



**PLANNING AND DEVELOPING HUMAN RESOURCES
AS A FACTOR OF IMPROVING THE COMPETITIVENESS
OF MONTENEGRIN NAUTICAL TOURISM**

Zoran Kovačević

Institute Dr Simo Milošević Igalo A.D., Montenegro

✉ zorankovacevic@igalospa.com

Igor Mladenović

University of Niš, Faculty of Economics, Niš, Serbia

✉ igor.mladenovic@eknfak.ni.ac.rs

UDC
338.48-
52:797.14
(497.16)

Review
paper

Received:
23.04.2018
Accepted:
28.05.2018

Abstract: Nautical tourism is one of the fastest growing tourism segments on the Montenegrin part of the Adriatic coast. In the past ten years, the number and size of reception capacities in Montenegrin nautical tourism has increased by more than twice. The construction of three marinas with over 500 berths is under way, expected to be on the market by the end of 2019. The development of this tourism segment has been more the result of individual investment projects, than an outcome of strategic development processes. There has been no destination support to the development, and staff needed for new product introduction and positioning have not been trained. According to current development plans, the formation of nautical tourist offer on the Montenegrin coast in nautical tourism ports and related activities of charter companies and service centers are expected to provide over 1000 jobs. The aim of this paper is to analyze the current situation and planned activities within Montenegrin nautical tourist offer and consider the current staff training programmes for the needs of the respective development, with reference to experiences of the most developed destinations, to provide guidelines and recommendations aimed at creating appropriate staff support as the basis for the future comparative advantage of Montenegro on the international nautical tourism market. The paper will rely on general methodological principles applied to the specific research subject. The main scientific research methods to be used in the paper are: inductive-deductive, analytical, synthetic, and statistical methods.

Keywords: nautical tourism, staff management, staff training, development of nautical tourist destination

JEL classification: M53, Z32, C40

Introduction

The sea as a natural resource is one of the main motives underlying various tourist needs. To meet these needs, different products are created, thus creating some individual tourism segments. Nautical tourism is a tourism segment, which primarily emerged as a tourist stakeholder response to the growing demand for leisure time on boats intended for sports and recreation. The use of new technology and materials such as glass-plastic for series production of hulls for sports and recreation vessels significantly lowers the price and increases their accessibility. Producers of propulsion devices and related equipment also, following customer demands, using modern technology, and improving technical and technological performance, lower their price and increase accessibility to the nautical tourist market. Growing demand and rising accessibility of vessels are accompanied by the construction of reception capacities in the form of nautical tourism ports. As a result, statistical data shows that nautical tourism has been one of the fastest growing tourism segments in the world in the last fifty years.

1. Historical development of nautical tourism in Montenegro

The retrospective of the historical development of nautical tourism in Montenegro can be shown in phases. The first stage is the first recorded presence of vessels intended for sport and leisure and mention of yachts at the end of the nineteenth century, when in 1866 Montenegro King Nikola received the yacht *Silistri* as a gift from the Turkish Sultan (Kovačević 2007, p.19).

In the same context, the second phase represents the beginning of the construction of the first specialized capacities for the reception of nautical tourist vessels, through the adaptation of coastal sections in the ports of Kotor, Budva, and Bar in early nineteen-eighties. During this period, the regional South Adriatic project set the location of the first Montenegrin marina in Bar (Apolonio 1969, p.36).

Finally, the third phase represents the period when the construction of the Porto Montenegro marina in Tivat started to the present day. Specifically, from the moment of signing the former military shipyard privatization contract in Tivat in 2007, with the aim of building a modern, luxurious marina and accompanying facilities, the period of intensive development of nautical tourism on the Montenegrin part of the Adriatic coast has begun. Porto Montenegro marina was built as a part of the tourist resort which, besides the port, includes other facilities such as the international Regent hotel, a large number of catering and entertainment facilities, along with buildings intended for sale to vessel owners and other interested buyers. Similar contracts were signed between the state and investors, to construct tourist resorts based on the nautical tourism port offer with accompanying amenities, hotels, and apartments for sale in Herceg Novi-Kumbor (Porto Novi project) and Tivat (Luštica Bay project). In the area of Budva city port, the capacities for

accommodating sports vessels have been expanded, and Budva marina today is one of the largest in Montenegro. Bar marina, whose construction began in late 1980s, although the largest in Montenegro by the number of berths, is still not fully completed. In the observed period, Marina A.D. Bar passed through unsuccessful privatization process, to be returned to majority state ownership. In the third, current development phase of Montenegrin nautical tourism, the construction of marina in Meljine, Lazare–Herceg Novi, began in the area of former Lazaret.

Market Positioning, Facilities, Services and Financial Effects of Nautical Tourism Development in Montenegro

As for the planning documentation and other development documents in Montenegrin nautical tourism, besides the South Adriatic project of the second half of the twentieth century, four studies were made under the auspices of the German GTZ, among which two are especially distinguished, namely the one made by Institute for Tourism from Zagreb in 2005, entitled “Nautical tourism in Montenegro – Assessment and recommendations on materials and commitments related to the development of nautical tourism of Montenegro with emphasis on infrastructure and other facilities in the coastal zone”, and “Market positioning, facilities, services and financial effects of nautical tourism development in Montenegro”. Development guidelines from these studies, regarding the number and arrangement of nautical tourist reception capacities, are included into official planning documents such as the Spatial Plan of Montenegro (2008), the Spatial Plan of Special Purpose Areas for Maritime Property (2007), and the Special Purpose Plan for the Coastal Region (2015) which is still in the form of a draft.

However, without a brief staff overview through support projects in the GTZ study Market positioning, facilities, services and financial effects of nautical tourism development in Montenegro, no official development plan in the field of nautical tourism at this destination has addressed the issue of improving human resources to support the development of this new field (GTZ 2005, p.50).

2. The current situation with Montenegrin nautical tourist offer

According to international maritime pilots, Montenegrin marinas currently offer around 1800 berths: Bar (900), Budva (600), Porto Montenegro Tivat (450), and Kotor (30). In addition to berths in the marinas, there are berths in utility ports of ŠkverHerceg Novi, KalimanjTivat, and a large number of small ports, sheltered enclosures for boats, and informal anchorages, especially in the Bay of Kotor, as it represents a naturally protected harbor for vessels outside the built port aquatoriums (YP 2011/2012, p.263).

Three marinas are in the process of construction, which will be on the market in the next two years, with a total capacity of 600 berths. Marinas in Herceg Novi,

Kumbor (Porto Novi-238), and Meljine (Lazure-156) will by the end of 2019 have close to 400 berths, and marina Luštica Bay on the open sea in Tivat municipality will get 176 new berths. In addition to marinas that are already or will soon be on the market, the official planning documentation (Special Purpose Plan for the Maritime Property of 2007 and the draft Special Purpose Plan for the Coastal Area of 2015) foresees the construction of new capacities at the following locations: Njivice (150), Bigovo (150), Buljarica (100), Ulcinj Liman (300), and Ada Bojana (50) with a total of 750 berths (the Government of Montenegro – MORT 2007/2015).

Finally, the Montenegrin seaside will, with the opening of marinas whose construction is in progress, by the end of 2019, offer 2400 berths. By building the remaining planned capacities in 12 marinas on 290 km of coastline in 6 coastal municipalities, more than 3000 berths will be offered.

Service capacities within the nautical tourist offer of Montenegro are currently located in service marinas Zelenika-Herceg Novi, Bonići-Tivat, and Sveti Nikola-Bar. In the area of the former Adriatic Shipyard Bijela, the procedure for awarding a concession for the construction of a shipyard for the production and servicing of yachts and mega-yachts is soon to be completed. In addition, within the service offer for nautical tourist boats, there is a number of small services specialized in the repair and maintenance of certain parts of nautical equipment, such as navigational devices, sails, propulsion devices, electronic equipment, vessel hulls, etc.

The charter companies, engaged in renting nautical tourist vessels in Montenegro, are registered in the Central Register of Companies (CRPS) under various activity codes (7734 – Renting and leasing of water transport equipment, 5222 – Service activities incidental to water transportation, 5010 – Sea and coastal passenger water transport, 7721 – Renting and leasing of recreational and sports goods, etc.) (www.crps.me). For that reason, it is difficult to reliably establish the exact number of currently active boat owners, especially if one takes into account that a significant number of representatives of foreign boat owners in Montenegro are operating illegally. According to the estimates of some charter company owners in Montenegro, over 50 companies are currently actively legally or illegally engaged in the boating business.

The agencies that mediate between nautical tourist supply and demand are mostly registered with CRPS under the activity codes: 7911 – Travel agency activities and 7311 – Advertising agencies, or under one of the aforementioned codes for charter companies, and therefore and it is difficult to accurately determine the exact number of active ones. According to the estimates of relevant stakeholders participating in the Montenegrin nautical tourism offer, between 20 and 30 agencies are currently active.

3. Human resource planning and new jobs in the nautical tourist offer of Montenegro

Due to the lack of official data, it is difficult to determine the exact number of employees within the existing nautical tourist offer of Montenegro. For nautical tourism ports of Kotor and Bar, which are within majority state ownership, and, therefore, subject to the legal obligation to submit business data to the competent authorities, the number of employees can be determined from documents that are publicly available. According to audit reports, the port of Kotor in 2016 had 58 employees, while in the Bar marina the same year there were 25 employees. In addition to these two nautical tourism ports, according to data provided to the media by Porto Montenegro marina, the total number of employees in the marina, settlement, including employees in restaurants and retail facilities, with construction workers engaged in the construction of new facilities, in 2016, was 1050. In companies whose employees were directly engaged in their marina outside the season there were 180, and in the 2016 season that number increased to 230 employees (www.vijesti.me). Therefore, it is concluded that in 2016, in these three marinas, having about 1,400 berths, between 260 and 313 workers were directly employed. To compare, in the same year, according to the data of the Croatian Statistical Office, 17428 berths numbered a total of 1686 employees, of which 455 were seasonal workers (www.mint.hr).

By the end of 2019, 7 Montenegrin marinas should have 2400 berths, which will significantly increase the number of new direct and indirect jobs, given that all new marinas are built as part of major tourist resorts. According to the experience so far, more than 200 new jobs are expected to open in the new nautical tourism ports, while more than 1500 new jobs are expected to be opened within the resorts and other accompanying facilities.

According to the data from three service centers, Zelenika, Tivat, and Bar, about 50 workers are employed during the season, while after the realization of the project for the construction of a shipyard for the production and servicing of yachts and mega-yachts in Bijela, additional 150 jobs are expected in the area of the former shipyard. In this way, servicing capacities for sports and recreation vessels, excluding small specialized services, will provide close to 200 workplaces.

According to Ivica Jurišin (president of the association of boat accommodation providers) from the Croatian Chamber of Economy, in 2016, they had 3500 vessels in 800 companies, with 69680 rentals and 2996817 overnights realized, which is 20% more than in 2015 (www.hgk.hr). Unlike Croatia, in Montenegro, boat renting is still largely taking place in the zone of the so-called illegal "black" charter. However, given that stakeholders estimate that more than 50 charter companies already exist, it is expected that the opening of three new marinas with accompanying facilities and the introduction of illegal charters into legal flows will significantly increase this number in the coming period. On the other hand, in

communication with agencybrokers mediating between charter companies and tourists in 2017, it was estimated that 70% of boat rental requests on the eastern coast of the Adriatic included engaging skippers, while 30% engaged hostesses. According to the organizational structure, even the smallest charter companies employed 3 or more employees (managers, agents in charge of bookings, bookkeepers, guards, etc.). Therefore, it can be expected that charter companies will offer more than 200 jobs by the end of the observed investment cycle (end of 2019).

Finally, the synthesis of the preliminary data points to the conclusion that, from the existing 300 jobs in nautical tourism ports, in the near future this number will increase to up to 1000 jobs in three new marinas, service capacities, and charter companies, as directly involved supply carriers. Given that these nautical tourism ports are built within large tourist resorts with an exceptional range of accompanying facilities, the number of jobs in indirectly related activities, such as those in Porto Montenegro, will be multiplied.

4. Training of staff to improve competitiveness of Montenegrin nautical tourist offer

According to Luković T. and Šamanović J., the permanent lack of quality staff of all professional profiles emphasizes the importance of strategic management in this segment of destination development and corporate nautical tourist offer. The corporation human resources in nautical tourism are the key to its success or failure. The more complex the corporation, the more pronounced the problem is, regardless of whether it is a marina, a cruising, or a charter corporation. Planning and development of human resources in nautical tourism now enters the domain of standardization, which defines the necessary minimum of trained staff in the marina, charter, or other corporations within this offer segment. According to them, as a modified form of human resources there is *intellectual capital*, which represents the knowledge capital, supplemented and enriched in the nautical tourism field faster and more intensively than in other activities, which is why highly developed educational centers throughout Europe deal with specialized training of staff in the field of nautical tourism (Luković and Šamanović 2007, p.52).

The Strategy for Human Resources Development in the Tourism Sector in Montenegro, prepared in 2007 by the Ministry of Tourism and Environmental Protection of the Government of Montenegro, does not in any part address the planning and development of human resources to support future development of nautical tourism (Government of Montenegro 2007). However, as it has been said, since 2007, the intensive development of this tourist offer segment has started, within the most important investment projects in Montenegro's tourist offer, which resulted in the employment of a large number of foreigners due to the lack of all profiles, especially professional domestic staff. Investors, i.e. employers, faced with the absence of knowledge on the domestic labor market, were forced to "import" experts from abroad

who, because of the so-called “separate life” and higher payroll averages in their home countries produced significantly higher costs than the domestic workforce.

The shortcomings in strategic planning documents are partially and gradually corrected by the labor market, which, due to increased demand for all profiles of nautical tourism experts, encourages self-initiative education and the organization of individual educational programmes. For example, in September 2009, the Faculty of Mediterranean Business Studies was opened in Tivat, promoted as the first academic studies of nautical tourism in Montenegro. The basic academic studies of this faculty include two departments in the field of nautical tourism: Management and safety of marinas and yachts and Management in nautical tourism, sport, and recreation, while the study programmes Nautical Tourism and Marine Management and Nautical Tourism are organized within specialized and master studies (www.fms-tivat.me). The Faculty is part of the Adriatic University from Bar, within which is the Faculty of Maritime Studies Bar, where students are educated in the field of nautics, shipbuilding, and port management.

Maritime education programmes at the Bar faculty are the same as at the Faculty of Maritime Studies Kotor, which, along with the secondary nautical school from Kotor, is the foundation of Montenegrin maritime education and tradition. However, apart from certain subjects in the field of maritime affairs (nautics and shipbuilding), which are applicable in yachting, these educational institutions do not have study programmes and courses in which students acquire knowledge specific to nautical tourism (www.pfkotor.me). Along with the Maritime Faculty within the state University of Montenegro, after 40 years, the Higher Tourism School of Kotor was in 1999 transformed into the Faculty of Tourism and Hotel Management. The basic studies of this faculty include two departments, tourism and hotel management, but none of them has any subjects related to nautical tourism in the curriculum (www.fthkotor.me). In addition to Kotor faculty, Bar University of Mediteran also has the Faculty of Tourism and Hotel Management, which has no subjects related to nautical tourism within the curricula of Tourism Management and Hotel Management study programmes (www.ftht.unimediteran.net). Finally, it can be concluded that, within the Montenegrin education system, apart from the faculty in Tivat and several subjects related to the navigation skills in seafaring training centers, no educational institution offers subjects in the field of nautical tourism.

Unlike Montenegro, in the neighboring Croatia, highly complex education programmes have been developed within higher education institutions and faculties in Rijeka, Split, Dubrovnik, Šibenik, Zadar, and Zagreb, where knowledge and skills in the field of nautical tourism are acquired in modernly equipped centers, confirmed by special certificates (Luković and Šamanović 2007, p. 53). Within the framework of the Opatija Faculty of Tourism and Hospitality Management at the basic academic studies in the fields of Marketing in Tourism and Tourism Management, students have the opportunity within the optional study courses to choose those in the field of nautical tourism (www.fthm.uniri.hr).

According to Šamanović J., one of the most famous Croatian experts in nautical tourism, “training costs are generally lower than the costs of ignorance. The costs of ignorance in nautical tourism are most often related to: damage to vessels caused by improper handling, reduction in sales, lost goodwill-good image, costs of accidents at work, and environment pollution, etc. (Šamanović 2002., p.343). However, neither Croatian developmental strategic documents in the field of nautical tourism development, i.e. the 2006 Nautical Tourism Development Strategy of the Republic of Croatia and the Strategy for the Development of Nautical Tourism of the Republic of Croatia for the Period 2009-2019 with the Action Plan for its Implementation of 2008, nor the Montenegrin development documents in this field include a part dedicated to the analysis and improvement of staff potential in the segment of nautical tourist offer.

In addition to the Croatian, experience of developed destinations in the segment of nautical tourist offer points to the multiple need for planning and training of staff to support development. In addition to higher education institutions, carriers of nautical tourism offers gathered in various national and regional professional associations organize educational programmes aimed at providing qualified staff. Within these programmes, students gain knowledge and certificates for performing activities from Advanced Marina Management, Intermediate Marina Management, to one-day courses such as Marina Attend Course. For example, the Global Marina Institute – GMI was established as a partnership between Marina Industries Association – MIA and British Marine to train staff to improve standards of business in marinas around the world. After completing the training within the GMI programme, the participants receive Marina Manager, Marina Operator, and other certificates (www.globalmarinainstitute.net). In addition to the training organization, some associations, such as the Marine Recreation Association, through scholarships additionally support education of employees in marinas, members of associations, and members of their families (www.marina.org).

In Croatia, according to the GMI model, the higher education institution Aspira, which has organizational units in Zagreb and Split, organizes training programmes for marina managers, marina receptionists, marina operating leaders – marina captains, marina marketing leaders, marine finance managers, mariners, charter operators, and booking agents in the marina. In addition, Aspira, in cooperation with the Atlantis Maritime School organizes training for boat leader C (up to 30 BT – Gross register tonnage) and Yacht Commander Class A (up to 100 BT) (Bonacin and Krezić 2015, p.133).

According to the data available on the Aspira School website, within marina managers’ programme, the following teaching units are taught, aimed at acquiring knowledge and skills for modern marina management: marina management and its function; the strategy of modern marketing of nautical tourism ports; financial indicators of marina operations; risk management; technical conditions for navigation and operation in marinas; legal aspect of nautical tourism, ecology of

nautical tourism; trends in chartering etc. Marina receptionist training provides trainees with the opportunity to acquire knowledge and skills necessary to work at the marina reception, starting from the professional reception and accommodation of nautical visitors to the presentation and provision of other marina services. Training for the marina captain involves the acquisition of knowledge and skills necessary for the successful performance of complex management tasks, technical management, and coordination of tasks with the marina manager. Programmes aimed at marketing managers aim to train participants on how to master the skills needed to create and implement a marina marketing strategy. The aim of the marina finance manager programme is to acquire knowledge about bookkeeping, financial indicators, and reports specific to finance in nautical tourism. The training programme for mariners is also carried out in cooperation with the Atlantis Maritime School in accordance with the STCW 95 Convention (International Convention on the Standard of Training, Certification and Watchkeeping for Seafarers, which established the standards of training, certification, and supervision of seafarers of 1978, revised in 1995), all in order to provide the appropriate knowledge and skills necessary for the work of sailors in modern business conditions, where seafarers' preferences are rapidly changing. The training programmes for charter base managers aim to train participants to manage the charter company through the following teaching units: design and organization of efficient work in nautical tourism; formation of a charter company offer; reception and maintenance of vessels – check-in and check-out; organization and supervision of boat chartering; communication and coordination of booking and financial services; customer relationship management – CRM, damage management on vessels, control and supervision of the implementation of legal procedures in the charter base, etc. Practical part of teaching for all programmes in the Aspira School is held in marinas and charter companies (www.aspira.hr).

Finally, we can conclude the following:

- The Strategy of Human Resource Development in the Tourism Sector in Montenegro of 2007 and other development documents in the field of nautical tourism do not address the issue of staff training for the needs of the future development of Montenegrin nautical tourism;
- Theoretical training of staff in the field of nautical tourism in Montenegro is currently performed only at the Faculty of Tivat;
- Faculties of Tourism and Maritime Studies in Kotor and Bar within the curricula have no departments and subjects in the field of nautical tourism;
- In Montenegro, there is no practical training of staff for work in marinas and other companies in the field of nautical tourism;
- In competitive destinations, the issue of educating staff in the field of nautical tourism has been addressed both through educational institutions within the system-based higher education and through various programmes of additional lifelong education;

- Montenegrin marinas and other stakeholders in the field of nautical tourism have not yet organized an association within which they could, according to the GMI model, periodically implement training programmes for their employees and other interested parties.

Conclusion

Nautical tourism is one of the fastest growing tourism segments in Montenegro. In this context, this destination has, in the last ten years, experienced remarkable growth of investment in the part of nautical tourism reception capacities – marinas. All newly built marinas in Montenegro are part of large tourist resorts, which can, due to their diversity of content, be treated as separate micro destinations. Some of the new marinas, such as those in Tivat and Kumbor, were part of development strategic and spatial planning documents, while others, like Luštica and Meljine, were not.

By analyzing the existing number of employees in the nautical tourism sector, which includes employees in nautical ports, charter companies, and service centers, and anticipating projects and processes that are in the phase of realization, in Montenegro will by the end of 2019 have about 1000 employees in that segment of the tourist offer. Significantly higher number of jobs will be in other facilities within the accompanying tourist resorts.

Montenegro, as a country where tourism is one of the strategic industries, adopted the Human Resources Development Strategy in the Tourism sector in 2007. However, although its content does not address the issue of planning and training of staff for the development of nautical tourism, it clearly states that the tourism sector faces an increasing need for professional staff, who, in addition to a high degree of flexibility and knowledge of foreign languages, have practical skills and a great deal of knowledge about different branches and segments within a complex tourism sector.

Montenegrin marinas and Montenegro, as a nautical tourist destination, have, compared to competitors, a number of advantages, based primarily on natural beauties, destination safety, stimulating tax policy, and new modern reception capacities, but also shortcomings that are caused by factors such as the short shoreline, poor traffic connections, low level of health care in relation to Western standards, lack of service capacities, etc. Therefore, in order to increase the level of competitiveness in the long run, and achieve high-quality market positioning and economic sustainability of the offer, it is necessary to ensure adequate planning and development of human resources in this segment of the tourist offer. By applying international experience of the most developed destinations, adapted to the Montenegrin circumstances, it is concluded that for this purpose it is necessary to apply the following measures:

- The Ministry of Education should introduce the subjects in the field of nautical tourism at the Faculty of Tourism and Hospitality in Kotor, so that the students acquire the appropriate knowledge in this area.
- The Ministry of Education should also, due to the increasing number of young seafarers who decide to work on nautical tourist boats, yachts and mega-yachts, introduce at the Faculty of Maritime Studies in Kotor subjects that will provide students with the necessary skills in addition to maritime skills of work on this type of tourist boats.
- Through the NTO (National Tourism Organization) or/and the Public Enterprise for Maritime Property and the Ministry of Sustainable Development and Tourism, encourage marina offer stakeholders and other stakeholders in the field of nautical tourism to organize themselves in order to provide, among other benefits of association, periodic training of staff such as those applied by GMI model within other international associations and Aspira School.

Realization of the previous measures will provide preconditions for improving the quality of human resources, so that Montenegro as a destination and individual stakeholders could better position themselves on the nautical tourism market. However, what needs to be emphasized is that, in this way, the long-term sustainability of nautical tourism in Montenegro is encouraged, because qualified staff use knowledge to ensure better economic exploitation of resources with maximum environmental protection, which is a basic prerequisite of the local community support to future development.

References

- Apolonio, A. 1969. „*Nautički turizam na Jadranu, sa posebnim osvrtom na južni Jadran*“ Međuoopćinski odbor turističkih društava južnog Jadrana Dubrovnik
- Bonancin, M., Krezić, M., (2015) „*Programi cjeloživotnog učenja u lukama nautičkog turizma*“ *Praktični menadžment* Vol. VI, br.1 str.131-136
- GTZ, (Deutsche Gesellschaft für Technische Zusammenarbeit) (2005) „*Tržišno pozicioniranje, sadržaji i finansijski efekti razvoja nautičkog turizma u Crnoj Gori*“ Ministarstvo turizma Crne Gore, Podgorica
- Izveštaji nezavisnog revizora od 2012. do 2016. godine za Luku Kotor
- Izveštaji nezavisnog revizora od 2012. do 2016. godine za A.D. Marinu
- Hrvatski hidrografski institut (2006) „*Studija razvoja nautičkog turizma Republike Hrvatske*“ Split
- Kovačević, Z. (2007.), „*Uloga nautičkog turizma u procesu kreiranja turističkog proizvoda Crne Gore*“ Magistarski rad, Ekonomski fakultet Beograd
- Luković, T., Šamanović, J., (2007) „*Menadžment i ekonomika nautičkog turizma*“ Hrvatski hidrografski institut, Split
- Ministarstvo turizma Republike Hrvatske (2008) „*Strategija razvoja nautičkog turizma Republike Hrvatske, za razdoblje 2009. do 2019. godine*“ Zagreb

- Šamanović, J., (2002) „*Nautički turizam i management marina*“ Visoka pomorska škola, Split, str.343
- „Yachting Pages, Mediterranean, Europe, Africa & Middle East“ (2011-2012)
- Vlada Crne Gore (2007) „*Prostorni plan područja posebne namjene za morsko dobro*“ Ministarstvo ekonomije, Podgorica
- Vlada Crne Gore (2007) „*Strategija razvoja ljudskih resursa u sektoru turizma u Crnoj Gori*“ Ministarstvo turizma i zaštite životne sredine, Podgorica
- Vlada Crne Gore (2015) „*Plan posebne namjene za obalno područje*“ – nacrt, Ministarstvo održivog razvoja i turizma, Pogorica
- <http://www.crps.me/> (18.03.2018.)
- <http://www.vijesti.me/vijesti/radnici-u-porto-montenegro> (10.07.2017)
- <http://www.skyscrapercity.com/showthread.php?t=1516455> (10.07.2017.)
- http://www.mint.hr/UserDocsImages/240317_Nauticki%20turizam2016.pdf (10.12.2017)
- <https://www.hgk.hr-galopirajuci-rast-hrvatskog-cartera> (10.07.2017)
- <http://www.fms-tivat.me/index.htm> (18.03.2018.)
- <http://www.pfkotor.me/>(18.03.2018)
- <http://fthkotor.me/cg/> (18.03.2018)
- <https://ftht.unimediteran.net> (18.03.2018)
- <https://www.fthm.uniri.hr> (18.03.2018)
- <https://www.globalmarinainstitute.net/> (2.04.2018)
- <http://www.marina.org/thescholarships.html> (2.04.2018)
- <http://www.aspira.hr/marina-trening-centar-usavrsavanje-kadrova-u-marini> (2.04.2018.)

PLANIRANJE I RAZVIJANJE LJUDSKIH RESURSA KAO FAKTOR UNAPREĐENJA KONKURENTNOSTI CRNOGORSKOG NAUTIČKOG TURIZMA

Rezime: Nautički turizam jedan je od najbrže rastućih segmenata turističke ponude na crnogorskom delu jadranske obale. U poslednjih deset godina broj i veličina prihvatnih kapaciteta u crnogorskom nautičkom turizmu su uvećani za više od dva puta. U toku je izgradnja tri marine sa preko 500 vezova koji će se naći na tržištu do kraja 2019. godine. Razvoj ovog segmenta turističke ponude usledio je više kao rezultat pojedinačnih investicionih poduhvata, nego kao posledica strateških razvojnih procesa. Zbog toga je izostala destinacijska organizacija prateće podrške u funkciji razvoja. U tom smislu, izostala je i organizovana obuka kadrova potrebnih za formiranje i pozicioniranje novog proizvoda. Prema važećim razvojnim planovima, zahvaljujući izgradnji nautičke turističke ponude na crnogorskom primorju u lukama nautičkog turizma i pratećim delatnostima poput čarter kompanija i servisnih centara može se obezbediti preko 1000 radnih mesta. Cilj ovog rada je da se kroz analizu postojećeg stanja i planiranih aktivnosti u crnogorskoj nautičkoj turističkoj

ponudi, sagledavajući aktuelne programe obuke kadrova za potrebe predmetnog razvoja, a koristeći iskustva najrazvijenijih destinacija, daju smernice i preporuke u funkciji kreiranja odgovarajuće kadrovske podrške kao temelja buduće komparativne prednosti Crne Gore na međunarodnom nautičkom turističkom tržištu. Prilikom izrade rada biće korišteni opšti metodološki principi prilagođeni konkretnom predmetu istraživanja. Naučno istraživački metodi koji će se prevashodno koristiti u procesu izrade rada su: induktivno-deduktivni, analitički, sintetički i statistički metod.

Ključne reči: nautički turizam, upravljanje kadrovima, obuka kadrova, razvoj nautičke turističke destinacije

Authors' biographies

Zoran Kovačević is a President of the Board of Directors in Institute Igalo JSC - Montenegro, where he is developing and working on both domestic and international projects, writing scientific papers, and help in organising conferences, round tables and other events for both project and scientific purposes. He is writing a PhD thesis entitled "The Role of Nautical Tourism in the Sustainable Development of Montenegro". He was also a member of the Board of Directors of the Public Enterprise for the Management of the Coastal Region of Montenegro, where he participated in the development of a public company's development policy that is in charge of coastal management as one of the most important Montenegrin economic resources. The main areas of interest are: economic development of tourism, nautical tourism, sustainable development, macroeconomics and ecological economics.

Igor Mladenović is an Associate Professor at the Faculty of Economics, University of Niš. He teaches Macroeconomics and Financing the Capital Development of the Economy (undergraduate studies), Open Economy Macroeconomics (postgraduate studies), and Macroeconomics and Macroeconomic Management (doctoral studies). Professor Mladenović has authored over 100 scientific articles and 2 books. As an author and co-author, he has published articles in world's relevant magazines. His narrow fields of interest include macroeconomics, economic development, innovation, sustainable development.