015</b>	20.483	14.148	19.016	31.634	56.76	131.87	199.919	213.853	131.517	39.944	19.192	16.714	895.05
<b>2016</b>	18.438	14.436	19.285	35.667	56.557	147.126	219.423	223.733	164.496	46.042	17.739	16.49	979.432
<b>2017</b>	14.687	14.299	20.208	42.333	75.922	189.453	249.199	247.927	181.197	54.858	20.882	18.751	1.129.716
<b>2018</b>	19.845	16.534	23.07	48.135	90.084	202.136	257.053	270.488	208.033	62.938	25.533	22.15	1.245.999
% of total number of passengers	2%	1%	2%	4%	7%	16%	21%	22%	17%	5%	2%	2%	
Type of season	Low	Low	Low	Shoulder	Shoulder	Peak	Peak	Peak	Peak	Shoulder	Low	Low	

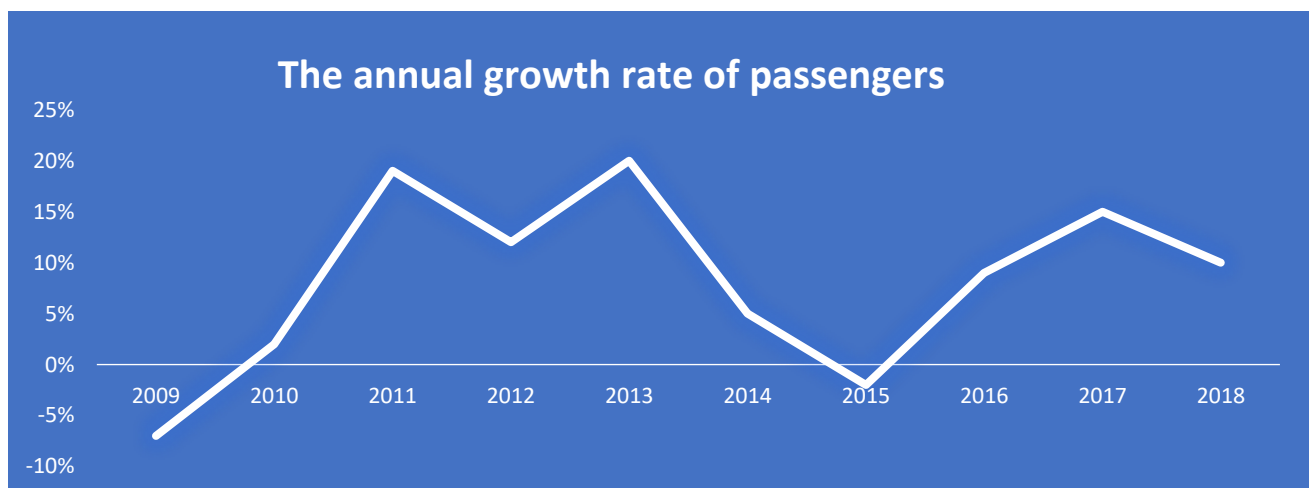
<sup>11</sup> Local Environmental Protection Plan, Tivat Municipality, 2011

## Total number of passengers at Tivat Airport



Strong passenger growth is evident. This graph shows that the number of passengers at Tivat airport has more than doubled since 2008. This is due to the fact that Montenegro has become a popular tourist destination, with tax and other types of incentives that have supported foreign direct investment, mainly in the construction and tourism industries.

## Percentage annual passenger growth



The annual growth rate of passengers shows an adequate increase in the number of passengers at Tivat Airport.

According to the latest information, the tender for the preparation of Tivat Airport for the night landing has been completed and the project is expected to be completed in 12-24 months.

Night flights are especially important for the major broadcast markets and mean new infrastructure projects that will generate new revenue for both the Airports and the tourism industry. In addition, new, quality jobs will be created in Tivat.

## Tourist arrivals and overnights, Montenegro and Tivat, total 2018 <sup>12</sup>

Table 15: Tourist arrivals and overnights, Montenegro and Tivat, total 2018

	Foreign	Domestic	Total	Structure	Foreign overnights	Domestic overnights	Total	Structure
	-1	-2	(3)=(1)+(2)	(3) u %	-1	-2	(3)=(1)+(2)	(3) u %
<b>In total</b>	<b>2,076,803</b>	<b>128,053</b>	<b>2,204,856</b>	<b>100.0</b>	<b>12,443,810</b>	<b>486,524</b>	<b>12,930,334</b>	<b>100.0</b>
Tivat	117,091	6,198	123,289	5.6	909,435	17,139	926,574	7.2
% Tivat	5.64%	4.84%	5.59%	5.60%	7.31%	3.52%	7.17%	7.20%

About 5% of tourists who come to Montenegro stay in Tivat and spend over 7% of all tourist nights in Montenegro.

### Accommodation in Tivat - December 2018

<b>COLLECTIVE ACCOMMODATION - HOTELS</b>					
TYPE OF ACCOMMODATION UNIT	*****	****	***	**	IN TOTAL
HOTELS	4	8	5	2	19
Number of beds	380	599	178	421	1 578

<b>OTHER COLLECTIVE ACCOMMODATION</b>			
TYPE OF ACCOMMODATION UNIT	Star rating	Number of objects	Number of beds
Camp	*	1	40
Mobile home camping site	/	2	30
Resort	/	1	50
Hostel	/	1	22
TOTAL BEDS			142

<sup>12</sup>Monstat

PRIVATE ACCOMMODATION (Provision of household accommodation services - up to 20 beds)						
TYPE OF ACCOMMODATION UNIT	*****	****	***	**	*	IN TOTAL
ROOMS	/	42	178	262	114	596
No. of beds	/	86	419	614	265	1384
APARTMENTS	4	278	286	197	26	791
No. of beds	12	806	797	526	72	2213
RENTAL HOUSE.	1	9	5	/	1	16
No. of beds	10	75	36	/	10	131
APARTMENTS	No. of apartments - 83					288
TOTAL BEARINGS						4016

<b>PRIVATE ACCOMMODATION - apartment blocks (over 20 beds)</b>					
TYPE OF ACCOMMODATION UNIT	*****	***	**	*	IN TOTAL
APARTMENTS	141	37	/	5	<b>183</b>
No. of beds	391	86	/	10	<b>487</b>

## Economy of Tivat Municipality

The municipality of Tivat is one of the developed municipalities in Montenegro, which has a constant increase in population and has the highest average salaries (net EUR 613) and the unemployment rate which is among the lowest in Montenegro.

### Tivat municipality budget

The budget of the Tivat municipality is increasing year by year; 10 years ago it amounted to 8.8 million euros, while in 2018 it amounted to 20.2 million euros. A large part of the budget was related to capital expenditures.

*Table 16: Tivat Municipality Budget and Capital Expenditure, 2008 - 2018*

	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Total receipts	9,569,556	8,794,187	11,256,312	10,872,867	10,763,138	11,788,877	14,291,462	16,353,489	17,207,816	18,742,000	20,119,000
Capital expenditure	4,782,271	2,357,761	3,460,112	2,967,600	2,787,155	2,762,823	5,200,585	3,325,144	3,851,259	10,721,803	11,641,000
CAPEX%	50%	27%	31%	27%	26%	23%	36%	20%	22%	57%	58%

## Economy of Tivat Municipality <sup>13</sup>

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The economy of Tivat municipality is based on the micro, small and medium-sized enterprises sector, with micro and small enterprises accounting for 99.25% of the total economic entities.

The movement of the number of active economic entities by size class indicates an increase in the number of entities based on the increase in the number of small enterprises, while in the same period the number of medium-sized enterprises decreased.

*Table 17: Number of active business entities by size class in the period 2012-2016. year*

	2012	2013	2014	2015	2016
<b>Small</b>	707	910	939	943	1161
<b>Median</b>	8	7	6	7	5
<b>In total</b>	<b>715</b>	<b>917</b>	<b>945</b>	<b>950</b>	<b>1166</b>

Growth in the number of companies in the period 2012-2016. was recorded in almost all sectors of activity. The increase in participation in individual sectors of activity is the result of a larger increase in the number of economic entities than in other sectors.

<sup>13</sup>Strategic Development Plan of Tivat Municipality 2019 - 2022



## Financial performance of the 500 and 10 largest companies in Tivat <sup>14</sup>

One of the main indicators of a municipality's economy is the performance of the 10 and 500 largest companies.

*Table 18: Business recapitulation of companies in Tivat municipality for 2018*

500 largest companies	2018 years
Revenues	€ 296,022,886
Number of employees	3515
Profit	-9.163.002 euros
Top 10 companies	
Income of the 10 largest	138,931,560 euros (47% of total revenues of the 500 largest companies)
Number of employees 10 largest	619 employees (18% of the total number of employees of the 500 largest companies)
Profit 10 biggest	-7,857,112 euros (86% of the total loss of the 500 largest companies)

The attached table shows that the 500 largest companies by income recorded a total operating loss of 9,163,002 euros, of which the 10 largest companies recorded a negative result in the amount of 7,857,112 euros.

## Rural tourism in Tivat municipality

In 2014, the Municipality of Tivat adopted the Strategy for the Development of Rural Tourism until 2020, which sublimates the activities related to the development of rural tourism in the Municipality of Tivat.

The Strategy highlights the following areas:

- connection between rural development and agriculture
- fruit production
- olives
- vegetable production
- beekeeping
- cattle breeding
- Organic and other production

An action plan for improving the situation was specified for each area. Every year, the municipality of Tivat invites public calls for:

- co-financing of projects in the field of agriculture and tourism, for landscaping, gardens, meadows or lookouts within the household that is in the function of providing tourist and / or catering services in the rural area of Tivat municipality.

<sup>14</sup>Izvor: finansijski izvještaji kompanija, Poreska uprava, BI info portal

- To co-finance projects in the field of agriculture and tourism and to equip a catering, tourist or accommodation facility in the function of providing tourist and / or catering services in the rural area of Tivat municipality.
- Support for the development of fruit and wine production.
- Support for the development of olive growing.
- Support for the development of vegetable and flower production.
- Support for the development of beekeeping
- Call for applications for livestock premiums.
- Support for the development of organic agriculture.
- Support for fisheries and mariculture development
- Support for sustainable management of green waste from agricultural production.

## Beaches and bathing areas in the municipality of Tivat

According to data from the Public Marine Management Company <sup>15</sup>, in the municipality of Tivat there are beaches in the following locations:

### LOCATION LEPETANE

beach number	category / type beaches	cadastral parcel	the length of the beach	the surface of the beach area	max. surfaces of objects
2A	public-free beach mobile	494 CM Lepetane	71m	250m <sup>2</sup>	

### LOCATION OPATOVO

beach number	category / type beaches	cadastral parcel	the length of the beach	the surface of the beach area	max. surfaces of objects
3A	public-family	500 CM Lepetane	60m	330m <sup>2</sup>	
3B	public-family	510 CM Lepetane	100m	580m <sup>2</sup>	beach bar of 6m <sup>2</sup> without terrace
3C	public-family	510 CM Lepetane	100m	570m <sup>2</sup>	beach bar of 6m <sup>2</sup> without terrace
3D	public-family		30m	200m <sup>2</sup>	

<sup>15</sup>Atlas of Montenegrin beaches and beaches, April 2019

**LOCATION DONJA LASTVA**

beach number	category / type	cadastral parcel	the length of the beach	the surface of the beach area	max. surfaces of objects
4C	public-family	736/1 CM Donja Lastva	137m	650m <sup>2</sup>	beach bar of 6m <sup>2</sup> without terrace
4A1	public-family	728/1 CM Donja Lastva	67m	560m <sup>2</sup>	ice cream freezer (1)
4A2	public-family	728/1 CM Donja Lastva	80m	720m <sup>2</sup>	ice cream freezer (1)
4B	public-family	728/1 i 730 CM Donja Lastva	115m	1100m <sup>2</sup>	beach bar of 30m <sup>2</sup> and terrace 55m <sup>2</sup>

**LOCATION SELJANOVO**

beach number	category / type of beaches	cadastral parcel	the length of the beach	the surface of the beach area	max. surfaces of objects
5A	public-free beachmobile	171 CM Tivat	105m	1000m <sup>2</sup>	
5B	public-family	171 CM Tivat	105m	630m <sup>2</sup>	
5C	public-family	171 CM Tivat	70m	350m <sup>2</sup>	ice cream freezer (1)

**LOCATION TIVAT**

beach number	category / type of beaches	cadastral parcel	the length of the beach	the surface of the beach area	max. surfaces of objects
6A	public-family	4889 CM Tivat	25m	104m <sup>2</sup>	
6B	public-free beachmobile	4889 CM Tivat	57m	246m <sup>2</sup>	
6C	hotel	4889 CM Tivat	30m	450m <sup>2</sup>	
	public-free	4889	40m	700m <sup>2</sup>	

	beachmobile	CM Tivat			
6D	hotel	4889 CM Tivat	60m kupalište 26m održavanje	1500m <sup>2</sup>	

**LOCATION BELANE – ZUPA**

beach number	category / type beaches	cadastral parcel	the length of the beach	the surface of the beach area	max. surfaces of objects
7A	public-family  (investment)	4889  CM Tivat	95m	1032m <sup>2</sup>	beach bar of 18m <sup>2</sup> and terrace 50m <sup>2</sup>
The bathing area is realized in accordance with the planning documentation, DSL Sector 22 - I phase.					
7B	public-family	4889 CM Tivat	100m	600m <sup>2</sup>	
7C	public-family	4236 i 4889 CM Tivat	85m	570m <sup>2</sup>	beach bar of 6m <sup>2</sup> without terrace

**LOCATION MRCEVAC - KUKOLJINA**

beach number	category / type beaches	cadastral parcel	the length of the beach	the surface of the beach area	max. surfaces of objects
8A	public-family	1974 CM Mrčevac	60m	960m <sup>2</sup>	beach bar of 18m <sup>2</sup> and terrace 45m <sup>2</sup>
8A1	public- dog free	2161/1 CM Mrčevac	30m	270m <sup>2</sup>	

**LOCATION KALARDOVO – BRDISTA – ISLAND OF ST. MARKO**

beach number	category / type beaches	cadastral parcel	the length of the beach	the surface of the beach area	max. surfaces of objects
9A	public-family (investment)	610 i 626/1 CM DJurasevići	210m	2047,28m <sup>2</sup>	
The bathing area is realized in accordance with the planning documentation, DSL sector 25 - II phase.					
9B	Public-excursion	4 CM Bogesici	75m	150m <sup>2</sup>	beach bar of 6m <sup>2</sup> without terrace
9C	special purpose (nudist)	4 CM Bogesici	86m	180m <sup>2</sup>	beach bar of 6m <sup>2</sup>

					without terrace
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**LOCATION SOLILA - THE COAST OF DJURASEVIC**

beach number	category / type beaches	cadastral parcel	the length of the beach	the surface of the beach area	max. surfaces of objects
10A	public-party	1596/1 CM Đurasevici	95m	1640m <sup>2</sup>	
10B	public-family	824 CM Bogisici	15m	400m <sup>2</sup>	
10C	public-family	823 CM Bogisici	15m	250m <sup>2</sup>	
10D	public-family		10m	70m <sup>2</sup>	

**LOCATION KRASICI – PETROVICI**

beach number	category / type beaches	cadastral parcel	the length of the beach	the surface of the beach area	max. surfaces of objects
11A	public-family	173/7 CM Krasici	13m	65m <sup>2</sup>	
11B	public-family	1295 CM Krasici	14m	125m <sup>2</sup>	



11C	public-family	1293 CM Krasici	26m	230m <sup>2</sup>	beach bar of 12m <sup>2</sup> and terrace 10m <sup>2</sup>
11D	public-free beachmobile	1292 i 6/1 CM Krasici	32m	380m <sup>2</sup>	
11E	public-family	3/1 CM Krasici	90m	220m <sup>2</sup>	beach bar of 10m <sup>2</sup> and terrace 10m <sup>2</sup>

## PRŽNO LOCATION

*In accordance with the Decision of the Agency for the Protection of Nature and the Environment (No: UPI-101 / 2-021555 / 3 of September 28, 2018), the conditions and guidelines for nature protection were determined, namely: Pržno Beach In 1968 put under protection as a reserve of natural area (in accordance with the Law on Nature Protection (Official Gazette of Montenegro 54/16) the category was changed and registered as a natural monument), and in this area it is not necessary to foresee objects that damage, change the properties and / or have a negative impact on their natural values, protection status and integrity. For each individual envisaged facility, which is spatially located in the protected area, it is necessary to obtain a permit from the Agency for the Protection of the Environment and the Environment to perform activities, activities and activities, in accordance with Article no. 40 of the Law on Nature Protection (Official Gazette of Montenegro 54/16).*

beach number	category / type	cadastral parcel	the length of the beach	the surface of the beach area	max. surfaces of objects
12A1	public-family	587 CM Milovici	250m	5500m <sup>2</sup>	
	<i>In accordance with Article no. 40 of the Law on Nature Protection (Official Gazette of Montenegro 54/16) is required from Obtain a permit from the Environmental and Environmental Protection Agency to perform activities, activities and activities in the protected area.</i>				
	public-family	587	100m	2200m <sup>2</sup>	

		CM Milovici			
12A2	In accordance with Article no. 40 of the Law on Nature Protection (Official Gazette of Montenegro 54/16) is required from Obtain a permit from the Environmental and Environmental Protection Agency to perform activities, activities and activities in the protected area.				

## LOCATION VELJA SPILA – OBLATNO - LUSTICA

beach number	category / type beaches	cadastral parcel	the length of beach	the surface of the beach area	max. surfaces of objects
13D	public-family	1117 CM Radovici	100m	1420m <sup>2</sup>	beach bar of 18m <sup>2</sup> and terrace 70m <sup>2</sup>
13A	public-party	1117 CM Radovići	80m+10m	820m <sup>2</sup>	
13B	public-family	1117 CM Radovići	330m	7401m <sup>2</sup>	
13C	hotel	461 CM Nukovići	370m	8740m <sup>2</sup>	

## Cultural and historical heritage

The municipality of Tivat, as part of the largest fjord in the Mediterranean, is extremely rich in cultural heritage.

Part of the cultural heritage has already been put into the function of the tourism economy. There is great potential for the development of additional tourism products in the field of cultural heritage that can contribute to raising the quality and differentiation of the tourist offer in Tivat.

However, the condition of the objects on the list of cultural and historical heritage is not satisfactory. It will take a lot of material resources to restore and restore these objects, so that they can truly reflect the glorious past of Tivat.

According to the Strategy for the Development of Cultural Tourism, the list of cultural assets is as follows: ()

- Our Lady of the Angels Church
- Complex Buća - Luković
- Church of Sv. Antun
- Peninsula Cover with the remains of the monastery of Sv. Mikhail
- Church of Sv. Pentecost
- Palaces of Verona - Byzantium
- Church of Sv. Ladies
- Church of Sv. Luke
- Church of Sv. Petra
- Church of Sv. vision
- Church of Sv. Srdja, Nikola and Dimitrija

Memorial buildings:

- Memorial to Marko Lukšić, Lepetani
- A monument to the Tivcan killed in the NOB
- A memorial commemoration of the campaign was led by the II Dalmatian Brigade during 1944. year, Lepetani
- Memorial in memory of the soldiers killed in the destruction of the German garrison in 1943, Lepetani
- Memorial to Mark Lukšić And Comrades And Memorial, Chains, Lepetans
- Memorial of the death of the international hero Nicus Anđus and friends, Mrčevac
- Memorial to the fallen members of the Sreski District Committee KPJZBoku, Gradiošnica
- Memorial memorial service for the victims of anti-Italian fascist insurgencies, Podgorac, Krtole

- Memorial to the hanged people on the side of the occupiers, Radovići, Krtole
- Monument to the patriots from Grbalj, Pržno Beach, Krtole
- Monument to patriots hanged in 1944 by occupiers
- Monument dedicated to the Palimborians of the NOB and the victims of the fascist terror
- Bust monument for officers of the former Yugoslav Army, Gradskipark

Well-documented goodwill have the culture of value:

- Ambient unit of Bjelila
- Ambient unit of Bogisici
- Ambient unit of DonjaLastva
- Ambient unit of Djurasevic and Meštrovic
- Ambient unit of ĐurđevoBrdo
- Ambient unit of Gornja Lastva
- Ambient unit of Gornji Krasici
- Ambient unit of Kostici
- Ambient unit Lepetane
- Ambient unit Milovici
- Ambinet unit Petkovici
- Ambient unit Radovici
- Ancient Villa in Bozinovići, Bogdasici,
- Former Maritime Arsenal or MTRZ „Sava Kovacevic“
- Church of the Martyrs of Krasici
- Church of St. Agatena, Mrcevc
- Church of St. Anton, Tripovici
- St. Anthony's Church, Lepetani,
- Church of St. Annunziata, Seljanovo
- Church of St. Archangel Michael, Djurasevic
- Church of St. Georgie
- Church of Our Lady of the Isles
- Church of St. John, Bogisici

- Church of Sv. Ivan, Tivat
- Church of St. John, Djurasevic
- Church of St. John, Durasevici
- Church of St. Kuzman and Damian
- Church of St. Mary, Gornja Lastva
- Church of St. Mary Ane, Lepetani
- Church of St. Nicholas, Gornji Krasici
- Holy Rock Church, DonjaLastva
- Church of St. Sava, Tivat
- Church of the Holy Savior, Radovici, Krtoli
- Church of St. Simon
- Church of St. Srdja
- Church of St. Vitus
- Fortification Donja Lastva
- Fortification Podkuk
- Fortification of Ruljina
- Fortification of Mazina
- The crowd on the slope of Djurdjev Hill, Nikolici
- The Kalca crowd
- Hrasna crowd
- Our Lady of Grace,
- Border and crowd of Bijeli,
- Kamelija Hotel in Donja Lastva
- Hotel Mimoza
- Chapel of St. Michael,
- Drago Complex with Anuncijata Church, Seljanovo
- Drago House, Donja Lastva
- Jakonja House with St. James Chapel
- Captain Nikolic's house, Donja Lastva

- House on the ruins of Saint Savior Gregory
- Fazo Family House
- Radali House, Seljanovo
- House with Buca tower
- House Vizin, Seljanovo
- Vrakjen House
- Tower on Danculovina
- The location of the Barrel cistern
- Bobovište locality
- Mrceljevina locality
- Location of Cape Seljanovo, ambient unit
- A row of old-school houses and Gasparin houses
- Near Holy Rock Church
- The remains of St. Nicholas Church and the cemetery in Čelo in Gornja Lastva
- St. Mark's Island, Tubers
- Zmajevici Palace, Jakonja, Donja Lastva
- Solila Reserve
- Solana Solila
- Villa "Marija"
- Villa Grabic, Seljanovo
- Art and ethnographic collection of the Tivat Center for Culture

## Tourists' Attitudes and Consumption - Summary for Tivat Municipality

16

According to data from the Guest Survey, published in 2017 by the National Tourism Organization, the attitudes and spending of tourists in Tivat are as follows:

- In Tivat, the most represented are tourists from Russia and Serbia, and are dominated by tourists from 30 to 49 years of age (52.8%), as well as tourists up to 29 years of age (41.4%).
- Tourists mostly travel with a partner (43.5%), and one in three with family.
- Passive rest and relaxation (75.5%) and fun (68.4%) are the main motives for coming to Tivat.
- The highest number of tourists was in Tivat 2 times (27.8%), while the number of new tourists was 26.1%.
- Most of the information sources used the Internet (54.3%), followed by the recommendation of relatives and friends (32.8%) and previous experiences (27.6%). Every fourth guest did not need additional information about the destination.
- By air, 46.7% of tourists came to Tivat by air, 41.1% by car and 9.1% by bus.
- The most numerous are those who stay from 8 to 10 nights (36.8%) and from 4 to 7 nights (35.2%).
- Activities include swimming / swimming (93.9%), going to restaurants (91.5%) and shopping (84.6%).
- Most tourists from Tivat visited Budva (45.7%), Kotor - St. Tryphon's Cathedral (45.4%) and Herceg Novi (25.3%).
- The guests rated the hospitality of the local population (86.9%), personal safety (85%), the beauty of nature and surroundings (84.3%) and the comfort of accommodation (81.1%).
- Total average spending per person per trip was € 600.91, while daily spending was € 75.11.
- 11.3% of tourists have monthly income of up to 500 EUR. Most of the tourists are with income from 501 to 1000 EUR (29.6%) and from 1001 to 1500 EUR (24.5%). Furthermore, 8.6% of tourists are with household income from EUR 1501 to 2000, 12.1% with household income from 2001 to EUR 2500. Then, 6.0% from 2501 to 3000 EUR and 2.1% with monthly household income of 3501 EUR and more
- The largest percentage of tourists booked accommodation in the municipality of Tivat directly with accommodation (83.7%).
- 43.3% of tourists booked accommodation less than a week before arrival. From one to 4 weeks before arrival, 44.0% of tourists have booked accommodation. 9.2% of them booked accommodation from 5 to 8 weeks before arrival, 1.9% from 9 to 12 weeks, and 1.5% more than 12 weeks.

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<sup>16</sup>Guest survey, NTO 2017. godine

## Digital Channel Analysis (Facebook and Instagram) LTO Tivat

For TDS purposes, we have prepared an analysis of the Facebook and Instagram accounts of LTO Tivat in the month of September 2019 through the Socialbakers analytics platform.

The main conclusions are:

- Too few escorts on both platforms
- Insufficient content generation and placement through IG and FB
- There is no “boosting” of posts on both platforms
- Just 12 Instagram posts
- Interactions are likes (98% and 92% respectively on IG and FB), which means that there is no active interaction
- As many as 86% of posts on the FB page are shared links

In addition, by analyzing a hashtag that has the word Tivat, we got the following information: The hashtag #tivat has 213,000 posts, #tivatmontenegro 15,400 posts, #tivating 1000 posts, #tivatbay 5,000 posts

On the other hand, the hashtag #portomontenegro has 105,000 posts. In addition, the Portomontenegro IG account has 54,200 followers, which is 14 times more than the LTO Tivat account.

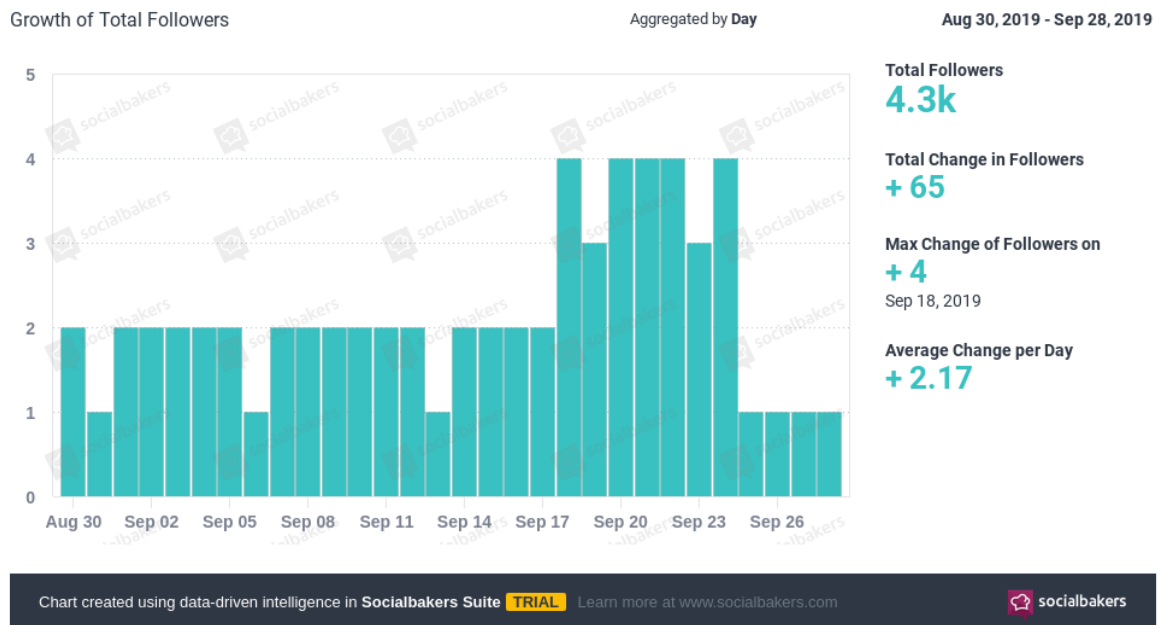
The Porto MOnenegro FB account has 82,000 followers, while the LTO FB account has only 7,774 followers.

It is clear that the Porto Montenegro microlocation has a more significant presence on IG and FB, indicating that the LTO must allocate additional resources for presence on these networks.



## Instagram account

### Number of Followers



### Number of Profile Posts

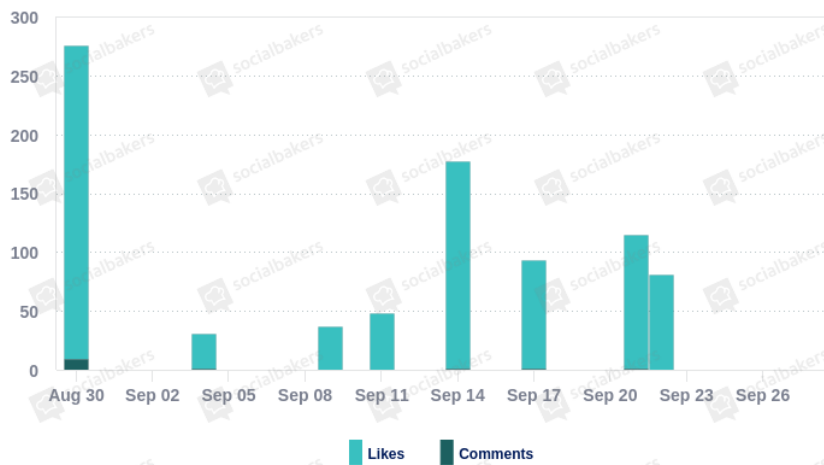


## Evolution of Interaction

Evolution of Interactions

Aggregated by Day

Aug 30, 2019 - Sep 28, 2019



Max Interactions on

**275**

Aug 30, 2019

Average Interactions per Day

**28.57**

Chart created using data-driven intelligence in Socialbakers Suite TRIAL. Learn more at [www.socialbakers.com](http://www.socialbakers.com)

socialbakers

## Post types

Distribution of Profile Post Types

Aug 30, 2019 - Sep 28, 2019



	Count	Share
Carousels	6	50.00 %
Videos	4	33.33 %
Photos	2	16.67 %

Chart created using data-driven intelligence in Socialbakers Suite TRIAL. Learn more at [www.socialbakers.com](http://www.socialbakers.com)

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## Distribution of Interactions

Aug 30, 2019 - Sep 28, 2019



	Count	Share
👍 Likes	844	98.48 %
💬 Comments	13	1.52 %

Chart created using data-driven intelligence in Socialbakers Suite TRIAL. Learn more at [www.socialbakers.com](http://www.socialbakers.com)

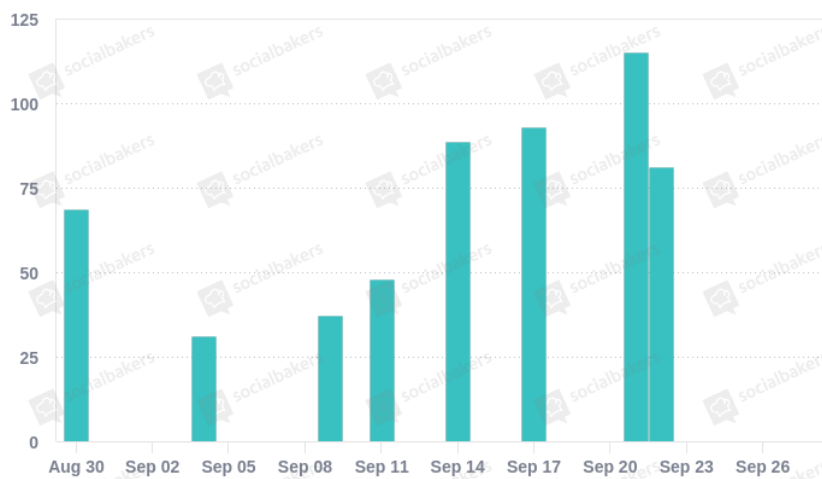


## Number of Interactions per Post

### Average Interactions per Post

Aggregated by Day

Aug 30, 2019 - Sep 28, 2019



Max Interactions per Post on

**115**

Sep 21, 2019

Min Interactions per Post on

**31**

Sep 04, 2019

Average Interactions per Post

**71.42**

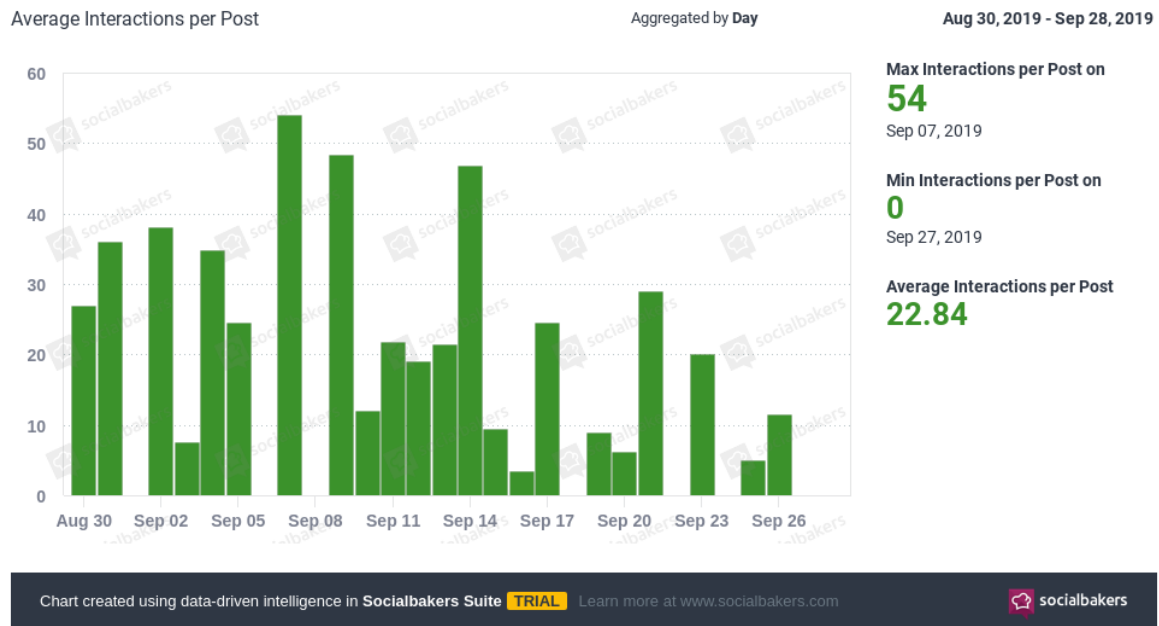
Chart created using data-driven intelligence in Socialbakers Suite TRIAL. Learn more at [www.socialbakers.com](http://www.socialbakers.com)



## Facebook account

Number of Followers: 7.774

## Average Interaction per Post



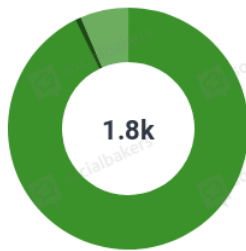
## Interactions during the September



## Types of Inetractions

## Distribution of Interactions

Aug 30, 2019 - Sep 28, 2019



	Count	Share
Reactions	1.7k	92.85 %
Comments	13	0.72 %
Shares	116	6.43 %

Chart created using data-driven intelligence in Socialbakers Suite TRIAL. Learn more at [www.socialbakers.com](http://www.socialbakers.com)

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## Most Engaging Post types

### Most Engaging Post Types

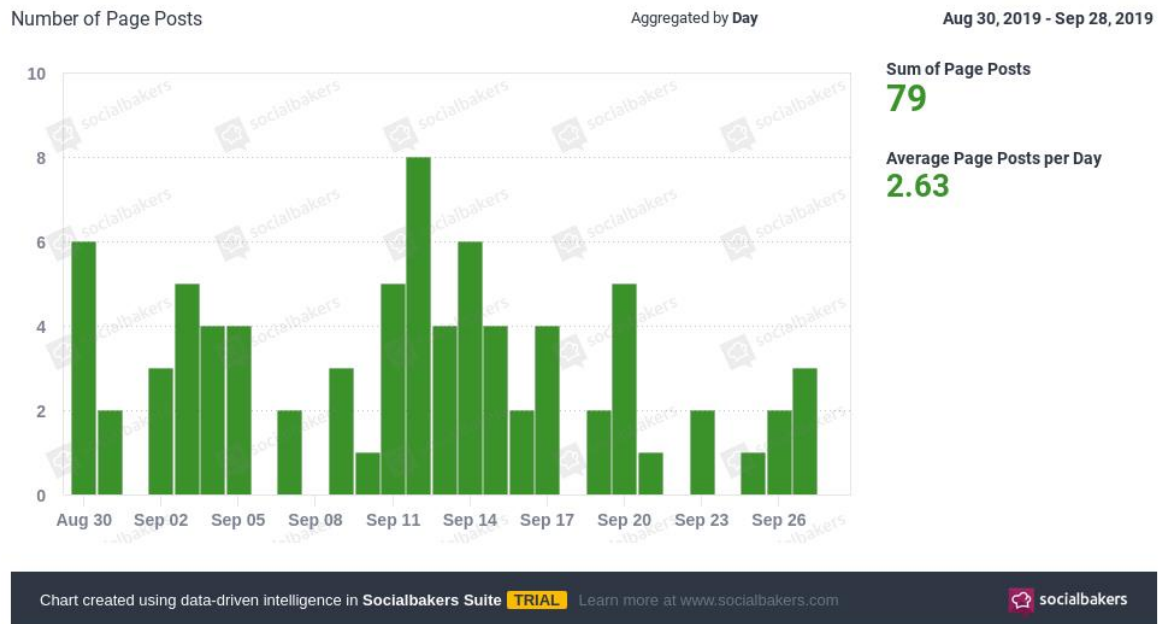
Aug 30, 2019 - Sep 28, 2019



Chart created using data-driven intelligence in Socialbakers Suite TRIAL. Learn more at [www.socialbakers.com](http://www.socialbakers.com)

socialbakers

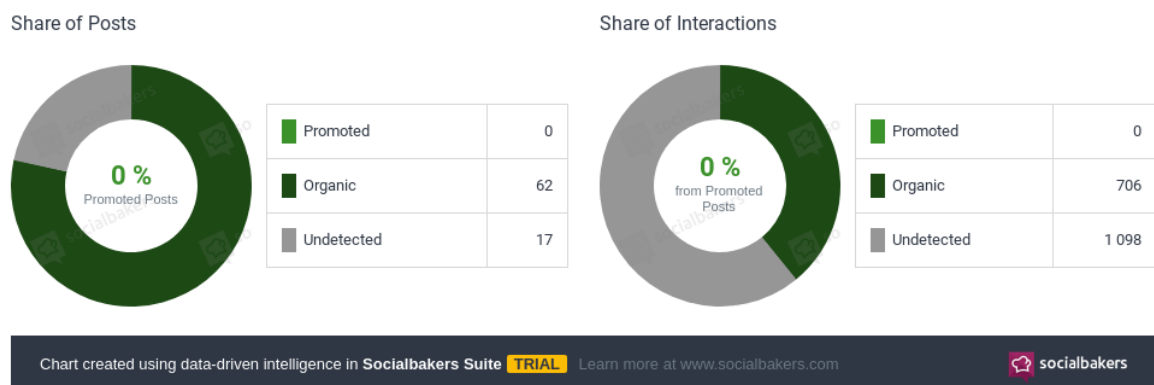
## Number of Page Posts



## Post Types



## Share of Promoted Posts (%) and interactions



## Implementation of local Strategic plan of development for 2019<sup>17</sup>

For year 2019, amount of 11,225 mil EUR is intended, funded from budget of Tivat municipality in amount of 6.455.000 EUR , and partly from budget of Montenegro (4.800.000 EUR).

*Table 19: Data from action plan of Strategic plan of development of Tivat for year 2019*

Project name	Total amount required in 2019	Participation of municipality budget	Participation of budget of Montenegro
1. Works on building an day care center for children with disabilities and building of Red Cross	750.000,00	750.000,00	/
2. Construction of MR2 road	2.000.000,00	500.000,00	1.500.000,00
3. Construction of II phase of MR1 road	3.000.000,00	300.000,00	2.700.000,00
4. Construction of road for Luštica (sequel of MR1)	300.000,00	300.000,00	/
5. Construction and reconstruction of sidewalks and modernization of local roads	1.500.000,00	1.500.000,00	/
6. Construction of promenade Belani I phase	1.100.000,00	1.100.000,00	/
7. Construction of roundabout at entrance of Tivat (Gradiošnica)	430.000,00	430.000,00	/
8. Construction of roundabout at place of old municipality building	430.000,00	430.000,00	/
9. Reconstruction of building of "shopping centre"	200.000,00	200.000,00	/
10. Construction of object at "Lukovića Barake"	Note: way of construction and type of funding will be determined after agreement of Municipality, Ministry and NGO Arsenal		
11. Construction of office building at the place of police station	1.000.000,00	500.000,00	/
12. Rehabilitation and inventory providing works of playgrounds and sport fields	25.000,00	25.000,00	/
13. Construction of tank with pipelines in Gradiošnica	/	/	600.000,00
14. Works on widening of graveyard Brdište	50.000,00	50.000,00	/
15. Installation of underground containers	40.000,00	40.000,00	/
16. Works on ecological rehabilitation of Bjelila	50.000,00	50.000,00	/
17. Construction of new street lighting and replacement of old poles of street lights in Tivat downtown	40.000,00	40.000,00	/
18. Production of elaborate of validity of construction of building of home for the elderly with production of technical documentation	20.000,00	20.000,00	/
19. Setup and communal furnishing of Kaljmanj port	200.000,00	200.000,00	/

<sup>17</sup> Strategic plan of development of Tivat 2019-2022

20. Production of technical documentation for reconstruction and extension of kindergardens and schools	20.000,00	20.000,00	/
TOTAL:	11 255 000	6 455 000,00	4 800 000



## Results of tourist survey for Tivat municipality <sup>18</sup>

### Methodology

#### Survey realization

Tourist survey on the territory of Tivat municipality is realized in period between 1st of August and 1st of September 2019. Tivat Tourist organization had continued with electronic survey project this year, which enables surveying tourists using tablet devices and automatic generating reports based on the data. Surveying system is using some of already developed online systems, configured and adapted to TO Tivat surveying. Design of survey sheets is adjusted to TO Tivat design and brand with logo and organization name. Questionnaire is programmed and adjusted in electronic system with online access to generated reports based on survey responses. System supports multilingual display of survey, so the survey is made in Montenegrin, English and Russian this year also. For the sake of collecting data, we have engaged three interviewers who have been going around the territory of the municipality with tablet devices, and collected data had been automatically processed and ready for analysis. Interviewers have done their job in a professional way, conscientiously and responsible. This year, survey contained three groups of questions (motivation for coming to Tivat, how they heard about Tivat and satisfaction with Tivat tourist offer), and a place to leave a comment. Third question, „How satisfied are you with following elements of tourist offer in Tivat“, contained 29 offered elements with possibility to answer on 5 degree scale, and by processing the data we have come to total average grade, to be compared with last year. Deviations from standard sample are expected, and number of surveys which have entered the processing is relevant sample for reliable concluding about factors which are important for projecting Tourist offer of Tivat.

#### Goal of surveying

The general goal of the survey is scanning and description of wide range of factors which are important for assessment of tourist offer and rating the success of tourist season on Tivat territory for summer 2019, and identifying strengths and weaknesses in existing offer, as well as having an insight for improvements.

Special goal of surveying was measuring the degree of satisfaction or dissatisfaction of tourists with different elements/aspects of tourist offer of Tivat in 2019 season, stated through self-assessment of tourist on 5-degree scale of satisfaction/dissatisfaction with 29 offered elements, which elements are recognized as relevant, as well as comparing different groups of tourist, formed by language they filled survey on (Montenegrin, Russian, English) and type of accommodation, with regard to degree of satisfaction/dissatisfaction manifested, in general and regard to offered elements.

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<sup>18</sup> Tourist organization of Tivat, October, 2019 year

### Methods and techniques of surveying/description of instruments

Research is of descriptive, systematic-nonexperimental type. Technique of collecting the data is electronic survey enabling interviewing tourists via tablet devices, as well as automatic generating reports based on collected data. Questions are of different kinds of content, form and type of answer (open-ended and closed-ended questions, dichotomial and multi-choice questions, questions with one or more possible answers), also containing 29 questions formulated in the form of 5-degree scale (Likert type). Survey also has space for free/spontaneous impressions, suggestions, comments and remarks of tourists.

### Data processing plan

Collected data are processed quantitatively and qualitatively. In quantitative analysis, methods of descriptive statistics have been used.

Qualitative data processing is executed by analyzing content of tourist answers on open-ended questions, primarily analyzing content of their comments, remarks and suggestions.

### Analysis of results

#### Description of the sample

Sample of interviewed tourists who have orderly filled the survey, so that they are fulfilling processing criteria, is 752. Regarding the language, 466 of them filled the survey in Montenegrin, 178 in English and 108 in Russian. Among tourists who have filled the survey in English, we have tourists coming from different countries, and concretely mentioned are USA, Germany, China, Spain, Turkey, Albania, Bulgaria, Israel, Italy, Lithuania, France, UK, Belgium, Romania, Switzerland, UAE, Sweden, Australia, Hungary.

Between tourists who filled the survey in Russian, we have guests coming from Russia and Ukraine.

Total number of interviewed tourists is on the same level as last year.

#### Display of the sample according to selected criteria

According to language of filling the survey:

LANGUAGE	Montenegrin	English	Russian	Total of tourists
Percentage	61,97 %	23.67 %	14.36 %	100.00 %

By percentage, as in years before, dominant number of respondents filled survey in Montenegrin language.

According to type of accommodation:

LANGUAGE	MNE	u %	ENG	u %	RUS	u %	ukupno	u %
Hotels	163	21,68	105	13,96	64	8,51	332	44,15
Private accomm.	273	36,30	67	8,91	44	5,85	384	51,06
Resorts	4	0,53	/	/	/	/	4	0,53
Auto – camps	15	1,99	2	0,27	0	/	17	2,26
Other	13	1,73	2	0,27	/	/	15	1,99
Total of tourist:	414	54.91	228	30.24	112	14.85	754	100 %

According to type of accommodation, the majority of respondents was in private accommodation (51.06%), then in hotels (44.15%). When it comes to language of surveying, in category of Montenegrin language, private accommodation is dominant type of accommodation, where 36.30% of respondents were. Then hotels with 21.68%, and auto-camps and resorts. When it comes to English and Russian language, the majority of respondents were in hotels (English: 13.96%, Russian: 8.51%), and then private accommodation (English: 8.91% and Russian 5.85%).

### Answer analysis by questions

What has motivated you to spend your vacation in Tivat (all languages)		2019	2018
1.	Rest and relaxation	76,86	<b>86.16</b>
2.	Favorable prices	8,70	<b>12.94</b>
3.	Past experiences	32,12	<b>25.08</b>
4.	Sport and recreational activities	5,61	<b>11.54</b>
5.	Fun and pastime	20,90	<b>24.93</b>
6.	Cultural manifestations	11,78	<b>17.17</b>
7.	Exploring natural beauties	9,54	<b>17.18</b>
8.	Diversity and quality of tourist offer	5,75	<b>6.86</b>
9.	Distance of the Tivat municipality	15,29	<b>22.77</b>
10.	Quality of accommodation offer	6,03	<b>8.77</b>
11.	Visiting friends and family	4,77	<b>8.84</b>
12.	Religious reasons	1,54	<b>6.35</b>
13.	Exploring cultural landmarks	2,24	<b>7.52</b>
14.	Climate conditions	11,64	<b>21.13</b>
15.	Value for paid price	1,96	<b>6.12</b>
16.	Quality of promotion of Tivat	3,09	<b>7.91</b>
17.	Brand of Tivat	15,71	<b>24.04</b>

18.	Traffic availability	4,21	<b>9.56</b>
19.	Feeling of safety	6,17	<b>10.95</b>
20.	Business reasons	3,09	<b>6.36</b>
21.	Hospitality	16,55	<b>24.96</b>
22.	Ecological preservaton	6,03	<b>13.32</b>
<b>23.</b>	<b>Cleanliness</b>	<b>25,25</b>	<b>36.97</b>

In the survey, tourists have had an option to pick multiple answers from the list. In total, 713 answers have been given, and tourists were dominantly choosing **rest and relaxation** as motive to spend vacation in Tivat (all languages).

**Past experiences** are still on 2<sup>nd</sup> place, and **cleanliness** on 3<sup>rd</sup>. Following are **fun and pastime, hospitality, brand and distance of Tivat**, as motives to come to Tivat.

What has motivated you to spend your vacation in Tivat		Montenegrin		English		Russian	
		2019	2018	2019	2018	2019	2018
1.	Rest and relaxation	75.85	85.00	78.31	85.24	78.70	88.24
2.	Favorable prices	9.11	14.21	9.64	12.86	5.56	11.76
3.	Past experiences	37.59	38.16	18.67	15.24	30.56	21.85
4.	Fun and pastime	5.01	8.16	7.23	10.48	5.56	15.97
5.	Zabava i provod	16.86	29.74	36.75	25.71	12.96	19.33
6.	Cultural manifestations	10.71	17.63	12.65	12.86	14.81	21.01
7.	Exploring natural beauties	8.88	17.11	12.65	17.62	7.41	16.81
8.	Diversity and quality of tourist offer	7.29	7.89	4.82	4.29	0.93	8.40
9.	Distance of the Tivat municipality	20.05	27.63	9.64	17.14	4.63	23.53
10.	Quality of accommodation offer	7.52	9.21	4.82	6.19	1.85	10.92
11.	Visiting friends and family	7.06	15.53	1.20	7.62	0.93	3.36
12.	Religious reasons	1.59	4.21	1.20	4.76	1.85	10.08
13.	Exploring cultural landmarks	1.37	5.26	3.61	11.43	3.70	5.88
14.	Climate conditions	8.66	22.37	18.07	20.00	13.89	21.01
15.	Value for payed price	2.05	4.21	0.60	2.38	3.70	11.76
16.	Quality of promotion of Tivat	4.10	11.32	2.41	9.05	0.00	3.36
17.	Brand of Tivat	13.44	17.11	18.67	24.76	20.37	30.25

18.	Traffic availability	2.73	2.11	7.23	11.43	5.56	15.13
19.	Feeling of safety	7.52	12.63	5.42	7.62	1.85	12.61
20.	Business reasons	2.96	7.37	2.41	6.67	4.63	5.04
21.	Hospitality	19.36	28.42	6.02	12.86	21.30	33.61
22.	Ecological preservaton	5.01	8.95	6.63	10.00	9.26	21.01
23.	Cleanliness	20.96	30.79	28.92	38.10	30.04	42.02

Observing on sub-sample levels, **rest and relaxation** are, as all the previous years, the most commonly chosen motives for spending vacation in Tivat, in all languages, whereby the percentage of this answer is highest among Russian language filled surveys, and lowest for Montenegrin language.

When it comes to sample on Montenegrin language, **past experiences, cleanliness of place, distance of Tivat, hospitality, fun and pastime...** are some of the most important reasons/motives for coming to Tivat. It is interesting that all the marks on Montenegrin language sample are in slight drop compared with last year, so as the motive for coming to Tivat is versatile. The biggest drop in choosing Tivat as vacation destination is, for Montenegrin language are reasons such as **climate conditions, cleanliness and rest and relaxation**.

Also, almost all marks on English language sample are in the drop compared to last year, and the biggest drop in motive is about **cleanliness of place** (a mark with biggest growth last year), **exploring cultural landmarks, rest and relaxation and hospitality**. And the biggest, and also the only mark growing compared to last year is at following motives: **past experiences, fun and pastime and diversity and quality of tourist offer**.

When it comes to Russian torusts, all the marks also have dropped, except **past experiences**, which is the only mark growing compared to last year. The biggest drop are for elements such as **distance of Tivat, hospitality, ecological preservation, cleanliness of place...**

The biggest drop for Russian sub-sample is about element: **distance of Tivat**.

%

How did you get necessary information about Tivat?		All languages		Montenegrin		English		Russian	
		2019	2018	2019	2018	2019	2018	2019	2018
1.	I've already known about destination	59.04	54.95	68.24	66.59	40.45	44.59	50.00	53.66

2.	Via internet	22.21	34.99	10.52	25.06	46.07	48.20	33.33	31.71
3.	Through friends and family	18.22	29.27	19.31	32.95	11.80	24.77	24.07	30.08
4.	Through media	2.93	9.49	3.00	3.94	3.93	13.96	0.93	10.57
5.	From books and guidebooks	1.99	4.59	1.29	0.23	5.06	9.46	0.00	4.07
6.	Through tourist organization	0.80	4.29	0.64	2.32	1.69	8.11	0.00	2.44
7.	From tourist fairs and markets	0.00	4.60	0.00	4.41	0.00	4.50	0.00	4.88
8.	Other	0.40	0.61	0.21	0.93	1.12	0.90	0.00	0

*Previous knowing of destination* is growing compared to last year when it comes to all sub-samples, and the biggest drop of the mark is at answers *via internet and through family and friends*. Those two answers are on 2<sup>nd</sup> and 3<sup>rd</sup> place last year too.

#### TOURIST SATISFACTION/DISSATISFACTION WITH DIFFERENT ELEMENTS OF TOURIST OFFER OF TIVAT

##### - TABLE OF AVERAGE RATING ON QUESTIONS ABOUT QUALITY

How satisfied are you with following elements of tourist offer in Tivat?

(very satisfied -5, satisfied -4, moderately -3, dissatisfied -2, very dissatisfied -1)

Elements		All languages		Montenegrin		English		Russian	
		2019	2018	2019	2018	2019	2018	2019	2018
1.	Beauty of nature and environment	4.67	4.70	4.62	4.66	4.74	4.72	4.77	4.73
2.	Suitability for family vacation	4.63	4.50	4.58	4.52	4.71	4.47	4.70	4.50
3.	Quality of service in accommodation facility	4.56	4.42	4.53	4.45	4.61	4.41	4.59	4.39
4.	Kindness of personnel in accommodation facility	4.54	4.51	4.53	4.56	4.65	4.45	4.45	4.51
5.	Quality of food in accommodation facility	4.39	4.36	4.38	4.39	4.39	4.31	4.40	4.39
6.	Comfort of accommodation facility	4.36	4.30	4.38	4.38	4.42	4.26	4.25	4.27
7.	„Value for price“	4.26	4.17	4.24	4.22	4.45	4.09	4.12	4.21

8.	Quality of food in restaurants outside accomodation facility	4.26	4.21	4.25	4.21	4.38	4.20	4.16	4.21
9.	Abundance of gastronomic offer	4.24	4.20	4.25	4.19	4.30	4.16	4.09	4.26
10.	„Value for price“ of gastron. offer	4.16	4.11	4.17	4.08	4.12	4.12	4.19	4.13
11.	Hospitality of locals	4.37	4.40	4.40	4.43	4.40	4.35	4.26	4.43
12.	Cleanliness of the city	4.36	4.35	4.41	4.34	4.30	4.31	4.26	4.40
13.	Cleanliness, neatness and equipment of beaches	4.20	4.14	4.22	4.06	4.15	4.12	4.23	4.23
14.	Offerings of organizing trips in encirclement of Tivat	4.18	4.11	4.12	4.10	4.27	4.13	4.25	4.10
15.	Abundance of sport content	4.11	3.98	4.05	3.87	4.24	3.91	4.19	4.16
16.	Abundance of fun content	4.19	4.03	4.18	3.96	4.25	3.96	4.16	4.17
17.	Diversity of cultural manifestations	4.20	4.10	4.20	4.14	4.23	4.09	4.18	4.06
18.	Traffic availability of the place	4.15	4.13	4.11	4.00	4.24	4.10	4.18	4.29
19.	Quality of local transport	3.85	3.78	3.79	3.70	4.01	3.79	3.86	3.84
20.	Traffic with other places	3.84	3.87	3.75	3.81	3.93	3.82	4.01	3.97
21.	Presentation of cultural inheritance	4.13	4.13	4.07	4.18	4.25	4.13	4.17	4.09
22.	Shopping availability	4.19	4.12	4.19	4.09	4.25	4.04	4.14	4.22
23.	Evaluation of market working hours	4.21	4.24	4.21	4.21	4.28	4.19	4.14	4.32
24.	Quality of infomration	4.26	4.30	4.26	4.31	4.32	4.30	4.17	4.28
25.	Silence and peace	4.37	4.39	4.34	4.37	4.44	4.43	4.39	4.37
26.	Ecological preservance	4.26	4.30	4.21	4.15	4.35	4.35	4.32	4.39
27.	„Value for price“ of total stay	4.29	4.23	4.23	4.20	4.45	4.26	4.31	4.23
28.	Total stay	4.48	4.45	4.43	4.43	4.57	4.44	4.54	4.47

29.	Safety	4.59	4.57	4.53	4.53	4.70	4.62	4.63	4.57
TOTAL AVERAGE GRADE:		4.29	4.25	4.26	4.23	4.36	4.23	4.28	4.28

*Total average grade (4.29)*, observing the whole sample, is the biggest grade, evaluated by tourist since survey is being conducted on Tivat territory. On sub-sample level, the biggest total level of satisfaction is among *English* sub-sample (4.36), which is also one of the highest grades individually on the level of language. Total average grade among *Montenegrin* tourists are (4.26), and Russians (4.28). Among all sub-samples we can see the growth comparing to last year (2018). The biggest growth is among English tourists. From the viewpoint of 2019. survey, we can state that this year tourist season was great and that guests are more than satisfied with majority of elements of tourist offer of Tivat.

Elements/aspects of tourist offer of Tivat which tourists are most satisfied with on the whole sample level are: *Beauty of nature and environment (4.67)*, *Suitability for family vacation (4.63)*, *safety (4.59)*, *quality of services in accommodation facility (4.56)*, *kindness of personnel in accommodation facility (4.54)*. The biggest growth comparing to last year was, on the level of all sub-samples, are elements: *abundance of fun content*, *quality of services in accommodation facility*, *suitability for family vacation* and *abundance of sport content*.

Elements/aspects of tourist offer of Tivat which are tourists generally the least satisfied with, or more precisely, a bit less satisfied, are as in previous years: *traffic with other places (3.84)* and *quality of local transport (3.85)*. These are at the same time the worse grades on the level of whole sample, and the only ones with a grade below 4. When it comes to those elements, we have to notice that in Montenegrin language only these grades are below 4, and in English, *traffic with other places (3.93)* is the only category below 4, and when it comes to Russian, it is *quality of local transport (3.86)*.

Analysis of different elements of tourist offer of Tivat on sub-samples shows that tourists who have filled the survey in all languages, have shown approximately the same degree of satisfaction regarding almost all elements. The highest grade was from *Russian* tourists, *Beauty of nature and environment (4.77)*. This element/aspect, at the same time, has the biggest grade among all sub-samples, and after that one, *suitability for family vacation*, among tourist interviewed in Montenegrin (4.58), English (4.71) and Russian (4.70) language.

When it comes to quality of accommodation, service and food in accommodation facility, interviewed tourists, on the all sub-sample levels, have given very high grades, and the biggest on the sub-sample level in English language *kindness of personnel in accommodation facility (4.56)*.

Elements *cleanliness of the city and cleanliness, neatness and equipment of beaches*, which are also one of the most important, if not most important factors, got very high grades this year (above 4) on the level of all sub-samples. Concerning that, and high grades in all



categories, we can state that Tivat have earned with a reason an epithet of city with best conditions for vacation.

### Satisfaction / dissatisfaction with tourist offer of Tivat among tourists in different accommodation facilities

On the sample of 404 tourists (surveys in Montenegrin language), we have analyzed satisfaction / dissatisfaction with different elements of the tourist offer of Tivat, among the tourist groups formed according to type of accommodation facilities (hotels, private accommodation, resorts, auto – camps).

According to data displayed in table on page 2, number of interviewed tourists (*montenegrin language survey*) with hotel accommodation is 163 or 21.68% of total interviewed in Montenegrin language, 273 or 36.30% had a private accommodation, 4 guests or 0.53% had accommodation in EPS resort, and 15 of interviewed guests or 1.99% were in auto – camps. In the table below, we have shown how did tourist in different types of accommodation evaluate elements of Tivat tourist offer, compared with last year.

	Hotels		Private accomm.		Resorts		Auto - camps	
	2019	2018	2019	2018	2019	2018	2019	2018
1.	4.67	4.63	4.58	4.69	5.00	5.00	4.40	4.65
2.	4.67	4.54	4.50	4.51	5.00	5.00	4.33	4.32
3.	4.64	4.45	4.44	4.45	4.00	5.00	4.53	4.26
4.	4.55	4.56	4.48	4.52	4.00	4.86	4.71	4.74
5.	4.41	4.44	4.34	4.34	4.00	4.67	4.25	4.29
6.	4.43	4.35	4.34	4.43	4.00	4.00	4.00	4.22
7.	4.31	4.25	4.17	4.20	4.00	4.29	4.00	4.12
8.	4.33	4.19	4.18	4.25	4.00	4.14	4.08	4.12
9.	4.35	4.15	4.15	4.21	4.00	4.43	4.50	4.32
10.	4.21	4.01	4.10	4.12	4.00	4.43	4.33	4.11
11.	4.37	4.27	4.39	4.52	4.00	4.86	4.47	4.75
12.	4.34	4.15	4.47	4.52	3.00	4.57	4.27	4.32
13.	4.27	3.87	4.15	4.25	2.00	4.29	4.53	4.11
14.	4.15	4.01	4.10	4.16	3.00	4.43	4.07	4.28
15.	4.12	3.83	3.99	3.90	3.00	4.43	4.07	4.06

16.	4.28	4.00	4.10	3.91	3.00	4.29	4.13	4.16
17.	4.28	4.07	4.14	4.19	3.00	4.29	4.20	4.26
18.	4.15	3.96	4.06	4.04	5.00	4.29	4.33	3.89
19.	3.80	3.73	3.78	3.66	4.00	4.67	3.80	3.50
20.	3.80	3.80	3.68	3.75	4.00	4.86	4.13	4.11
21.	4.06	4.08	4.04	4.19	4.00	4.86	4.00	4.58
22.	4.16	4.03	4.18	4.13	3.00	4.86	4.27	4.29
23.	4.30	4.12	4.11	4.31	4.00	4.43	4.13	4.22
24.	4.25	4.33	4.24	4.31	4.00	4.57	4.33	4.37
25.	4.39	4.35	4.29	4.39	3.00	4.43	4.47	4.47
26.	4.26	4.15	4.17	4.18	3.00	4.14	4.20	4.05
27.	4.25	4.25	4.18	4.16	4.00	4.86	4.27	4.11
28.	4.50	4.47	4.35	4.40	4.00	4.86	4.53	4.53
29.	4.63	4.56	4.44	4.55	4.00	4.75	4.60	4.79
M	4.31	4.19	4.21	4.25	3.76	4.57	4.27	4.28

*M: Total average mark*

We can see that tourists who have been accommodated in hotels, in general, have evaluated tourist offer of Tivat as better, compared with tourists in other types of accommodation, whereby the lowest average grade is given by tourists accommodated in a resort (3.76).

In the sub-sample of tourist who have been accommodated in auto-camps, average grades for individual elements of the offer are in the range from 3.80 (*quality of local transport*) to 4.71 (*kindness of the personnel in accommodation facility*). In the sub-sample of tourists from hotels, average grades are in the interval of 3.8 (*quality of local transport and traffic with other places*) to 4.67 (*beauty of nature and environment and suitability for family vacation*). In the sub-sample of tourists who used private accommodation, average grades were in range of 3.68 (*traffic with other places*) to 4.58 (*beauty of nature and environment*). In the sub-sample of tourists in EPS resort, average grades are in interval from 2.00 (*cleanliness of the city*) to 5.00 (*beauty of nature and environment and suitability for family vacation*).

### Tourist's satisfaction/dissatisfaction with elements of tourist offer in hotels

On the subsample of 319 tourists (survey in all languages) who have been accommodated in hotels, for all observed hotels, we have conducted analysis of satisfaction/dissatisfaction with 5 choosen elements of tourist offer, which we have evaluated as the most relevant for hotel guests (quality of service, kindness of personnel, quality of food, accommodation comfort and „value for money“).

Following table is displaying how have tourists accommodated in hotels evaluated quality of certain elements of tourist offer, with comparison with last year. We have excepted hotels „Magnolija“ and „Regent PM“ from the table, because of small number of interviewed guests (under 5), so evaluation of quality of their offer is not relieable enough and they do not fulfill the criteria for quality analysis of certain elements, but in total sample are of big importance.

HOTELS		Quality of service	Kindness of personnel	Quality of food	Comfort of accommodation	„value for money“	Total
Splendido	2019	4.42	4.50	4.31	4.40	4.63	4,45
	2018	4.17	4.33	4.33	4.00	4.17	4.20
Villa Royal	2019	4.38	4.43	4.00	4.33	4.67	4.36
	2018	4.16	4.34	4.26	4.13	4.11	4.20
Helada	2019	4.55	4.43	4.71	4.83	4.60	4.62
	2018	3.94	4.31	4.25	4.13	4.13	4.15
Vizantija	2019	4.37	4.63	4.46	4.65	4.40	4.50
	2018	4.68	4.70	4.58	4.69	4.36	4.60
Samardžić	2019	4.50	4.60	4.15	4.32	4.20	4.35

	2018	4.53	4.47	4.53	4.58	4.22	4.47
Anderba	2019	4.65	4.70	4.61	4.74	4.26	4.59
	2018	4.40	4.70	4.80	4.70	4.40	4.60
Carruba	2019	4.66	4.39	4.29	4.23	4.12	4.34
	2018	4.59	4.74	4.29	4.39	4.09	4.42
Kamelija	2019	4.75	4.54	4.34	4.21	4.25	4.42
	2018	4.42	4.56	4.33	4.23	4.20	4.35
San	2019	4.87	4.54	4.35	4.29	4.31	4.47
	2018	4.50	4.63	4.38	4.35	4.35	4.44
Pine	2019	/	/	/	/	/	/
	2018	4.29	4.29	4.18	4.24	4.12	4.22
Palma	2019	/	/	/	/	/	/
	2018	3.92	4.08	4.00	3.82	4.10	3.98
Montenegrino	2019	4.61	4.53	4.35	4.36	4.50	4.47
	2018	4.41	4.76	4.41	4.35	3.94	4.37
Magnolija	2019	5.00	5.00	5.00	5.00	5.00	5.00
	2018	/	/	/	/	/	/

Franca	2019	4.50	4.48	4.27	4.35	4.24	4.37
	2018	4.77	4.61	4.87	4.60	4.53	4.68
Regent PM	2019	5.00	5.00	5.00	5.00	5.00	5.00
	2018	/	/	/	/	/	/
Total average grade	2019	4.64	4.60	4.45	4.52	4.48	
	2018	4.37	4.50	4.40	4.32	4.21	

According to total average grade, we can see that tourists, hotel guests, have shown high level of satisfaction in general, regarding observed elements of tourist offer (all grades are above 4), whereby they are the most satisfied with *quality of service* (4.64), while they have shown least satisfaction with *quality of food* (4.45). We can notice that *the total average grade*, regarding all the observed elements, is higher compared to last year, which clearly shows as evaluation of quality of hotels in Tivat that tourists have expressed in this survey.

Considering the total average grade of observed elements regarding concerte hotels, we can state that in general, the most satisfied were guests in hotel "Helada" (4.62), while the least satisfied with the offer were guests of hotel "Carruba" (4.34). From the table, we can notice that in hotels "Magnolija" and "Regent PM" are 5, but considering that in mentioned hotels only 2 and 1 guests have been interviewed, respectively, we have not included those in the analysis.

By the elements individually, hotel "San" have received the highest grades in categories: *quality of of service* (4.87), hotel "Anderba" have received the highest grade in category *kindness of personnel* (4.70), hotel "Helada" in category *quality of food* (4.71) and *comfort of accommodation* (4.83). Guests of "Villa Royal" hotel were the most satisfied with *value for money* (4.67).

### Satisfaction/dissatisfaction with elements of tourist offer in auto-camps and resorts

On the sub-sample of 15 guests who have been accommodated in auto-camps (for all languages), we have analysed satisfaction/dissatisfaction with elements of tourist offer we have marked as the most important.

AUTO - CAMP		Quality of service	Kindness of personnel	Comfort of accommodation	"value for money"
„Lovćen“ and „Bova“	2019	4.53	4.71	4.00	4.50
	2018	4.32	4.77	4.20	4.16

Tourists in auto-camps have evaluated as with the highest grade *kindness of personnel*, (4.71), and as the with the lowest *comfort of accommodation* (4.00).

RESORT		Quality of service	Kindness of personnel	Comfort of accommodation	"value for money"
EPS	2019	4.50	4.50	4.50	4.00
	2018	5.00	4.75	4.00	4.13

Tourists accommodated in resort EP Srbija were, regarding displayed elements, the least satisfied with category *"value for money"* (4.00), while they evaluated all the other elements with 4.50 on average.

## Qualitative analysis

As we have mentioned earlier, the survey had space for additional impressions, comments, suggestions and remarks, whose analysis represents an important segment of this survey. In total, there were 51 interviewed tourists who have left a comment (7.26%). Among all the answers, dominant are ones that are clearly affirmative. Others contain remarks, suggestions, observations and comments.

Analysing the content of comments, we noticed that AFFIRMATIVE comments were the most frequently regarding: *cleanliness and neatness of the city, kindness in accommodation facilities, hospitality and kindness of locals and safety.*

REMARKS which were the most frequently mentioned were regarding *big crowds and poor traffic behavior.*

As illustrative answers, we have chosen following:

### MNE

*- Unregulated traffic. The biggest problems are motorists, mostly scooters. They use to drive in between both traffic lanes so they are potentially endangering drivers who are in their traffic lane. I have been coming here for years, and still did not notice that police is stopping them. A lot of pedestrians are endangered by drivers of electric trotinets, who drive very fast between the pedestrians. "Donja Lastva" is forgotten when it comes to neatness. Sewage system is not settled, and we can talk positively only about playground, there is a new asphalt. Everything is obviously allowed to Caruba. It would not be strange if they cut down hornbill. They are already putting street lights over it. The biggest problem of Tivat is road to Lepetane – roundabout.*

- Everything is great*
- Very clean place*
- Clean city and beaches*
- Kind personnel, decent prices*
- Very kind personnel*
- Everything is perfect, we come to Tivat every summer, only traffic jams are disturbing*
- People are very kind, city is clean*
- Lack of sport content*
- Bad organization and bad conditions at ariprot*
- First time in Tivat. Clean city, kind hotel personnel. Also, kind local people*
- Too high prices on the whole coast*
- Very nice climate conditions but high prices*
- Beaches should be prepared better for the season. Very high prices*
- Everything is great except traffic jams*
- Good climate conditions, kind locals but too big traffic mess every day*
- Peaceful place. Clean beaches and city*

- *We are having a nice vacation in very nice hotel and city*
  - *Poor traffic behavior. Traffic jams*
  - *Traffic jams are unbearable*
  - *Everything is good*
  - *We are satisfied with quality in our accommodation*
  - *Satisfied*
  - *Traffic relation Tivat-Budva is very bad*
  - *We will come also next year hopefully*
  - *Everything was more than great*
  - *A bit more cultural happenings would be good*
  - *First time in Tivat. Clean and peaceful city. People are kind. Beaches are not very neat*
  - *Dissatisfied with local transport*
  - *Kind people, which is very good. Beaches are more neat than last year*
  - *Too big traffic jams. That should be something to work on*
  - *Very beautiful and peaceful place. Problems with traffic*
  - *Too high prices*
  - *We are dissatisfied with behavior in traffic*
- 
- *Kind and very hospitable management of hotel "Kamelija" (Mirkovic Slobodan i Bucin Dragan) and other*
  - *Clean town, chaos in traffic is the biggest problem*
  - *Too big traffic jam*

#### ENG

- *Tivat is the most beautiful city in Montenegro*
- *Everything is good and I am satisfied with wonderful nature and wonderful people*
- *We are very satisfied with our vacation in Tivat. Beautiful land and wonderful people*

#### RUS

- *We are satisfied*
- *Good climate conditions*
- *Not an ecological state*

#### Conclusion

According to results of complete Tourist Survey 2019, we can define an average tourist as a person who finds *rest and relaxation, past experiences, cleanliness of place, fun and pastime, hospitality, brand of Tivat...* some of the most important motives for coming to Tivat.

The biggest number of interviewed tourists have already known about Tivat, and following are ones who have found necessary information *via internet, family or friends*.



According to evaluation of quality of tourist offer of Tivat, judging by manifested satisfaction of tourists, we can state that tourists are more than satisfied with all elements this year. It can be defined by the fact that almost all elements of tourist offer were graded as “very good” (grades above 4). Elements related to local transport and traffic with other places are the only ones with grades below 4, noticing that those grades were also growing this year comparing to last year, so that also shows the success of this year season.

Results of Tourist Survey 2019 very clearly point out potential weaknesses and advantages of tourist offer of Tivat, so taking it into consideration in planning the next season, the solutions should be projected so that satisfaction of tourists visiting Tivat grows.

Tourist Survey 2019

Tourist organization of Tivat

## Basic postulates of strategy for development of tourism in Tivat municipality

Finding the right questions before searching for right answers which would refer to new priorities for new challenges. That would be, in the shortest, the core of Strategy of development of tourism in Tivat municipality.

Tourism is one of the most significant phenomena for shaping the future look of municipality of Tivat. Increased mobility worldwide has led to both positive and negative consequences left by visitors either enjoying their free time, attending cultural happenings or attend an conference or business meeting.

In the very short period of time, Tivat has become a tourist city with clear focus on nautical tourism. Considering it as a reality, tourism is actually an integrated part of Tivat, which has the goal of improving the local economy, with keeping the harmony of daily life in Tivat at the same time.

Accepting this reality emphasizes new priorities and mindsets for the strategy of Tivat municipality as tourist destination. First priority is understanding the importance of managing tourism so that general interest and interests of locals may be realized. Managing tourism means finding a balance between promoting some practices and, what is maybe even harder, limiting other practices which are actually damaging development of tourism in the long term.

Second priority is providing sustainability of destination. That means that sustainability must be considered as an integrated part of brand of Tivat. Hence, the new ways of sustainable future should be stimulated, so that they ensure generating added value from tourist activities, not threatening development of Tivat as tourist destination at the same time.

Third priority is working on ensuring the highest quality social contribution of economic activities stemming from Tivat as tourist destination. Creating the system of social inclusion being created from multiple redistributive mechanisms, through mutual generating of added value in the municipality through cooperation with private sector. In short, this true challenge is followed by unambiguous pragmatic goal for tourism to be transformed into enabler of a change for starting other, new activities which will contribute to new employment on quality workplaces.

## Reciprocal relation of tourism and the city

It took only 15 years for Tivat to become serious tourist city. Despite the central role of tourism in development of Tivat in past 15 years, an impression is made that tourism is not an integral part of the city, but that tourism is just happening on it's own, by some kind of inertia, which is not sustainable concept on the long term.

It is important to understand that tourism is an integral part of the city, which is why it needs to be accepted by citizens as natural environment. Additionally, tourists must not be considered as passive individuals, but as a visitors with clearly defined rights but also obligations which have to be respected.

Strategy of development of tourism has a goal of setting tourism as the key element of city development, considering the fact that it's activity has comprehensive influence on society in total, and that it is influencing economic, social, cultural and territorial life in numerous aspects. It can not be thought of major interventions in the municipality without considering tourist activities and their effects on this branch of the economy.

The main challenge is in "wrapping" tourism in the right way so that it contributes, alongside with other needs of city, to the improvement of quality of lives of Tivat locals. That change in perspective is crucial when it comes to tools for managing effects of tourist practices, tourist utilization of the city, which are more and more being integrated into daily dynamics of citizens of Tivat.

For the purpose of ensuring the long-term success of destination of Tivat, keeping it's uniqueness, promoting new experiences and transforming tourism into activity with added value, obligations towards sustainability of the destination have to be clearly defined and, the most important of all, applied through concrete proposals for action.

There are five criteria which establish desirable framework of action for public policies of tourism: sustainability of destination, responsibility in managing, right allocation of resources and newly created value, logical connection between population and tourist economy, as well as innovation.

## Relations with strategic investors

### Porto Montenegro

Investment in Porto Montenegro project was rebirth of Tivat and it has positioned Montenegro on world map of tourist destinations. Therefore, it represents an important partner for municipality of Tivat in terms of direct and strong communication regarding implementation of action plan of Strategy of development of tourism in Tivat municipality.

The company recently announced that, if their predictions fulfill, they will invest additional 500 milion EUR into the project in next 15 years, considering that right now, one quarter of potential of location of former Arsenal is being used. Additionally, potential plans of Porto Montenegro about integration of Tivat and all of Boka in their offer is encouraging, so that new categories of tourists may be attracted on the whole territory of Boka.

Activities conducted by Porto Montenegro in terms of diversification of their offer and creating a new and unique feeling for their visitors, are to a large degree important for creating special-interests tourism, which is one of the main goals of the strategy.

Porto Montenegro can be a support to Tivat municipality in terms of building a brand and conducting activities which will contribute to positioning of Tivat as prestigious destination.

### Luštica development

Another big investor present on Tivat territory is company Lustica Development, with Government of Montenegro holding 10% of shares. Also, considering the importance of this investment for total tourist offer of both Tivat and Montenegro, a special attention is desirable towards investor in terms of support to their activities which are relaised in accordance with planned dynamic and legislation.

Additionally, through developing a special form of tourism – golf tourism, this investor can be of great impact on promotion of sport tourism in Tivat, which is one of important forms of tourism that Tivat need to develop in following time period.

### Qatari Diar

In following time period, starting of planned investment in “Beyond horizont” project is being expected, if litigation regarding property questons finishes.

According to latest official reports, 67.4 M EUR out of planned 270 is invested till now.

## Main characteristics of Strategy of tourism of Tivat

### Tivat as tourist city

In relatively short period of time, Tivat has become significantly developed tourist city. Impulsive and permanent increase of number of tourists has transformed urban structure of the city, mobility and economic activities, as well as daily life of citizens of Tivat. Tourism has become an integral part of the city, which requires a shift in tourist policy perspective.

Strategy of development of tourism in Tivat is actually dealing with this vital challenge: shift from managing tourism in municipality to managing a tourist municipality, making it a compatible with other needs of the municipality.

Strategy represents progress towards integral approach of tourist policies, including areas of management, locations and tools which were not considered as "tourist" earlier, such as mobility of tourist, work of inspectors, providing useful information for tourists, economic development on local level and territorial planning and managing. This integral approach goes beyond logic of tourist policy which is, for a long period, dealing only with promotion and attraction of bigger number of visitors. It requires activities based on need for strengthening local management of tourism.

That is why tourism can not be considered as product limited on one economic area anymore, neither it can be measured exclusively through variables such as number of visitors or amount spent per visitor. Strategy of development of tourism is also considering potential of tourism for local development and considering how to integrate it in municipal business and social initiatives, so that processes which multiply positive effects may be generated, stemming from presence of visitors in the city. At the same time, it strives to encourage cooperation and acting of key tourist figures.

Competitiveness of Tivat destination needs to be considered using criteria of sustainability and responsibility. It needs to be done in comprehensive, contextualized way, adopting equal territorial development and including mutual relation between tourism and municipality.

Natural reservation Tivatska Solila should be especially emphasized. Because of importance for survival of flora which can rarely be found nowadays on 800km long east coast of Adriatic sea, as well as because it is habitat for numerous endangered species of amphibians, reptiles and birds, Solila are protected as special floristic-faunistic reservation in 2007, first of that kind on Montenegro coast and first protected area on the coast after 1968, when big number of beaches was protected. Solila are Emerald habitat of Bern convention and Area of international importance for life of birds in Montenegro - IBA.<sup>19</sup>

As the goal is positioning Tivat as tourist destination during whole year, which creates added value, preservation of its unique marks, promotion of existing and new experiences, as well

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<sup>19</sup> Center for protection and exploring birds

as providing an added value for whole chain of tourist branch, special attention in the end needs to be paid to quality of lives of Tivat citizens, as well as sustainability of destination, which is actually core and inevitable goal.

## Decision makers in tourism in Tivat municipality

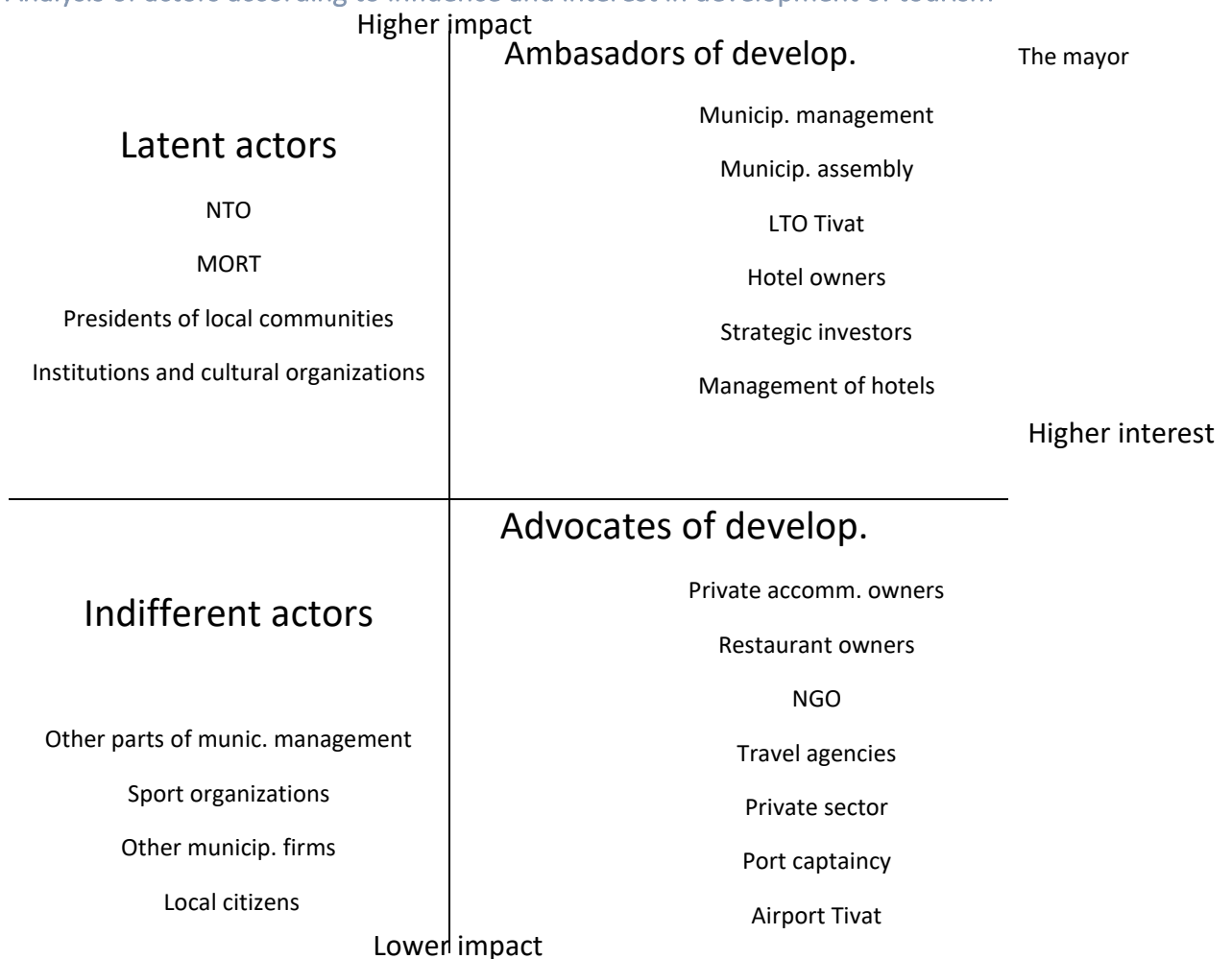
By method of analysis of key actors institutions, groups and individuals relevant for future development of Tivat are being identified. The goal of analysis is determination of context in which relevant development actors are working.

There are four basic groups of actors, according to their interest in tourism:

- Ambassadors of development – they consider development of tourism as prioritized interest of municipality, so they influence implementation of the Strategy with their actions
- Advocates of development – they consider development of tourism as one of economic priorities for the city, but they have very low influence on Strategy implementation
- Latent actors – they don't give great importance to Strategy implementation, but supported in the right way they can influence development of tourism
- Indifferent actors – they do not give great importance to Strategy implementation, not interested in tourism development very much

Organized and mutually coordinated acting of all development actors is of key importance for successful and long-term sustainable tourist development of destination of Tivat.

### Analysis of actors according to influence and interest in development of tourism





## Trends in tourism

### Increased sensitivity regarding geopolitical situation

Today's complex situation in the world can be understood due to the large number of global processes and interests, and at the same time the interdependence of the places at the world level. Tourism is strongly conditioned by these geopolitical trends and any change in them definitely influences the dynamics of destination development.

### Tourist use of infrastructure

In the last 10 years, Tivat has received brand new facilities that accompany new services provided to tourists. Airport passenger volume grew from 570,000 a year in 2008 to over 1.2 million in 2018, a double increase in volume. Airport infrastructure is a competitive advantage for the city as they include increasing the capacity to attract tourists but also investment. Nevertheless, despite the newly built terminal, the airport is becoming a bottleneck for the development of quality tourism in the municipality of Tivat.

The large marinas located in Porto Montenegro and Lustica bay also have an effect on increasing the competitiveness of the Tivat municipality, especially for guests with high payment power.

Great traffic jams which are happening during the summer tourist season are threatening the brand of city as prestigious tourist destination.

However, the use of infrastructure also has environmental problems as they cause negative effects. The effects of climate change and the environmental impact caused by tourism activities have occupied a central place in the program of international tourism institutions. World Tourism Organization ([www.unwto.org](http://www.unwto.org)), World Travel and Tourism Council ([www.wttc.org](http://www.wttc.org)), European Travel Commission ([www.etc-corporate.org](http://www.etc-corporate.org)), among other bodies, intensify the implementation of programs to reduce the impact on the environment.

The environmental awareness of tourists has evolved. There are a large number of studies around the world that highlight this and try to make tourism a more sustainable activity while raising tourists' environmental awareness. Environmental protection is increasingly influencing demand for the destination. These changes, with the application of regulations and certificates, have led to changes in the tourism sector's offer in terms of efficient use of resources and reduction of negative impacts.

### Sudden emergence of new intermediaries and tourism activities

Among the major changes that have taken place in the tourism sector in recent years are the emergence of two key phenomena brought about by the establishment of digital and mobile communication: the emergence of new intermediaries in the tourism sector and the development of services within a "collaborative economy".



Both phenomena have major implications, not only for tourism activities but also for other sectors of economic activity.

Booking, Airbnb, Uber, Home Exchange, Couch surfing - these are just some of the companies that have a big impact on tourism and therefore on the economic relationships in the destination. The advent of these new operators in the tourism environment reveals a real change in the model not only in marketing but also in tourism products.

Some of the traditional travel agencies have been replaced by online travel services and product sales (OTA) agencies, while online referral platforms (ORS), such as Trip Advisor, have evolved.

These companies focus on leveraging the ease of cross-selling a variety of products, as they have huge customer bases that facilitate the offering experience.

### Increase of the offer and new forms of tourist accommodation

In terms of accommodation, Tivat is a city that offers a variety of accommodation.

*Table 20: overview of capacities of collective accommodation in municipality of Tivat*

Categories of accomm.	Number of obj.	Number of acc. Units	Rooms	Apartments	Camp places	Number of beds	Permanent	auxiliary
<b>Hotel</b>	<b>5</b>	<b>357</b>	<b>281</b>	<b>76</b>		<b>878</b>	<b>843</b>	<b>35</b>
Four stars ****	4	233	163	70		537	502	35
Two stars **	1	124	118	6		341	341	
<b>Small hotel</b>	<b>10</b>	<b>111</b>	<b>80</b>	<b>31</b>		<b>278</b>	<b>246</b>	<b>32</b>
Four stars ****	5	47	38	9		120	94	26
Three stars ***	4	52	34	18		125	119	6
Two stars **	1	12	8	4		33	33	
<b>Boutique hotel</b>	<b>2</b>	<b>95</b>	<b>40</b>	<b>55</b>		<b>115</b>	<b>107</b>	<b>8</b>
Five stars *****	2	95	40	55		115	107	8
<b>Apartment hotel</b>	<b>1</b>	<b>16</b>	<b>4</b>	<b>12</b>		<b>68</b>	<b>56</b>	<b>12</b>
Three stars ***	1	16	4	12		68	56	12
<b>Camp</b>	<b>1</b>	<b>10</b>			<b>10</b>	<b>40</b>	<b>40</b>	
One star *	1	10			10	40	40	
<b>Resort</b>	<b>1</b>	<b>30</b>		<b>30</b>		<b>90</b>	<b>90</b>	
<b>Hostel</b>	<b>1</b>	<b>6</b>	<b>6</b>			<b>30</b>	<b>30</b>	
<b>Total Tivat</b>	<b>21</b>	<b>625</b>	<b>411</b>	<b>204</b>	<b>10</b>	<b>1499</b>	<b>1412</b>	<b>87</b>
Total Montenegro	370	19,112	15,829	2,491	792	45,733	43,061	2,903
% Tivat	5.68%	3.27%	2.60%	8.19%	1.26%	3.28%	3.28%	3.00%

In addition to the collective, there is a large apartment offer that is significantly higher than the offer in the collective accommodation. Although the number of quality accommodation

has increased recently, there are many apartments in Tivat that offer lower quality accommodation.

The increase in the number of quality accommodations can be justified in several aspects:

- low interest rates at banks, which is why people buy apartments that generate rental income
- Adoption of condo-related regulations
- increased investor interest in Tivat due to the effect produced by Porto Montenegro, Luštica bay and Azmont investments
- Increasing the arrival of tourists from the Western European markets to which Tivat is still a cheap destination

### Population perception of tourism

As already mentioned, it is quite certain that tourism is extremely useful for Tivat. However, depending on the part of the city in which they live, it is likely that Tivans have different opinions about it; the downtown residents certainly have much better living conditions than the Tivat residents living in outlying neighborhoods.

In addition, given the huge crowds during the summer season, we can conclude that Tivat has reached its upper limits in terms of the capacity of the city providing services to tourists.

Therefore, in the coming period the emphasis should be on the quality of tourists, while the quantity should be in the background.

### Concentration and overcrowding of popular tourist micro-locations

According to the 2011 census report, Tivat has the highest population density in Montenegro, with a population of 307 per km<sup>2</sup>. As tourism tends to concentrate at certain geographical points, tourist supply and demand tend to be unevenly distributed across the territory, with high tourist intensity in some settlements and areas and low in others.

These concentrations create enormous pressure on the use of municipal infrastructure in high-intensity areas typical of the city and tourists, creating problems of saturation and over-exploitation of space. In Tivat, these are the locations of Porto Montenegro, Pine, Luštica bay.

Quite naturally, commercial and hospitality tourism deals are generally located at or near the points above.

This trend, which only worsens from year to year, creates overcrowding problems and disputes in the local community.

As the municipality of Tivat has a huge area that has remained quite neglected in relation to the city center, it is a real challenge to rehabilitate the surrounding communities and strengthen the rural part of the municipality.

## SWOT analysis

SWOT analysis is an extremely effective tool for understanding and making decisions in a wide variety of destination situations. The SWOT analysis was created by A. S. Humphrey.

The term SWOT analysis is an abbreviation of four English words, which means: - Strengths - Weaknesses - Opportunities - Threats .

SWOT analysis was named because its basic idea is to enable the development behavior of the destination, which maximizes the use of opportunities and capabilities, and to find ways to minimize weaknesses and threats. In this way, SWOT analysis enables the identification of positive and negative factors and enables them to be influenced in a timely manner. More specifically, SWOT analysis allows to determine where in the present situation the destination is, what are its main strengths and weaknesses, what are its chances and what are the obstacles to reach the planned goals in the future.

For the needs of Strategy of development of tourism in Tivat, SWOT analyzes of the following types of tourism have been prepared:

- Nautical tourism
- Farms and rural households (agro tourism)
- Cultural tourism (manifestations, folklore, customs, ethnology, gastronomy, etc.)
- MICE tourism
- Sports tourism

## Nautički turizam

<p><b>Strenghts</b></p> <ul style="list-style-type: none"> <li>• Porto Montenegro brand as one of the leading marinas in the Mediterranean</li> <li>• Favorable geographical location (good connectivity from the emission markets through Tivat airports)</li> <li>• Content of offer and quality of service in marinas in Montenegro</li> <li>• Natural beauty of the Adriatic coast</li> <li>• Rich cultural and historical heritage with recognized and protected sites</li> <li>• Good climatic conditions</li> <li>• Attractive coastline</li> <li>• Ecologically preserved coastal and submarine areas</li> <li>• Coast not yet degraded by construction</li> <li>• Available airline destination</li> <li>• Personal security</li> <li>• Maritime tradition</li> <li>• Kindness and hospitality</li> <li>• Higher education in maritime tourism</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• The absence of a Strategy for the development of nautical tourism in Montenegro</li> <li>• Non-compliance of legislation at national and local level</li> <li>• Administrative barriers</li> <li>• Insufficient capacity of NT ports in Montenegro</li> <li>• Offer content and quality of service at destination level</li> <li>• Seasonality of demand</li> <li>• Insufficient staff training</li> <li>• Lack of professional institutions</li> <li>• Insufficient development of road traffic connections;</li> <li>• Inadequate waste disposal and wastewater treatment;</li> <li>• Offer based on mooring services only, with no additional facilities;</li> <li>• Potential underutilization;</li> <li>• Insufficient quality staff</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• EU integration</li> <li>• Joining NATO</li> <li>• Increasing demand for nautical tourism</li> <li>• Opening new markets such as the Bay of Kotor</li> <li>• Adoption of the NT Development Strategy</li> <li>• Focused foreign investment</li> <li>• Development of other branches of tourism</li> <li>• Development of ancillary services that create added value</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• The global economic crisis</li> <li>• Political instability in the region</li> <li>• Disturbances in broadcast markets</li> <li>• Inadequate legislation</li> <li>• Environmental pollution from vessels and coastal areas</li> <li>• Insufficient education of the population on the importance of environmental protection</li> <li>• Pollution of the coast and the aquatorium with oil and various packaging and other wastes</li> <li>• Destruction of cultural and historical heritage</li> <li>• Building new berths in competing countries;</li> <li>• Increased competition in Mediterranean countries;</li> <li>Increasing number of low paying tourists</li> </ul>

## Agricultural and rural households (agro tourism)

<p><b>Strenghts</b></p> <ul style="list-style-type: none"> <li>• Beauty of nature (including cultivated landscape)</li> <li>• Landscape diversity</li> <li>• Rural tradition / heritage</li> <li>• A diverse cultural heritage</li> <li>• The richness and diversity of authentic gastronomy</li> <li>• Traditional architectural heritage</li> <li>• Rural traditions events</li> <li>• Favorable geographical location</li> <li>• Mediterranean climate</li> <li>• Good airline connectivity</li> <li>• Recognized importance of rural tourism in the Rural Tourism Strategy</li> <li>• Understanding the need for stronger inclusion of rural areas in tourism offer</li> <li>• The growing interest of the local population</li> <li>• Recognized need for vocational training</li> <li>• relatively low space construction</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Insufficient landscaping</li> <li>• Insufficient knowledge in tourism underdeveloped areas on the use of potential</li> <li>• Inadequacy of public utility infrastructure</li> <li>• Insufficient quality of local roads</li> <li>• Insufficient number of peasant households</li> <li>• Inadequate public transport services</li> <li>• Lack of quality accommodation</li> <li>• Insufficient breadth and depth of supply</li> <li>• Insufficient quality control of the service</li> <li>• Lack of interest from travel agencies</li> <li>• Absence of tailor made tourism products</li> <li>• Inadequate incentive system</li> <li>• Limited absorption capacity to withdraw funds from EU funds / programs</li> <li>• Inadequate national promotion</li> <li>• Insufficient understanding of global trends in the naturist market</li> </ul> <p>Insufficient knowledge of the essential laws of the tourist business</p>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Favorable trends on the tourist demand side</li> <li>• Availability of EU funds / programs</li> <li>• Application of good business practice from some of the countries in the region</li> <li>• High-paying guests</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Increasing competition (growing number of destinations with developed rural tourism offer in close proximity)</li> <li>• Excessive commercialization of rural tourism</li> </ul>

	<ul style="list-style-type: none"><li>• Environmental pollution</li><li>• Continued depopulation of rural areas</li></ul> Quitting production of typical products due to legal restrictions
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## Cultural tourism (manifestations, folklore, customs, ethnology, gastronomy, etc.)<sup>20</sup>

<p><b>Strenghts</b></p> <ul style="list-style-type: none"> <li>• Belonging to the Mediterranean region</li> <li>• Significant cultural tradition and rich cultural heritage</li> <li>• Cultural property from a different historical period</li> <li>• All tourism products can also be enriched with cultural tourism, which can extend the stay of tourists;</li> <li>• Cultural property is a mixture of different cultures</li> <li>• Good climate,</li> <li>• Safe city</li> <li>• Holding cultural events</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Insufficient link between culture and tourism</li> <li>• Fragmented cultural offerings</li> <li>• Insufficient professional staff in terms of knowledge required for restoration</li> <li>• Poor signage and signposts for cultural property</li> <li>• Some sites have not been adequately restored (referring to cultural and historical heritage sites)</li> <li>• Inadequate promotion of cultural heritage;</li> <li>• Insufficient overall public awareness of cultural heritage values;</li> <li>• Poor awareness of tourists about Montenegro's cultural heritage;</li> <li>• Insufficient investment in the development of cultural tourism;</li> <li>• The potential of the intangible cultural heritage is not sufficiently recognized and little used in tourism;</li> <li>• The catering offer is under-represented with local food and drink, as a significant element of folklore heritage;</li> <li>• Poor traffic</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Development of local cultural routes</li> <li>• Tivat involvement in the cultural route of the region</li> <li>• Young people are increasingly visiting cultural assets</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Too many programs in season,</li> <li>• Badly maintained facilities</li> <li>• Large expansion of cultural tourism in the countries of the region</li> <li>• Recent investments in cultural and historical heritage</li> </ul>

<sup>20</sup> From national strategy of development of cultural tourism, adapted

<ul style="list-style-type: none"> <li>• Increase in international demand</li> <li>• Tivat - European City of Culture 2025</li> <li>• Closer cooperation with strategic investors</li> </ul>	
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## MICE tourism

<p><b>Strenghts</b></p> <ul style="list-style-type: none"> <li>• Porto Montenegro Auditorium (500 people)</li> <li>• Branded destination</li> <li>• The beauty and ecological conservation of the country;</li> <li>• Valuable attractions (UNESCO, nature)</li> <li>• Security</li> <li>• Proximity to large broadcast markets</li> <li>• Mediterranean climate</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Insufficiently developed infrastructure congress</li> <li>• Insufficient content of the destination</li> <li>• 'Sleepiness' destinations outside the summer season</li> <li>• Limited airline availability during the summer season</li> <li>• Insufficient value for money</li> <li>• Image of a summer tourist destination</li> <li>• Absence of a dedicated convention center</li> <li>• Non-differentiated accompanying destination programs</li> <li>• Insufficient quality of service</li> <li>• Inactivity in lobbying</li> <li>Insufficient promotion</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• MICE demand growth</li> <li>• Increasing interest in new destinations</li> <li>• Saturation with existing destinations</li> <li>• Demand growth for closer destinations</li> <li>• Increase in the number of smaller gatherings (50-149 and 150-249 people)</li> <li>Availability of EU Structural Funds</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Extremely high level of competition in the MICE market</li> <li>• Significant investment from competitors in congress infrastructure</li> <li>• Faster product innovation (creative programs, 'green')</li> <li>• Verified destinations are easier to sell</li> <li>Limited perception of Tivat (image, quality)</li> </ul>



## Sports tourism

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Large number of athletes</li> <li>• Mass of children and young people in sports</li> <li>• New recreation areas</li> <li>• Growth of economy and tourism</li> <li>• Experience in attracting EU funds</li> </ul> <p>National frame of sport</p>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Insufficient funds for sport</li> <li>• Transportation of children for training</li> <li>• Lack of professional staff in sports</li> <li>• Inadequate infrastructure at pre-school, high school and academic levels</li> <li>• Lack of sports and recreational facilities</li> <li>• Bad condition of part of sports facilities</li> <li>• Insufficient popularization of recreation</li> <li>• Insufficient promotion of sport in the function of tourism</li> <li>• Lack of sports programs and availability of facilities for sports activities of children in pre-school and school age</li> </ul> <p>Lack of incentive system for private initiatives in sports and recreation</p>
<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Increasing awareness of the importance of recreation</li> <li>• Linking sports and recreation to tourism</li> <li>• Creating conditions for quality education of top athletes</li> <li>• Inclusion of an entrepreneurial initiative in the development of sports tourism</li> <li>• Remodeling EU projects with the support of Tivat Municipality</li> <li>• Development of a football stadium</li> <li>• Continuing education for athletes and coaches</li> <li>• Renovate public and school playgrounds</li> <li>• Promoting the sport of the disabled and hearing impaired</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Frequent changes to legal regulations</li> <li>• Insufficient implementation of existing legal acts</li> <li>• Lack of a national sports program</li> <li>• Budget problems</li> <li>• Non-stimulative tax system for investing in sports</li> <li>• Insufficient media promotion of the importance of sports and recreation in the function of health</li> <li>• Lack of professional staff and their continuous work</li> <li>• Insufficient use and presentation of the seaside recreational area</li> <li>• Parents' over-ambitions giving up on sports after high school due to amateur status in clubs</li> </ul>

## Defining the target group

### Types of tourists visiting the destination

In order to properly target the audience, it is necessary to define them. In addition, it is necessary to define the time of year at which certain target groups visit the destination.

#### Families with younger children

Sociodemographic profile	
<b>Type of visitors</b>	Families with preschool or primary school children
<b>Age</b>	From 30 to 45
<b>Lifestyle</b>	Torn between the demands of work and family, a career at the beginning or on the rise
<b>Household income</b>	Medium, price sensitive
<b>Accommodation</b>	Private accommodation, hotels, camps
<b>Motive of coming and needs</b>	The needs of children in the first place. Holidays with family. Beaches, entertainment, food and drinks and the rest of the offer must be tailored to the needs of the children. Traffic accessibility is important to them. Oriented by family values. They travel during school holidays and are loyal to destinations. Personal recommendations are very important to them.

#### Families with older children

Sociodemographic profile	
<b>Type of visitors</b>	Families with high school children
<b>Age</b>	From 44 to 55
<b>Lifestyle</b>	Their careers are already on the rise, working in more responsible positions
<b>Household income</b>	Medium, value for money
<b>Accommodation</b>	Private accommodation, hotels, camps
<b>Motive of coming and needs</b>	A compromise between the needs of children and adults. Extra offer key: sports, activities, entertainment. The richness of content and experience is important to them. They want to be active.

## DINKS or SINKS – couples or singles without children

Sociodemographic profile	
<b>Type of visitors</b>	Couples, singles
<b>Age</b>	From 25 to 35
<b>Lifestyle</b>	Faculty educated, on the road to success, with higher incomes, work in demanding jobs, have a short time.
<b>Household income</b>	Middle and higher, willing to pay more for the experience.
<b>Accommodation</b>	Hotels, private accommodation, trabaccolos
<b>Motive of coming and needs</b>	They seek relaxation from work and daily life pace, recharging batteries, experiences, activities and fun. They appreciate authenticity and discovering something new. Couples seek shared experiences, solely focused on self-indulgence and meeting their own needs. Culture, gastronomy, sports, entertainment. Oriented to new technologies. They travel all year.

## Empty nesters – couples without or with grown children

Sociodemographic profile	
<b>Type of visitors</b>	Couples
<b>Age</b>	From 45 to 65
<b>Lifestyle</b>	Faculty educated, mostly successful with secure workplaces, with higher incomes, are still considered young and very active. Turn to quality of life.
<b>Household income</b>	Middle and higher
<b>Accommodation</b>	Hotels, cruisers and mini cruisers
<b>Motive of coming and needs</b>	They travel all year round, but avoid the season and school holidays. They please themselves. They are looking for luxury and comfort. Focused on healthy, fulfilling lives and experiences. They want cultural experiences. They are interested in local gastronomy, they want to try different activities. They have high quality expectations. They look for authenticity, they want to see and experience everything in the destination.

## Middle and older years

Sociodemographic profile	
Type of visitors	Couples, sigles
Age	50+
Lifestyle	Good or relatively good health. With adult children, property owners. They seek harmony and security, relaxation and peace.
Household income	Middle
Accommodation	Hotels, cruisers
Motive of coming and needs	They travel out of season. Interested in local attractions and especially appreciate the comfort of accommodation. They like to go back to previously discovered places. They want activities, but with a sense of security. They are looking for atmosphere. Culture, tradition, certain moderate activities, gastronomy. They often travel in organized groups.

## Active Tourists - Recreationalists and Athletes

Sociodemographic profile	
Type of visitors	Couples, sigles, with older children
Age	25+
Lifestyle	An active life, focused on health and fitness. They are looking for physical experiences, recreation and fun.
Household income	Middle and higher
Accommodation	Apartments, camps, hotels
Motive of coming and needs	They travel out of season. The attractiveness of nature and the availability of various sports facilities are of paramount importance to them. They prefer comfortable accommodation, not necessarily high quality. Seek recommendations from other athletes, seek sporting events.

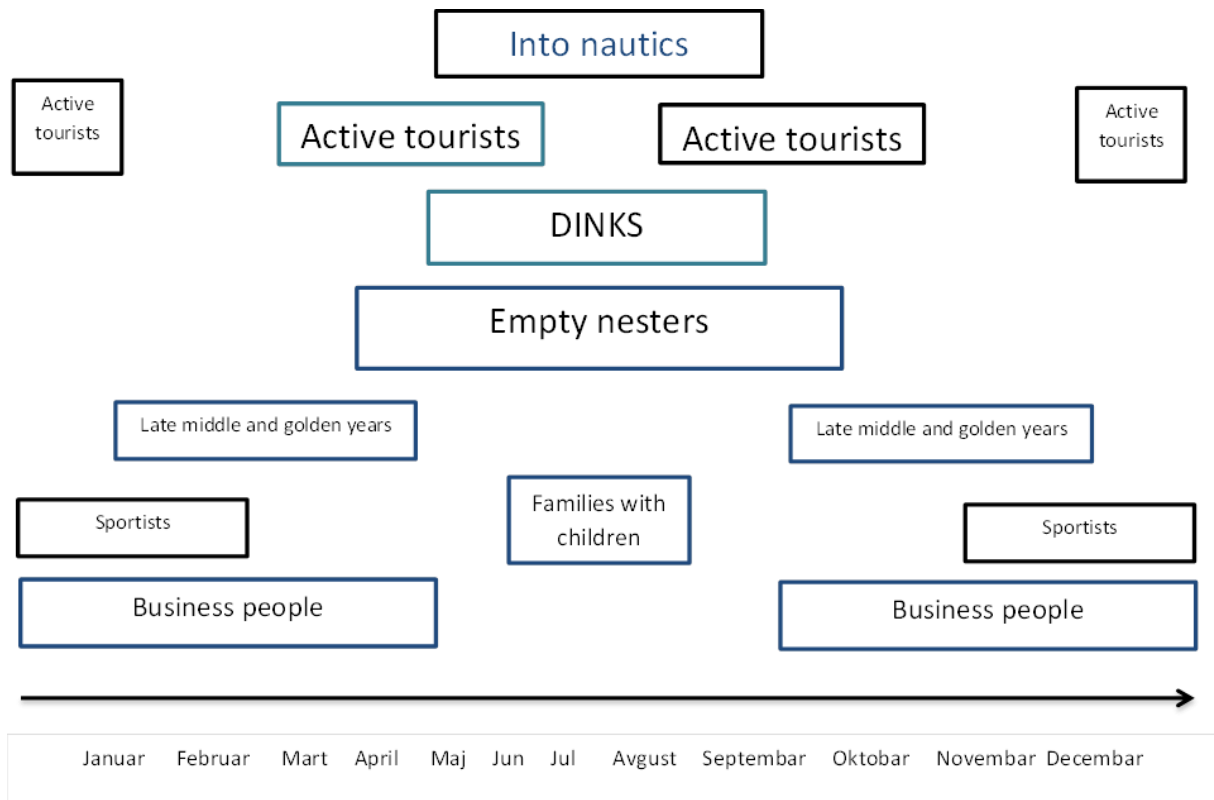
## Into nautics

Sociodemographic profile	
<b>Type of visitors</b>	Couples, friends, couples with older children
<b>Age</b>	30-65
<b>Lifestyle</b>	An active life, higher education and income
<b>Household income</b>	Middle and higher
<b>Accommodation</b>	Charters or own vessels
<b>Motive of coming and needs</b>	Faithful to destinations, informed on the Internet or through friends of boaters, delighted with the beauty of nature, enjoy gastronomy.

## Business people

Sociodemographic profile	
<b>Type of visitors</b>	Middle and top management of companies
<b>Age</b>	30+
<b>Lifestyle</b>	Business category, desire to celebrate special moments in life
<b>Household income</b>	Middle and higher
<b>Accommodation</b>	Hotels and high-quality accommodation
<b>Motive of coming and needs</b>	Business gatherings, corporate events, special events

## Target groups and their movements throughout the year



From the above it is clearly concluded that the "key" to extending the season lies in two categories of guests:

- Late middle and golden years
- Business People (MICE segment)
- Athletes

## Evaluation of tourism products by key tourism players

Products	Availability	Development	Importance	Potential
Sun and sea	5	5	3	3
Sports tourism	3	2	4	5
Nautic tourism	4	4	5	5
Cruising tourism	2	2	3	3
Cultural tourism	3	2	5	5
Tourism in ambient units	2	2	4	5
Excursion tourism	2	3	5	5
Gastro tourism	4	4	5	5
Active turizam	3	4	5	5
MICE	3	3	5	5
Health turizam	2	2	5	5
Special types of toursim	3	3	4	5

When defining the action plan for the implementation of the Strategy of development of tourism in Tivat municipality, every tourist product was taken into account.

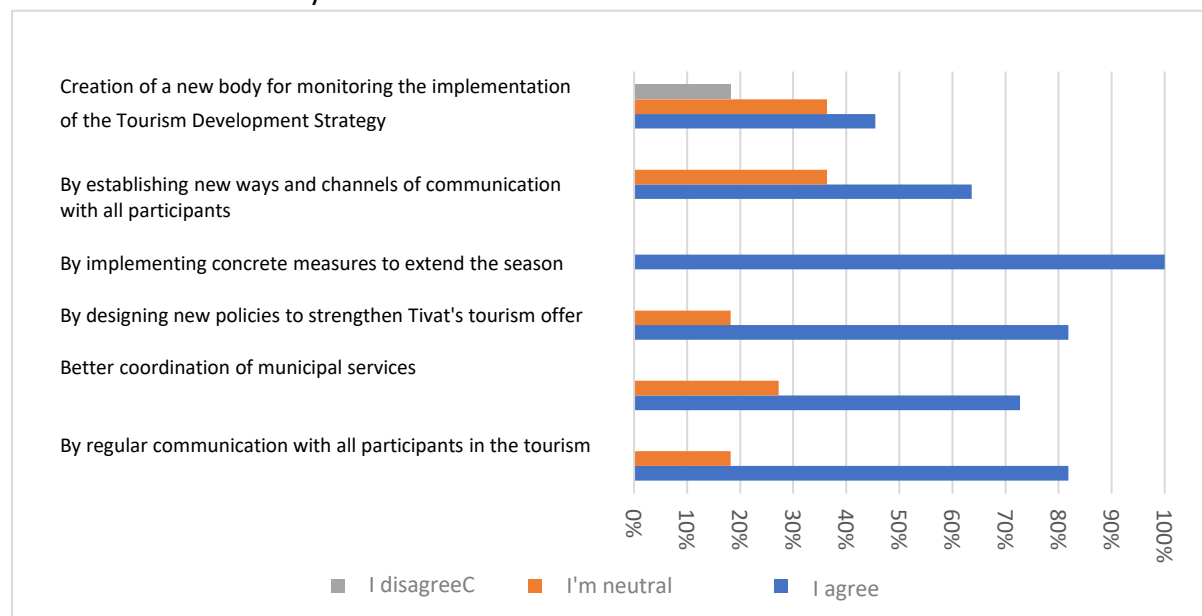
The aim of this act was to point out those tourist products that lead to:

- Extension of the tourist season
- Increasing the quality of tourist arrivals
- Creating added value
- Increasing the overall quality of the destination

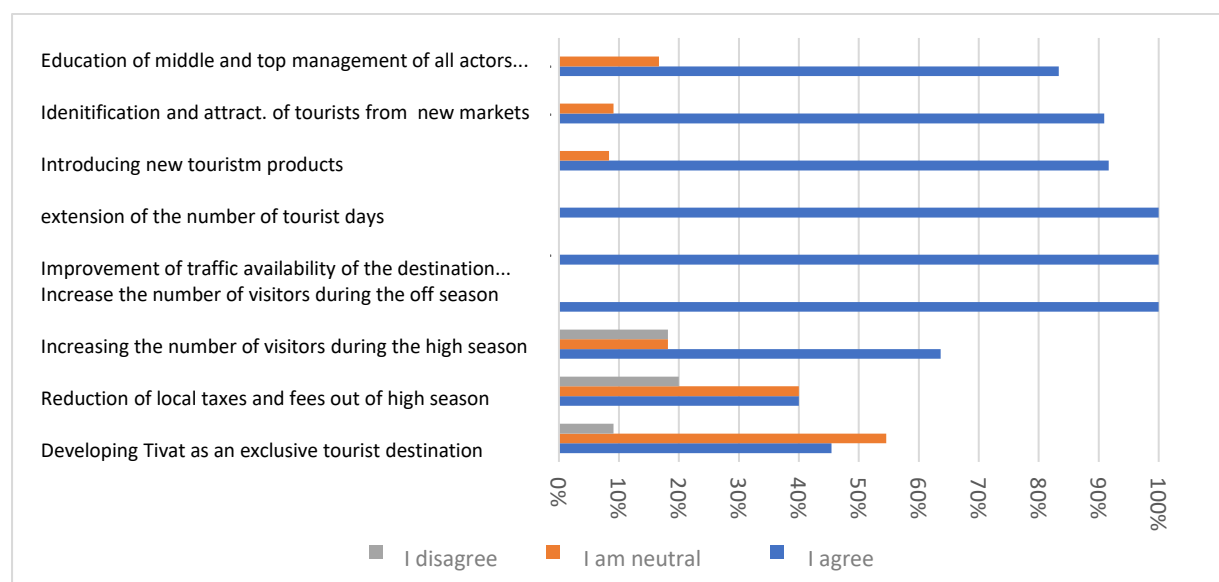
## A survey among key players in the tourism industry in Tivat

As an integral part of the methodology for preparing the Tourism Development Strategy of the Municipality of Tivat, a survey has been defined among the key players in the tourism industry in Tivat.

- How can the municipal government help to include and increase the presence of the overall tourism industry in Tivat's tourism offer?

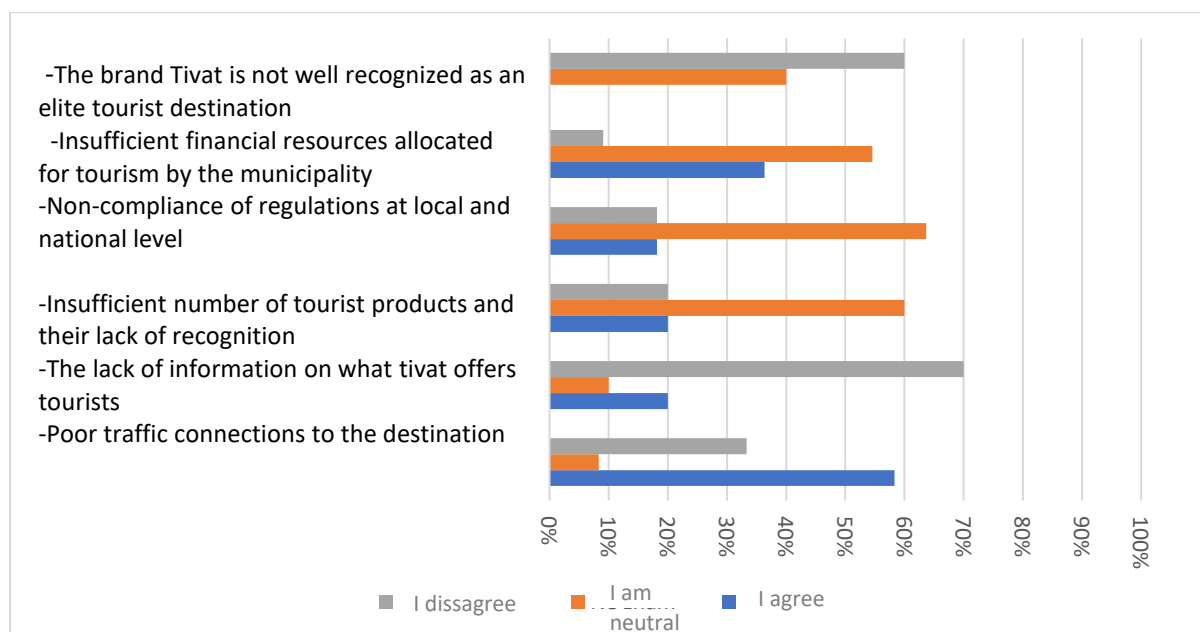


- To what extent do you agree with the following activities to enhance Tivat's tourism offer:

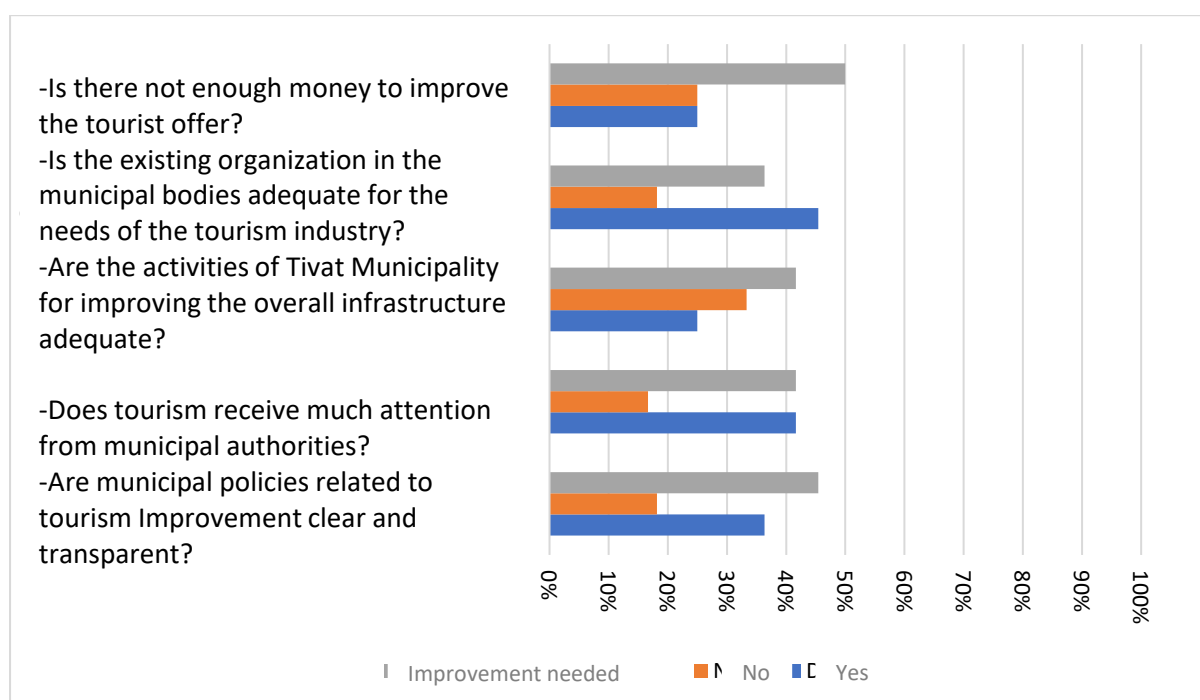




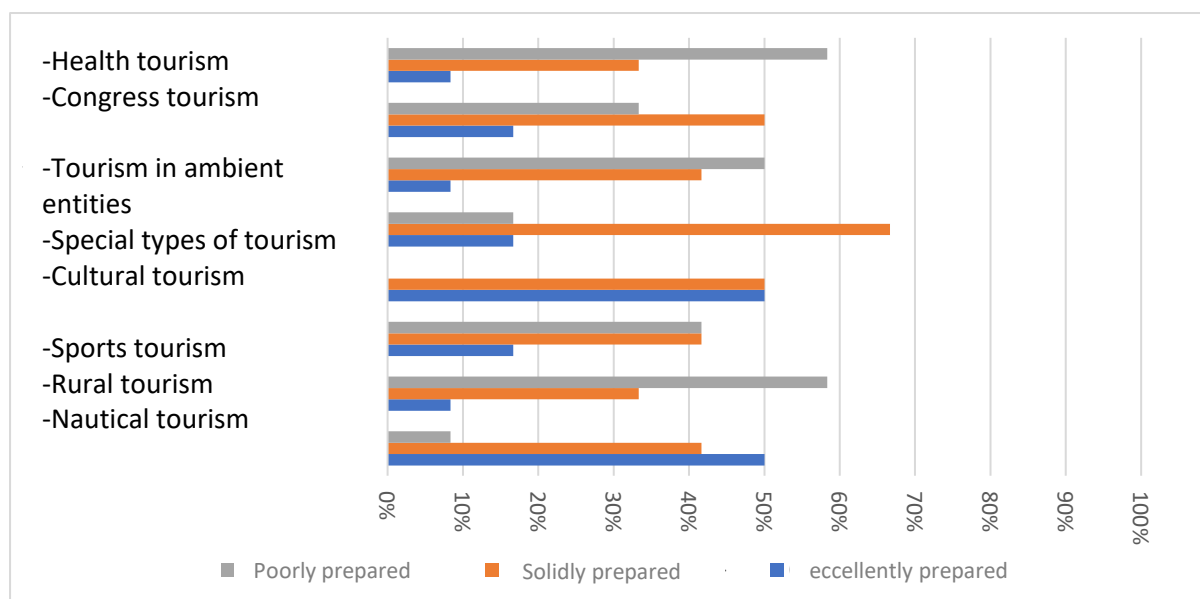
- What are the obstacles in implementing activities to improve the quality of tourism in Tivat?



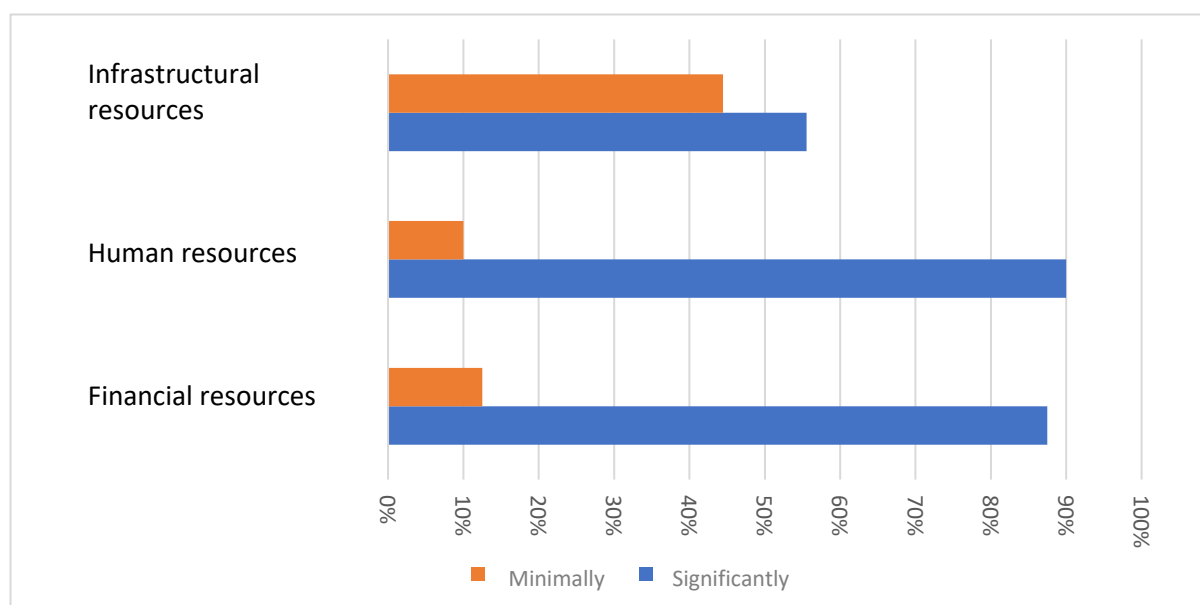
- The role of the Tivat municipality in improving the tourist offer



- To what extent the municipality of Tivat is prepared for various types of tourism?

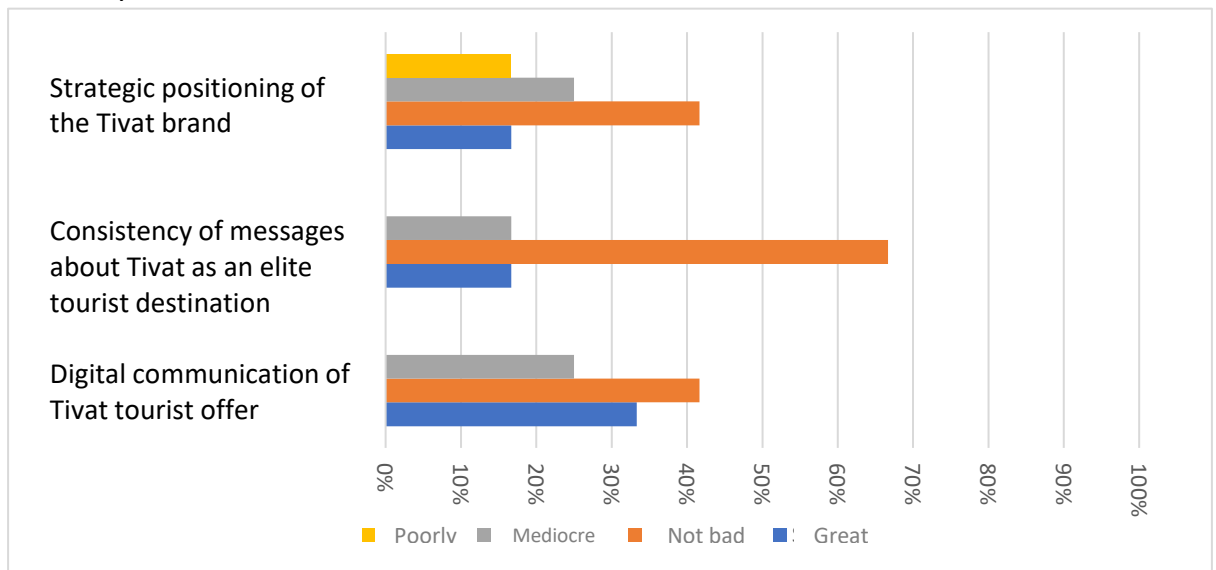


- What resources and to what extent are you prepared to make available to any body that would be concerned with increasing the quality of Tivat's tourism offer?



- What do you think Tivat lacks to position itself as an elite tourist destination? (please answer as detailed as possible).
  - o A better prepared vision, clear communication of the same, and synergy of projects and entities are needed to further recognize Tivat as a quality tourist destination. Tivat is in some parts an elite destination and not like the whole city.
  - o Departure of a group selected in cities in Europe where nautical tourism is far more developed and learn some of them. No wheel should be reinvented.
  - o Offer according to demand of elite guests
  - o Better communication with the subjects of the tourism industry, mutual harmonization of business, creation of one common quality tourism product and branding of the same.
  - o To the second question - Developing Tivat as an exclusive tourist destination - my answer was to disagree. In this regard, I believe that Tivat should not develop in this direction alone. There are other types of tourism that need to be addressed a little more, and which, in my opinion, are underdeveloped, such as: rural, sports, etc.
  - o Better transport infrastructure
  - o What is evident is that Tivat lacks adequate transport infrastructure.
  - o I do not think that Tivat should be recognized solely as an elite tourist destination, because Tivat has a lot to offer to all tourist structures and to developing all segments of tourism equally. There is a lack of stronger branding and content binding in general terms for foreign projects and local government. Not bad communication, but everyone still acts separately, and Tivat should be presented more as a common and recognizable package of the product of the entire tourism economy, for the benefit of all.
  - o Designate designated anchorages for yachts that Tivat does not have
  - o Address traffic jams and limited access to beaches
  
- Which existing activities / tourism products should be reduced or even completely eliminated from the existing tourist offer?
  - o Tenant arrogance
  - o Work on sustainability and improvement of existing and introduction of new ones
  - o New Year's Eve
  - o No offer should be eliminated

- How do you evaluate?



## Predicting growth in tourist numbers

At its core, the Tivat Municipality Tourism Development Strategy aims to raise the quality of the destination, which means that the focus is not on increasing the physical volume of tourists, but on increasing the number of tourists with better payment power.

With this in mind, we have prepared a scenario for the growth of the number of tourists, which essentially has a change in the structure of tourists in terms of their longer stay.

	2019	2020	2020	2022	2023	2024
Number of tourists	126,987	130,797	133,413	136,082	138,803	141,579
Growth	3%	2%	2%	2%	2%	2%

The increase in the number of tourists for 2024 is predicted to be 11% compared to 2019.

Much more important is the increase in tourist nights, which is given in the following table.

	2019	2020	2020	2022	2023	2024
Number of nights	972,903	1,011,819	1,062,410	1,115,530	1,171,307	1,229,872
Growth	4%	5%	5%	5%	5%	5%

The increase in overnight stays for 2024 is projected at 26% over 2019.

### Increase in the average daily consumption of tourists

Particular emphasis should be placed on increasing the average consumption of tourists. If the actions in the Action Plan are followed, assuming that no major external shocks occur, it can be assumed that the existing average daily tourist spending of € 75.11 will be increased by 20% by the end of 2024.

## Tourist products

An important factor in the overall Tourism Development Strategy of the Municipality of Tivat for the period 2020 - 2024 is the contextualised portfolio of tourism products of the Municipality of Tivat.

The tourism products that the municipality of Tivat should focus on are:

- MICE tourism
- Cultural tourism
- Rural tourism
- Luxury tourism
- Nautical tourism
- Sports tourism

Each of these tourist products aims to maximize the overall quality of Tivat Municipality, which have a great basis to become a leading Mediterranean oasis that provides a unique atmosphere.

In addition to being at their core, each tourism product is one factor that is very important: the safety of the destination, which Tivat unequivocally provides.

## MICE tourism

The International Association of Professional Congress Organizers (IAPCO) defines MICE as: Meetings, Incentives, Conferences, Exhibitions. The main purpose of MICE travel is business and generally, they bring large groups together for a specific purpose.

Developing MICE tourism can have great benefits for a destination:

- stimulating the tourism economy, especially in low season,
- developing better tourism infrastructure,
- MICE tourists usually spend more money than other travelers in less time you spend in a destination
- MICE travelers can extend their stay, accompany their partner, or return with family or friends.

### *Meetings*

At meetings, groups of at least 10 people from corporate organizations gather in one place. Examples are:

- annual meetings,
- meetings of the board of directors
- Shareholder Assemblies
- Special teams meetings
- Product launch
- Presentations

### *Incentives*

Incentives are corporate-sponsored trips for employees or business partners. Companies use them to:

- rewarding employees,
- motivation for business results,
- Increasing loyalty to the company.

### *Conferences*

Conferences are meetings where hundreds of people participate. These people share a common interest, such as business, industry, culture, religion or hobby. They are often organized by industry or the chamber of commerce.

### *Exhibitions*

These are professionally organized events that showcase products and services. It is an effective way to bring business partners together. Most events take place once a year, at the same location in almost identical terms.

The MICE segment that is most targeted is meetings and incentives for less than 50 people. These departures represent about 30% of all MICE client events in Europe.

Special attention should be paid to emotional events: weddings, engagement celebrations, birthday celebrations, wedding anniversaries and similar special dates.

In MICE tourism, the need for quality is emphasized as business travelers have higher expectations from the destination: high level of service, safe and comfortable transportation, clean and comfortable accommodation, meeting rooms with good internet access and Wi-Fi.

According to the GBTA (Global Economic Tourism Association), Germany, the United Kingdom, France, Spain and Italy represent 70% of European markets in the MICE segment.

The business tourist experience is becoming increasingly important in the MICE segment. Travelers in this segment require additional value from the MICE destination. Experience enrichment and additional activities become more important than the functionality of accommodations and locations. The wellness component is important for MICE tourists.

### Cultural tourism

Cultural tourism represents the orientation of tourists towards experiencing local skills, heritage, landscapes, traditions and lifestyles. Examples of cultural tourism experiences include: architectural and archeological treasures, culinary activities, festivals or events, historical heritage, cultural monuments and objects, museums and exhibitions, religious sites.

The profile of tourists engaging in cultural tourism has medium to high incomes, significant interest in culture, significant interest in social and environmental issues. The main purpose of the trip is to experience and learn local cultures.

The largest target group is middle-aged and older people (over 45 years of age). This generation usually has more time and money available than other groups and this segment is growing due to the growth of the older population.

Cultural holidays are the most popular holidays among this group. Many of these people are experienced travelers who travel at least once a year and mostly travel in pairs, with a full schedule of cultural activities. They prefer destinations that they have wanted to see all their lives. Quality is important to them. They seek solace, more than other segments of the years.

According to WTTC, 40% of global tourism is a soft cultural tourism destination.

Cultural tourists love to interact with the locals. They are interested in homegrown ideas and opinions on everyday topics. Not only do cultural tourists want to passively experience culture, they prefer open communication about the daily lives of local people.



In recent years, authenticity has become a major factor in tourism. Cultural tourists have high standards of authenticity and love the aspects of culture supported by the local population. There is a demand for both authentic and more 'cultural' local experiences.

## Rural tourism

Rural tourism refers to travel where the main motive is to enjoy rural areas, rural communities and experience experiences characteristic of these areas.

Rural tourism aims to involve rural communities while preserving their ecological and cultural assets. It brings economic development to rural areas, generating additional income and employment.

Rural tourism is closely linked to nature and eco-tourism and adventure tourism.

Rural tourists participate in the activities, lifestyles and traditions of rural communities. This will give them a personalized experience in the countryside. They usually rent rural accommodation, which they can combine with (rural) activities and attractions, preferably using local social, cultural and natural resources.

Examples of rural accommodation are: camping ground or tent, family guesthouse, landscaped authentic house, or small hotel.

Common activities include: observing animals, cycling or trekking, specialized tours (eg olive or wine tours), organizing experiential workshops.

Popular attractions include: archeological or heritage sites, cultural centers or museums, cultural, gastronomic, heritage and other routes / paths, landscapes, animals, local farms.

Rural travelers are interested in authenticity, rural experiences. They love places and activities that are as fun as they are educational. This should reflect the unique character of the area, its rural features and its heritage.

The main reason for tourists coming to rural areas is to enjoy the quality of natural, unexplored landscapes. This is often more important for rural tourists than accommodation itself.

Rural travelers love authentic accommodation run by local people, reflecting the area's authentic rural heritage.

In rural areas, terrain accessibility can be a challenge. There is often a lack of good roads and public transport. Vague and inadequate signs are a common complaint of rural tourists.

Rural travelers are generally: highly educated, middle and high income earners.

They can be roughly divided into three main segments:

Older generations: Rural tourism is especially popular with the relatively large older age group of 50-70 years. They have more free time and money than other groups. Often their

children moved out, or they retired. These are usually seasoned travelers who like to enjoy the rural, quiet environment and seek new experiences. They want great value for money and are willing to pay more for authentic experiences. Older travelers generally seek a greater level of comfort than younger groups.

The younger passengers are the second largest segment. They often traveled as children and / or studied abroad. This group is interested in exploring new destinations further afield. There are two groups of younger travelers, the most important being the high income and time consuming group. These are young high-income professionals but have limited time to travel. They are mostly between 31 - 44 years old and often travel in pairs, although there is a single market in this age group. These travelers are looking for unusual, once-in-a-lifetime experiences.

Tourists are increasingly incorporating local culture elements into their holidays. They seek experiences, rather than passive sightseeing. During these experiences, they like to interact with local people. Many developing countries have interesting rural areas with their own culture and tradition.

### Luxury tourism

Luxury tourism involves delivering superior services and products in a convenient and attractive way. What travelers see as "superiority", "fit" and "engagement" is their subjective feeling, and it is therefore difficult to determine what luxury means to this group.

Luxury travelers generally seek: personalized service (preferably one-on-one), high quality accommodation, excellent transport connectivity, quality and indigenous food and wine, exclusivity, positive and professional interaction with staff

Personalization has become a key factor in the luxury travel segment. Luxury travelers usually seek a combination of relaxation and fun. They like to just design their unique vacation and require flexible travel to get the most value for money. They love personalization that gives them the feeling that their experience is made just for them and they value originality and exclusivity.

Traditionally, luxury travelers seek the best and most glamorous travel experiences. They want to live life to the fullest and enjoy luxury. Travelers in this segment often like to travel with family and / or friends. For example, they can rent a luxury yacht for a group of friends. For this type of traveler, sharing your luxury experiences on social media is very important.

In addition to luxury tourism, Wellness tourism is a growing segment in global tourism, accounting for about 6.5% of the market. Travelers are significantly increasing their spending on wellness as demand is now expanding to an internal (emotional, intellectual and spiritual) state.

Luxury travel is flourishing. Between 2014 and 2016 luxury travel grew twice as fast as international travel.

One key trend that will be crucial to the future of luxury travel is the change in value, which is no longer on material things. In mature markets (like Western Europe), luxury has evolved and become increasingly based on experience rather than material things. Instead of saving and buying luxury things, people choose to spend their money on luxury experiences.

Luxury travelers often seek exclusive experiences. They do not want tourism products that they think are overbooked and unoriginal.

Luxury travelers expect that the accommodation they are staying in will have a positive attitude towards the environment. Organic labeling is paramount when it comes to food. Luxury travelers often require quality organic food and authentic wine.

### Nautical tourism

Nautički turizam predstavlja turistički proizvod koji se sastoji od različitih aktivnosti i proizvoda/usluga vezanih za iskustvo plovidbe koje je glavni fokus interesa turista.

Nautical tourism has the potential to:

- Increase destination spending
- reduce seasonality
- Create new quality jobs

Nautical tourism is inherited by tourists with medium and high purchasing power. It is unique in that it has an offer for all categories of tourists, which is why it is a very important product for the overall increase of the quality of the destination and the extension of the season.

Nautical tourism depends a lot on the development of the marina (infrastructure), as well as the accompanying activities in the destination.

Tivat, as a well-established nautical destination for boats, small boats, yachts and mega-yachts, has the potential of further development towards raising the quality of supporting nautical tourism activities, which should be positioned in a way to extend the season and increase the quality of the destination Tivat.

### Sports tourism

Sport tourism refers to the experience of traveling to practice or watch sports activities using products related to physical activity.

There are three types of sports tourism: Active sports tourism, sporting event tourism and visits to sports related activities.

Sport tourism can significantly increase destination visits outside the main tourist season as well as generate economic growth through crowded hotels, restaurants and retail outlets. Sports tourism attracts high-income guests who are happy to return to their destination if their standards are met.

Also, a great advantage of sports tourism are indirect benefits such as free marketing and media coverage of the destination, which increases the accessibility of the destination.

A special advantage of sports tourism is that in addition to tourists who came to the destination for the competition, their family members / friends / fans also come, which increases the number of visitors to the destination.

Sports tourism is practiced by tourists who are mostly men, of medium and high purchasing power, are physically active.

## EU funds

The European Union provides funding and grants for a wide range of projects and programs, funded from the EU budget both within the EU itself and in the countries benefiting from pre-accession assistance.

EU funds are mainly allocated to beneficiaries at local level through grants based on calls for proposals, in which different actors compete for EU support.

Two types of grants can be distinguished:

- grants for projects with a limited duration during which specific activities are proposed;
- operating grants that provide financial support for the regular operation and activities of the municipality.

EU and other funds available for Tivat municipality:

- IPA
- IPARD
- EUSAIR - European Union Strategy for the Adriatic-Ionian Region
- European Economic Community (EEC) and Norway - Regional Cooperation Fund
- Fund for Western Balkan
- ERASMUS +
- Europe for citizens
- Horizon 2020
- Regional office for youth (RYCO)
- COSME
- Višegrad fund
- Creative Europe
- Regional Council for Cooperation (RCC)

The concept of attracting EU funds has been specifically addressed in the action plan.

## Supervision of the implementation of the Tourism Development Strategy of the Municipality of Tivat

By overseeing the implementation of the Tourism Development Strategy in the Municipality of Tivat, the continuous commitment of key stakeholders in the tourism industry to achieve the proposed activities is sought.

Continuous monitoring of the implementation of the Strategy at the semi-annual level enables a sufficiently precise monitoring of the quality of implementation of the Strategy, with the inevitable identification of problems that will arise in its implementation.

### Working bodies

The following monitoring system is logically imposed for the implementation of the Strategy, subject to legal authority:

The Mayor of Tivat, as the political and professional bearer of the Strategy, is the person with the highest degree of responsibility and control over the implementation of the Strategy. As the President of the Coordination Body for Strategy Implementation Monitoring, the Mayor convenes at the semi-annual level (before and after the main tourist season) to convene a meeting of the Coordinating Body for Strategy Implementation Monitoring.

The Coordination Body for Supervising the Implementation of the Strategy (CB) is composed of the key actors of the Tursit economy of Tivat Municipality. In addition, external stakeholders who contribute to the tourism industry and who can contribute to better implementation of the Strategy may be invited to the meetings of the CB.

The CB assesses the level and quality of implementation of the action plan activities. The materials for the CT work are prepared by the LTO, which is in charge of the operational part of the CB work.



## Action Plan for the Implementation of the Tourism Development Strategy of the Municipality of Tivat 2020 - 2024

Activities	Activity Holder	Result indicator	Time frame	Budget (annual)
<b>Segment 1-MANAGEMENT</b>				
<b>Measure 1.1.</b>				
1.1.1 activity. – Strengthening the municipal leadership in the field of tourism through the implementation of trainings and educational workshops	Municipality of Tivat	3 employed	2020	N/A
1.1.2 activity. -Strengthening capacities of the local tourism organisation and gradually increasing its budget to 1m euros by 2023. Year	Municipality of Tivat, LTO	Povećanje Budget	In continuity (2020-2024)	1,000,000
1.1.3 activity. -Within the LTO, educate one employee in the field of MICE tourism	LTO	1 Employed professional	Q2 2020	N/A
<b>Measure 1.2 Strengthening old and establishment of new institutional relations</b>				
1.2.1 activity. -Form a special Coordination Body (CT) which will monitor the implementation of the tourism development Strategy on a monthly basis. CT members must be representatives of the municipality, representatives of tourist economy, strategic investors, Tivat airport, representatives of NGOs dealing with the problem of tourism, etc.	Municipality of Tivat, LTO, strategic investors, ACG, LK, NGO	Decision on forming the KT	Q1 2020	Not required
1.2.2 activity. -Strengthening mechanisms of cooperation with the tourism economy when deciding through their inclusion in the decision-making process.	Municipality of Tivat, LTO, NGO, strategic investors	Inclusion of representatives of the tourism industry in the decision-making process	In continuity (2020-2024)	Not required
1.2.3 activity. -Establishment and strengthening of relations with commercial chambers and business associations in order to mitigate the MICE tourism that extends the season.	Municipality of Tivat,	Co-operation agreements	In continuity	Not required



	PKCG, AMCHAM, FIC	signed	y (2020- 2024)	
1.2.4 activity. – Initiating cooperation with Cruiser companies in order for tourists from ships to tour Ambiental and rural part of the municipality of Tivat.	LTO	Established cooperation with cruising Airlines	In continuity (2020-2024)	Not required
<b>Measure 1.3 Strengthening domestic and international networks</b>				
Activity 1.3.1. -Review I innovation of the current agreements and Memorandums	Municipality of Tivat	Overview of existing documentation	Q2 2020	Not required
Activity 1.3.2. -Focus on cooperation with cities that are complementary to the tourist offer of Tivat in order to exchange ideas and good practice	Municipality of Tivat, LTO,	Innovation, New signed co-operation agreements	In continuity (2020-2024)	Not required
Activity 1.3. 3. -Establishing professional communication with global multinational companies to organize MICE events in Tivat, in order to extend the season	LTO, Municipality of Tivat,	Co-operation between hoteliers and global companies established	2020	Not required
Activity 1.3.4. -Establishing and strengthening relations with domestic and international media in order to better communicate and promote destinations.	LTO, Municipality of Tivat	Signed memorandum of Co-operation	In continuity (2020-2024)	Not required
Activity 1.3.5. -Establish and develop relations with global IT companies: Booking, Airbnb, and other platforms that offer accommodation in Tivat.	LTO, Municipality of Tivat	Communication established	In continuity (2020-2024)	N/A

Activity 1.3.6. -Investigate the possibility of launching certain innovative solutions of the abovementioned IT companies in Tivat.	LTO, Municipality of Tivat	Communication established	In continuity (2020-2024)	Not required
Activity 1.3.7. -Establish and develop relations with organizations and activists dealing with environmental protection.	LTO, Municipality of Tivat	Signed memorandum of cooperation, promotion of activities	In continuity (2020-2024)	Not required
Activity 1.3. It's 8. -Establishing and strengthening co-operation with UN organisations in Montenegro and their regional hub in Istanbul	Municipality of Tivat	Established cooperation	In continuity (2020-2024)	Not required
Activity 1.3. The 9th. -Establishment and strengthening of cooperation with other organizations operating in Montenegro	Municipality of Tivat	Established cooperation	In continuity (2020-2024)	Not required

<b>Segment 2. Education</b>	<b>Activity Holder</b>	<b>Result indicator</b>	<b>Time frame</b>	<b>Budget (annual)</b>
<b>Measure 2.1. Education of key municipal personnel in tourism</b>				
Activity 2.1.1. -Developing education programs in tourism for unemployed persons	Employment agency of Montenegro, LTO, Municipality of Tivat, ZOPT	Number of trainees	In continuity (2020-2024)	N/A
<b>Measure 2.2. Promotion of tourism as strategic branches of the municipality of Tivat</b>				
2.2.1 activity. -Preparation and implementation of the "Tourism in Schools" project in order to promote the social, economic and historical role of tourism in primary and secondary schools.	Municipality of Tivat	Implementation of the project in primary and secondary schools	In continuity (2020-2024)	N/A
2.2.2 activity. -Promotion and coordination of projects, organization of educational conferences, discussions and debates on tourism in the region, Europe and the world for the purpose of promoting and positioning Tivat as MICE destinations during the whole year.	LTO, Municipality of Tivat	At least 2 events per year	In continuity (2020-2024)	N/A

<b>Segment 3-Destination Tivat</b>	<b>Activity Holder</b>	<b>Result indicator</b>	<b>Time frame</b>	<b>Budget (annual)</b>
<b>Measure 3.1. Sustainable development criteria</b>				
3.1.1 Activity. -Start the process of obtaining "Biosphere certificate" for Tivat in order to better position in the markets of high-level income	LTO, Municipality of Tivat	Preparation of documentation for candidacy	2020-2021	N/A
3.1.2 activity. -Promotion of companies, products and services that are heritage and promote sustainable tourism	LTO, Municipality of Tivat	Signed memorandum of Co-operation, concrete plans	In continuity (2020-2024)	N/A
3.1.3 activity. - Reduction of frequency and traffic flow in the centre of the city during June, July and August of the month	Municipality of Tivat	Reduced number of vehicles	In continuity (2020-2024)	Not required
3.1.4 activity. -Promotion of use of bicycles and electrical mobile means of transport	LTO, Municipality of Tivat	Promotional campaign	In continuity (2020-2024)	N/A
3.1.5 activity. -Subsidizing purchase of bicycles and electrical mobile transportation funds for residents of Tivat municipality	LTO, Municipality of Tivat	Preparation of subsidies programme, subvening of electric mobile resources	In continuity (2020-2024)	15,000
3.1.6 activity. -Installation of stations for charging electric mobile means of transportation	Municipality of Tivat	Install a minimum of 2 stops	In continuity (2020-2024)	N/A

3.1.7 activity. -Integrating ecological and organic production in rural areas and tourism through defining the tourism economy's purchase from the producers with the mediation Of municipality Tivat	Municipality of Tivat, LTO	Established model of cooperation	In continuity (2020-2024)	N/A
<b>Measure 3.2 Marketing of destination</b>				
Activity 3.2.1. -Preparing a marketing strategy to ensure the sustainability of the destination and the way of activity in the branding of the city	LTO, BNT, Municipality of Tivat, external consultants	Creating a marketing strategy	2020-2021	N/A
3.2.2 activity. -Promotion of history, myths and Legends of Tivat on on-line communication channels	LTO, CZK, Municipality of Tivat	Preparation of materials and promotions on online communication channels	In continuity (2020-2024)	N/A
Activity 3.2.3. -Increase of the LTO budget to 1 million euros. At least 50% of the budget should be used to organise events outside the main tourist season.	LTO, Municipality of Tivat Entrepreneurship	Adoption of increased budget	In continuity (2020-2024)	N/A
3.2.4 activity. -Decrease of the LTO budget for fair performances and redistribution of funds on social networks, IT platforms, market research and education	LTO,	Redistribution of Budget	In continuity (2020-2024)	N/A
3.2.5 activity. -Significantly increase Google, Twitter Facebook and the Instagram advertising which is to be 30% of the LTO'S budget	LTO	Redistribution of Budget	In continuity (2020-2024)	N/A
3.2.6 activity. -Development of the loyalty program Tivat as a sustainable tourist destination	LTO, BNT, Municipality of Tivat	Loyalty program Adopted	2020 - 2023	N/A
3.2.7 activity. -Significant financial support for the fun and cultural events that correspond to the brand Tivat from October to May	LTO, Municipality of Tivat	Increased number of fun and cultural	In continuity (2020-2024)	N/A

		events		
Activity 3.2.8. -Continuous research of tourist satisfaction	LTO	Research done	In continuity (2020-2024)	10,000
3.2.9 activity. -Preparation of online portal (destination portal) which will merge all key stakeholders of the tourist economy	LTO	The destination portal with the merged information	Q4 2020	N/A
<b>Measure 3.3 managing seasonality</b>				
3.3.1 activity. -Developing additional tourist products in cooperation with strategic investors-tourism of special interest	LTO, Municipality of Tivat, , strategic investors	Defined tourism Products	In continuity (2020-2024)	N/A
Activity 3.3.2. -Focusing tourism products on generations of older, high income tourists	LTO	Defined tourism Products	In continuity (2020-2024)	Not required
3.3.3 activity. -Discuss tax and economic incentives, as are measures of incentives for the tourism industry outside the season	Municipality of Tivat	Concrete measures	In continuity (2020-2024)	Not required
Activity 3.3.4. -Development of marketing campaigns to attract tourists from different markets in the off-season (multi segment approach)	LTO, BNT, external consultants	Number of marketing campaigns	In continuity (2020-2024)	As part of the LTO budget
Activity 3.3.5. -Branding Tivat as a regional conference centre outside the main tourist season	LTO, BNT, municipality of Tivat	Number of conferences with regional representatives	In continuity (2020-2024)	Not required
Activity 3.3. 6. -Construction of the Olympic Village	Government of Montenegro, municipality of Tivat	Construction of the Olympic Village	2024	N/A
Activity 3.3. 7. – Complete reconstruction of the sports hall with the construction of a closed pool	Municipality of Tivat,	Reconstructed Hall	2023	N/A

	Private-Public partnership			
<b>Measure 3.4 development of tourist attractions and products</b>				
Activity 3.4.1. -Adaptation of tourist products to strategies and policies of local economic development	LTO	Defined tourism Products	In continuity (2020-2024)	Not required
3.4.2 activity. -The creation of new tourist attractions and narratives that fit into the territorial strategy of Tivat in order to reduce the crowds at the revisited region in the municipality	LTO, municipality of Tivat	Reduction of tourists in excessively visited areas	In continuity (2020-2024)	Not required
Activity 3.4.3. -List and refurbish spaces that are owned by the municipality of Tivat and give them a symbolic lease for the initiation of small business related to tourism	Municipality of Tivat	Number of qualified spaces	(The list of buildings realized during 2020, enabling will be implemented in accordance with the available budgetary means)	N/A
3.4.4 activity. -Promotion of specialized gastro offers based on autochthonic products and dishes	LTO	Preparation of brochures and books, online promotion	In continuity (2020-2024)	N/A
Activity 3.4.5. -Development and promotion of cultural tourism products	Municipality of Tivat , LTO	Number of tourists visiting cultural	In continuity (2020-2024)	N/A

		attractions		
Activity 3.4.6. -Development and promotion of active holiday tourism	Municipality of Tivat , LTO	Number of tourists having an active holiday	In continuity (2020-2024)	N/A
Activity 3.4.7. -Development and promotion of ambient units with focus on gastronomic offer	Municipality of Tivat , LTO	Number of tourists visiting the ambient units	In continuity (2020-2024)	N/A
Activity 3.4.8. -Development and production Of autochthonous and local souvenirs	Municipality of Tivat LTO	Increased bswarm of autochthonous souvenirs	In continuity (2020-2024)	N/A
3.4.9 activity. -Olive development in rural parts of the municipality through stronger financial and institutional support	Municipality of Tivat NGO LTO	Increased number of olive trees	In continuity (2020-2024)	N/A
3.4.10 activity. -Prepare special conditions for the development of sports tourism (preparation of athletes during tactical breaks)	Municipality of Tivat, LTO	Number of athletes who have come to prepare	In continuity (2020-2024)	N/A
3.4.11 activity. -Restoration and restoration of cultural historical heritage	Municipality of Tivat, LTO	Number of renovated localities of cultural and historical heritage	In continuity (2020-2024)	N/A
3.4.12 activity. -The development of group tourist tours of cultural historical heritage	LTO	Number of tourists touring localities	In continuity (2020-2024)	As part of the LTO budget



		cultural historical heritage		
3.4.13 activity. -Preparation and development of the action Plan for the development of MICA tourism	LTO, BNT, external consultants	Action Plan drafted	2020	N/A
Activity 3.4.14. -Improve access to natural, disordered beaches and infrastructure on them	Municipality of Tivat, DOO communal Tivat, LTO	Number of beaches where access is improved	In continuity (2020-2024)	N/A
3.4.15 activity. -Improvement of WiFi network in the center of Tivat municipality	Municipality of Tivat	Stronger signal	Q2 2020	N/A
3.4.16 activity. -Higher financial support for the established manifestations	Municipality of Tivat, LTO	A higher amount of financial assets	In continuity (2020-2024)	As part of the LTO budget
<b>Measure 3.5 mobility of tourists</b>				
Activity 3.5.1. -Prepare an analysis on the movement of tourists on the entire territory of the municipality of Tivat in order to identify the challenges and strategic objectives for the relief of excessively visited spaces	LTO, municipality of Tivat	Analysis done	Q4 2020	N/A
3.5.2 activity. -Improvement of tourist signalization-design and development of new captions of streets, squares, roads and other points in the municipality of Tivat	LTO, municipality of Tivat	Improvements to tourist signalling	Q1 2020	N/A
Activity 3.5.3. -Renewal and adaptation of tourist info desks	Municipality of Tivat, LTO	Number of updated info desks	Q4 2020	N/A
Activity 3.5.4. -Raising the quality of traffic and road infrastructure with an emphasis on the problem of airport Tivat	Municipality of Tivat	Better Transport and travel	In continuity (2020-2024)	N/A

		infrastructure		
Activity 3.5.5. -Strengthening of transport capacities towards tourist sites outside the center of the municipality and branding of bus stops	Municipality of Tivat, bus station Tivat, BNT	Increased number of lines and branded positions	Q1 2021	N/A
Activity 3.5.6. -Mapping areas that are unavailable for people with Disabilities (OSI) and customization thereof for OSI	Municipality of Tivat	Number of custom areas	In continuity (2020-2024)	N/A

<b>Segment 4 – Accommodation</b>	<b>Activity Holder</b>	<b>Result indicator</b>	<b>Time frame</b>	<b>Budget (annual)</b>
<b>Measure 4.1 Development of planning documents</b>				
Activity 4.1.1. -Carefully planning the construction of new facilities for accommodation of tourists with a focus on the construction of hotels that provide the services of MICE tourism	Municipality of Tivat	Number of hotels that provide MICE tourism services	In continuity (2020-2024)	N/A
Activity 4.2.2. -Uniform development of urban infrastructure with emphasis on municipal infrastructure	Municipality of Tivat	Construction of communal infrastructure	In continuity (2020-2024)	N/A
<b>Measure 4.2. Active policies of tourist accommodation</b>				
4.2.1 activity. -Expanding the existing framework of cooperation between hotels and apartment representatives	Op'tina Tivat , LTO, NGO	Enhanced collaboration	In continuity (2020-2024)	Not required
Activity 4.2.2. -Raising the quality of the total accommodation (private and collective) at minimum 3 * in year 2023.	Municipality of Tivat	Number of objects with 3 or more stars	2024	N/A
4.2.3 activity. -Intensifying inspection of illegal tourist accommodation	Directorate for inspection Tasks	Number of inspection controls	In continuity (2020-2024)	Not required
Activity 4.2.4. -Permanent closure of the accommodation which makes permanent violations of the law	Directorate for Inspection, LTO	Number of permanently closed objects	In continuity (2020-2024)	Not required

<b>Segment 5-Manage space</b>	<b>Activity Holder</b>	<b>Result indicator</b>	<b>Time frame</b>	<b>Budget (annual)</b>
<b>5.1 overvisited Spaces</b>				
Activity 5.1. The 1st. -Planned tourist movements on the parts of the municipality that are less frequented	Municipality of Tivat, LTO	Increasing the number of tourists outside the city center	In continuity (2020-2024)	N/A
<b>5.2 Urbani balance</b>				
Activity 5.2.1. -Construction of new parking space	Municipality of Tivat, DOO Parking served Tivat	Number of parking places	In continuity (2020-2024)	N/A
Activity 5.2.2. -Construction of the overhead garage	Municipality of Tivat, DOO Parking served Tivat	Number of parking places	2023	N/A
5.2.3 activity. -Enabling existing open and closed sports fields	Municipality of Tivat, Vlada CG	Number of trained courses	In continuity (2020-2024)	N/A
Activity 5.2.4. -Airport expansion, night landing training and airport service improvement	Aerodrom Tivat, The Government of CG, the Concer	/	According to the ACG plan	N/A
5.2.5 activity. -Construction of the water terminal in Tivat airport for easier traffic communication with the marinas	Aerodrom Tivat, The Government of CG, the Concer	/	According to the ACG plan	N/A
Activity 5.2.6. -As part of the green surfaces decorating children's playgrounds	Municipality of Tivat	Increased number of children's playgrounds	In continuity (2020-2024)	N/A

Activity 5.2.7. -Landscaping of parks and green areas	Municipality of Tivat, DOO Communal Tivat	A better qualitydeviceof the parks and green surfaces	In continuity (2020-2024)	N/A
Activity 5.2.8. -Beautification of façade on buildings through renovation program that will co-finance the Assemblies of tenants and municipalities	Municipality of Tivat, building managers, floor owners	Number of buildings with arranged facades	In continuity (2020-2024)	N/A

<b>Segment 6-Withdrawal of EU funds</b>	<b>Activity Holder</b>	<b>Result indicator</b>	<b>Time frame</b>	<b>Budget (annual)</b>
<b>Measure 6.1: Establishment and strengthening of the Platform for generating projects financed by EU funds</b>				
6.1.1 activity. -Strengthening the team for successful fundraising funds from EU funds and supporting the drafting of project proposals	Municipality of Tivat	Applied Project No.	In continuity (2020-2024)	N/A
Activity 6.1.2. -Support for co-financing projects	Municipality of Tivat	Number of projects	In continuity (2020-2024)	Not required
<b>Measure 6.2-Support for development of partner cooperation for joint projects funded by EU funds</b>				

Activity 6.2.1-Support for partner finding for European projects-building partnerships	Municipality of Tivat	Number of partners	In continuity (2020-2024)	Not required
Activity 6.2.1. -Support to the development of cross-sectoral cooperation	Municipality of Tivat	Number of projects	In continuity (2020-2024)	Not required
Activity 6.2.3. -Providing support through partnership on projects	Municipality of Tivat	Number of projects	In continuity (2020-2024)	N/A

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