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**TOURISM  
IN FUNCTION OF DEVELOPMENT  
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**Spa Tourism in Serbia and Experiences of Other Countries**



**THEMATIC  
PROCEEDINGS**

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**UNIVERSITY OF KRAGUJEVAC  
FACULTY OF HOTEL MANAGEMENT  
AND TOURISM IN VRNJAČKA BANJA**



## CONCEPT OF STRATEGIC POSTULATES AS BASIS FOR DEVELOPMENT OF DESTINATIONS – KOTOR CASE STUDY

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### Abstract

*To a certain tourist destination, had an adequate and sustainable tourism development, it is necessary to establish a strategic foundation on which will be based. In presented paper we will observed tourist destination Kotor, which as one of the main priorities in the Strategic Development Plan of the city from 2013 to 2017 has just drafting the tourism development strategy, however, that until this moment did not draft. Therefore will be offered certain prerogatives, in which it stated that the strategy should be based. Namely, we will discuss model of redesigning receptive factors, namely hotel capacity, adequate the involvement of the hostel and diffuse hotels. In addition, in the domain of receptive factors will be presented to redressing the quality standards at the level restaurant services. Afterwards, the focus will be on the optimal incorporation of anthropogenic factors, and cultural events in overall tourist offer, but also their promotion, primarily in the domain of better utilization of Kotor ramparts. Special the emphasis will be on the updated routing recreation, as well as better channeling of cruise tourists to the consumers of cultural tourist attractions, on the basis of a benchmark with neighboring Dubrovnik. In terms of financial sustainability of cultural events, as one of the key concepts we will present fundraising model. In order of sustainability and extension of integrated tourist product, will be defined infrastructural and educational preconditions for the development of sports tourism.*

**Keywords:** *tourism development strategies, integrated tourist product, receptive factors, anthropogenic factors, cultural tourism, sports tourism.*

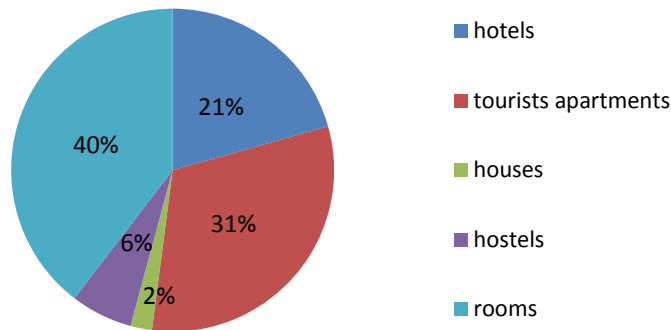
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## Introduction

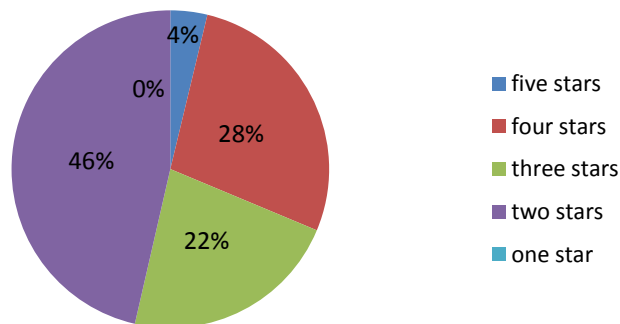
The total accommodation capacity of hotels participates with 20.6%, and capacities in the room and in tourist apartments cover 71%. Involvement of five stars hotel in total accommodation capacity is 0.7%, while the share of hotel facilities with four stars is 5.6%. So, this is an undesirable dispersion of accommodation in these baseline studies will be addressed by improving the basic or hotel, and complementary accommodation facilities. Actual accommodation structure dictates following dispersion of emissive markets. Also, it dictates that Kotor participates with only 3.8% or arrivals and 3% of overnights in total Montenegro structure.

**Graph 1:** *Percentage dispersion of total accommodation capacities on the Kotor level*



**Source:** *Annual report of Tourism organization of Kotor*

**Graph 2:** *Percentage dispersion of total hotel capacities on Kotor destination level*



**Source:** *Annual report of Tourism organization of Kotor for 2013.*

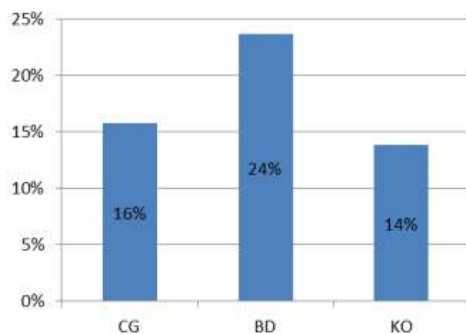
Potentially, the study location L 16 is provided for the construction of hotel facilities such as: the hotel complex "Fjord" site area 15.020m<sup>2</sup>, with 230 beds provided; the hotel complex "URC" site area 7.640m<sup>2</sup>, with a planned 130 beds; hotel (T1-1) as a function of nautical tourism garni or "boutique" hotels (max. 30 beds, on the basis of gross floor area and the area under the facility, the authors estimate). If the exercise of the listed building of hotel capacity, it will participate with 25.6% of the total accommodation capacity (1, 588 beds potentially related to the hotel capacity in relation to the total potential number of accommodation capacity of 6,195 beds).

It should be emphasized that the construction of the hotel capacity significantly and allows the multiplicative effects on the state budget, and the budget for local government.

What we need is to insist that there are certain incentives for tourist apartments and rooms that are properly categorized, converted to the appropriate hotel accommodation, primarily in family hotels and villas hotels. Namely, it not should not be forgotten that the tax and any other fees are significantly higher in the domain of hotel capacity in relation to accommodation, more precisely in relation with the tourist apartments.

It should be noted that the capacity utilization level of Kotor 13.6%, which is lower than the national level of 15.8% and the benchmark with Budva 23.7%.

**Graph 3:** *Capacity utilization at the level of tourist destinations Kotor and benchmark results with the data at the level of Montenegro and Budva*



**Source:** *Author's research*

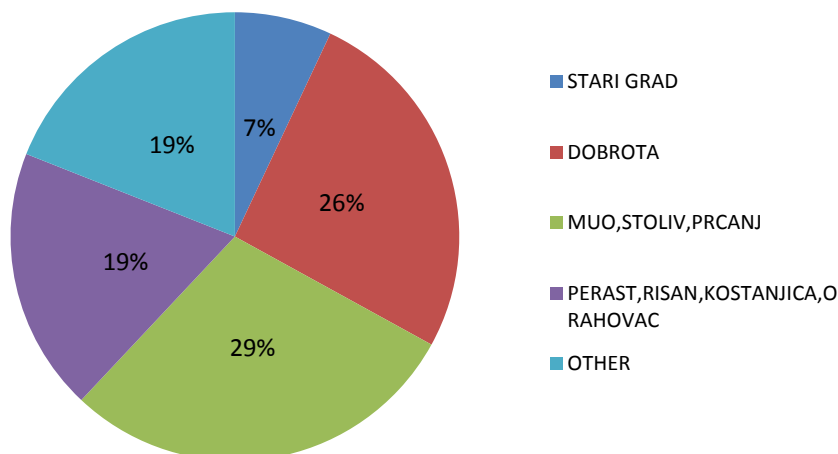
Also, it should be noted that comparing the data in terms of tourist density should be noted that the destination Kotor significantly less saturated in the domain of units in relation to the seaside of Montenegro, and slightly above average at the national level. Mentioned is very important in space carrying capacity sense, but not to forget that carrying capacity refers to the destination: physical, psychological, biological and social capacity, it is important to consider that these capacities are changing over time (Črnjar, M. & Črnjar, K., 2009: 43). Thus, there is space for further development primarily basic accommodation facilities and the realm of strategic measures proposed by the author, and have already produced results in certain destinations, observed in the domain of improving current accommodations in terms of conversion of private accommodation are (Horwath Consulting, 2007):

What in the author's opinion, in accordance with the powers that her proposed version of the Law on Tourism Organizations provides (Article 5 of the Draft Law on Amendments to the Law on Tourism organization, items 16, 17 and 23), the possibility that each hotel submits data on its profitability, which allows the application of the basic postulates of hotel yield management, which might indicate the particular hotel sustainability in financial terms, but also in terms of their participation unit per unit in terms of relevance to the destination.

### **Restructuring of private accommodation proposed implementation of diffused hotel and hostels integrated concept**

At this point in private accommodation at the level of tourist destination Kotor is 73% of total capacities. Accordingly as a necessity and necessity arises fact that the overall supply of these accommodations should be further integrated, but also reduces the cost of promotion and distribution. As one of the models that have emerged as the dominant model represents a diffuse hotel. By definition, diffuse hotel is a functional unit in which it is obliged to provide accommodation and breakfast, and can provide catering and other services. Diffuse hotel must be predominantly urban, historical, and rural-urban structures and buildings, furnishings and equipped with a traditional way.

**Graph 4:** *Basis areas for diffuse hotel forming*



**Source:** *Author's internal research*

Author emphasizes the following benefits:

- Adequate and affordable adaptable capacity during off peak season, which allows an extension and the ability to offer consumers a tourist stay more days (instead of a few hours during the day) when it comes to folk festivals and other cultural and entertainment attraction;
- The full performance on the global market, which also reduces the cost of promotion and distribution.

Therefore, we propose:

- Establishment of a diffuse hotel in the area of the Old Town, primarily due to its geographical compactness and light integration. Also, one should bear in mind that in the Old Town and the smallest percentage representation of private accommodation, which further implies necessity of their close cooperation and integration.
- The formation of diffuse hotel in the inner center of Dobrota, given the high prevalence of these capacities and the attractiveness of the destination (easy connection to other catering establishments such as restaurants, cafés).
- The formation of diffuse hotel at Perast, Stoliv and Muo, where the recommended organization of joint transport for guests diffuse hotel, due to the relative inaccessibility of this part of destinations.
- The formation of diffuse hotel at Perast, due to the compactness of the destination (the other guests must be designed so that it is interested in

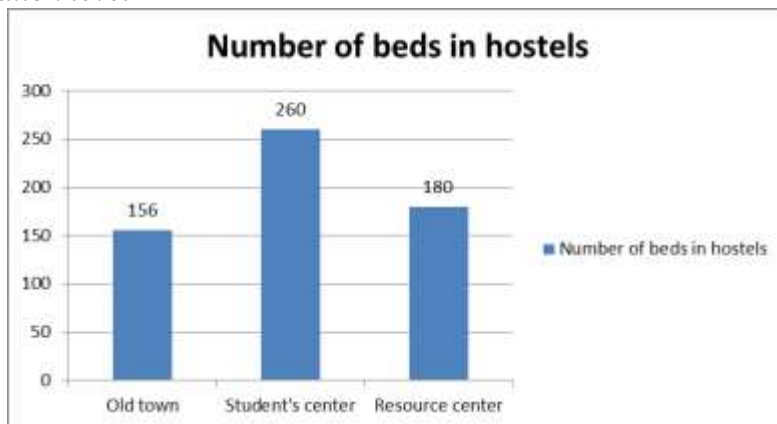
cultural tourism due to the clearly defined intentions and offers Perast in this section).

- To make this concept come to life required a certain incentives, and on which the right size in order to give an example of the municipality of Dubrovnik and Croatia as macro destination.

On the basis of the last update in September 2014, the detailed capacity structure in hostels (total 596 beds) looks like this:

4. OLD TOWN – 47 beds;
5. OLD TOWN – 2– 30 beds;
6. HOSTEL "PALACO DRUŠKO"(11 beds);
7. MONTENEGRO HOSTEL 53 beds;
8. YOUTH HOSTEL "SPASIĆ MAŠERA" (260 beds);
9. RESOURCE CENTER 180 beds;
10. HOSTEL "CENTRUM" – OLD TOWN 15 beds

**Graph 5:** *Percentage dispersion of total hotel capacities on Kotor destination level*



**Source:** *Author's research*

Pro et contra regarding the development of hotel business in Kotor:

**Pro:**

- The reason for the expansion of the hostel in the world, as well as the increase in their numbers, a growing number of young passengers traveling more and all are better consumers. The emphasis is not on the travel requirements of the accommodation part but on shared, social amenities that allow them to meet other people and landscapes, learn, relax and entertain.

- One of the future market niches is "flash packer" newly created trend that appeared along with low-cost flights. It is mostly tourists with hand baggage who have more money available for spending and in his nose and laptop bag along with other devices of modern times.
- Hostels have a significantly lower price than a hotel in the Old Town. Then have more common areas and an increased level of socialization, as well as the opportunity to socialize with the other guests, which is optimal if the market niche guests gravitate to the Old Town.
- Hostels are an important part of the infrastructure receptive if the weight of the extension of the season and the max involvement program of cultural and folk festival in the total tourist offer.

**Contra:**

- The largest number of beds in accommodation facilities in the dorms and Resource Centre, which are not classical, but makeshift hostels, and this is not their primary purpose. It is necessary the permanent transformation of the listed capacity to fully serve the purposes and development destination accommodation.
- Lack of integrity and lack of hostel network, and therefore difficult hostel promotion and distribution of products.

Proposed measures for the development of hostel business in Kotor:

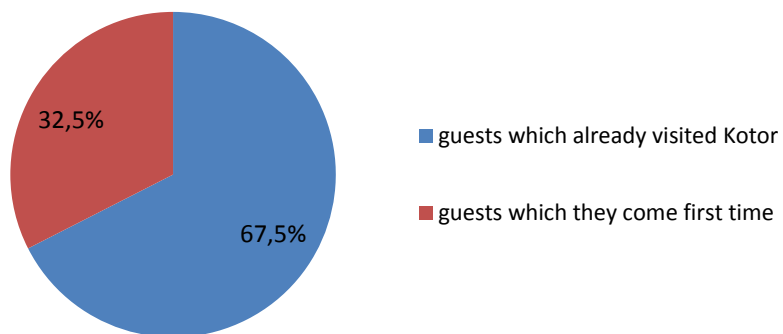
- Distribution hostel of products and marketing at this moment exists a significant quantum of websites through which one can get information on hostels worldwide. These sites are also booking system and which operate on a very simple principle.
- Reservation system: When booking is charged through the card, a deposit of 10 per cent, which is also the broker fee.
- Reservation is electronically delivered to the hostel and the collected amount shall be deducted from the total price at the end of the stay. That system of reservations is a kind of system of advertising, almost the only "marketing" that the greatest number of our hostel there.

In this context, recommended the creation of a network of hostel associations or at the level of Kotor, their joint appearance, which significantly reduces the cost of distribution and marketing. For example, through the creation of a joint website, which would allow significantly easier to finance it. In addition, it is very important use of social media and digital marketing.

## Restructuring of F&B capacities and quality offer

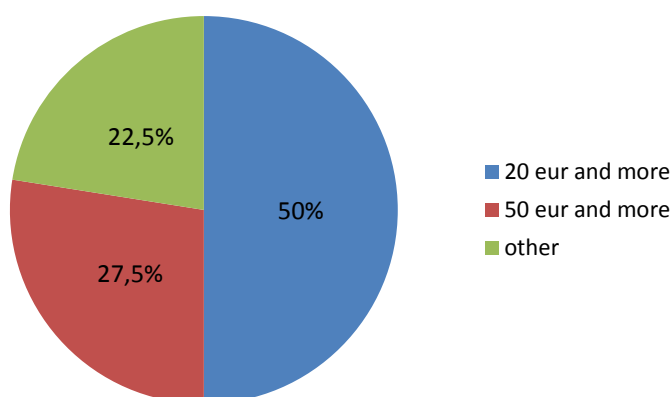
It should be noted that the key missing input the number of seating areas at the level of tourist destinations Kotor, as well as turnover in restaurants at tourist destinations Kotor, as the above data can be found at the local level, but not at the level of MONSTAT's research. Strategic Priority No. 2 and No. 2 measure within the Strategic Development Plan of the Municipality of Kotor 2013 – 2017 defined that the total crushing debts should be focused on the cruise guests. It should be noted that these are mainly tourists from countries where there is an optimal discretionary income, such as visitors from the United States (22%), Great Britain (21%), Canada (11%), Germany (8%) and Australia (3%), while in other countries (35%) This included tourists from France, Belgium, Spain, Russia, Scotland, the Netherlands, Japan, therefore, also guests with optimal discretionary income. As for age, 42.5 percent are older than 60 years, 36.75% between 40-60 years, 16.75% of 25-40 years and four percent of tourists have up to 25 years, so dominated by senior guests. According to the latest research of Kotor retained an average of six hours (59.5%), and most activities during the six-hour stay as independent sightseeing (16%), drinks at restaurants (15%), food in restaurants (11.5%), organized tours and sightseeing (8.5%), visits to museums and exhibitions (8.5%), stay on the beach (2%), which indicates that almost a third of their spending channeled to the F&B sector. In addition to the consumption of cruise guests, should not be ignored nor consumption of guests, length of stay as well as the frequency of arrival of guests staying in the receptive accommodation facilities

**Graph 6:** *Frequency of tourism consumers coming*



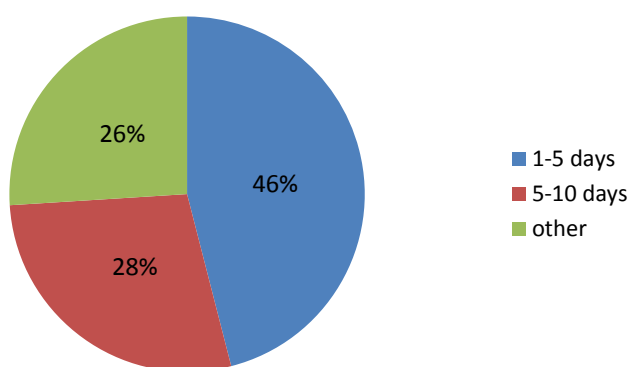
**Source:** *Annual report of Tourism organization of Kotor for 2013.*

**Graph 7:** *Average daily consumption of tourist consumers accommodated in hotels and private capacities*



**Source:** Annual report of Tourism organization of Kotor for 2013.

**Graph 8:** *Length of stay guests at tourism destinations Kotor*



**Source:** Annual report of Tourism organization of Kotor for 2013.

So on the basis of the parameters presented in the frequency domain arrivals, average daily spending and length of stay of guests staying in the receptive capacity of Kotor, we can infer that there is a potential that the consumption of specified consumers towards a crushing sector.

However, what does exactly measure profitability restaurants is the application of yield management parameters in this segment. To define this information at the destination level, we must have the relevant unit level data of each object. However, what is essential in measuring the financial performance of the establishment of quality systems in F<sup>^</sup>B

regarding hygienic-sanitary safety and preservation of foods (HACCP) and other standards of healthy eating. Application of this standard is widespread in the world and in countries of the European Union since 2004 is binding (Council Directive ~ Council Directive 93/43 / EEC)(Barjaktarović, 2013: 112).

The task of this system is to provide security through the application of security standards that allow consumers greater satisfaction, cost reduction, building the reputation of the manufacturer/supplier of services (hotel, restaurant, airline, etc.) and insurance profits. HACCP system is based on the following principles (Barjaktarović, 2013: 113):

1. Risk analysis refers to the analysis of the product in terms of determining the defect.
2. Determination of critical control points (CCPs) in the production or processing of food refers to the identification of critical points in the process, starting from the procurement, storage over to the production process and the provision of services.
3. Determination of critical limits for each of the critical points for food safety ~ refers to the extreme upper and lower values of the physical, biological, or hygienic parameters that are specific parameters for the risk and security at critical control point;
4. Establish a system for monitoring critical control points ~ is conducted through tests and monitoring by persons who are trained and know their role;
5. Establish corrective measures of control and surveillance in these critical points;
6. Establish procedures for verification to affirm the effectiveness of the HACCP system;
7. Determination documentation for storage and tracking of data and identification verification system. To demonstrate the effectiveness of the HACCP system is necessary documentation to set standards and procedures for producers and distributors of food and the organizations that issue certificates.

After that defines the rules on quality which is the basic document which provide guarantees that the quality management introduced in order to maintain the quality of improvement. Rulebook includes (Kosar & Rašeta, 2005: 75):

Scope and field of application of quality management systems in the organization: description of the structure of the organization; the

responsibilities, powers and reciprocal links or calls to them (job descriptions, organizational charts); documented procedures for quality management system; description of interaction. Then, the standard OHSAS 18001 is the norm for assessing health and safety at work, which together with OHSAS 18002 is the basis for management system mentioned. Implementation of OHSAS 18001 provides (Nineimer, 2005: 296-299): setting goals related to the health or safety of employees and guests; ensuring the availability and enforceability of legal and other regulations OHSAS; establish documented procedures and other necessary documentation; permanent monitoring, control, review and improvement OHSAS protection policy and objectives.

The author suggests that the level and with the help of the city administration and the Tourism Organization of Kotor establish a coordinating body that will have the authority to allow restaurateurs who meet all quality standards to carry a separate brand, for example, entitled Kotor culinary quality. That body would have to set up the following parameters for qualitative monitoring restaurateurs: ordinance on the criteria and procedure for award of said indicia; establishing quantitative criteria for scoring and ranking restaurateurs.

### **Cultural resources as a basis for sustainable development of tourism**

Measures to incorporate cultural content within an integrated tourism product are as follows: to create a positive environment that will encourage initiatives to develop cultural tourism products, to establish a system of organization and mechanisms of intersectoral cooperation, raise the level of knowledge and skills necessary for the development of quality tourism products, to raise the level of interpretation, equipment and quality of cultural tourism products, improve the system of information flow, promotion and distribution of cultural tourism products.

On level of tourist destination Kotor, the priority should be the cultural and historical heritage and cultural events. The fact that the threat of cultural property in the urban core of Kotor talks about the necessity of expulsion to the forefront of product development and integrated product basing on it. The main motive for initiating travel codes of consumers of tourism services is to introduce unfamiliar cultures and traditions. All theses may form the basis for the "so-called built attractive" on the site of Kotor (Swarbroke et al., 2003: 63).

The author agrees with the estimates set out in the Program for the Development of Culture Municipality of Kotor 2013-2017, which states as a priority to revitalize the 'single fortification system with walls 4.5 km long, that completely surround the city, should be that capital investment in which will participate and Kotor municipality and the state of Montenegro, which will then start investing in other aspects of tourism in the municipality of Kotor. And then it (according to the plan) should be partially reconstructed walls and involve them in the tourist offer, so that earnings from these projects funded by further their reconstruction (or building a cable car lifts, revitalization of facilities, innovative lighting, etc.) (Opština Kotor, 2013: 85).

As for the development of these fortifications Lalošević states the following dilemma moments obstacles or strategic solutions and suggestions (Lalošević, 2003: 29):

- The basic question is whether the main building at the top of the mountain Sveti Ivan-Kastel be linked with the city by cable car, or need to establish an access road on the side of the cavers, where it would be relatively easy to start work on the revitalization of the rest of the fortress of the existing ramps and stairs.
- A series of interconnected tourist points would correspond to the old towers, bastions and facilities for a garrison. Beside sightseeing fortress on the hill, there would be more easily and more frequently, and the variant for mass visits to low and coastal parts of the crew.
- It is important to emphasize that part of Kotor fortifications in the mountains are not carried out by research works, neither by revitalization project. The author in terms of market positioning, particularly insisting that take full advantage of the market segment of cruise tourists (as is suggested in the program of development of culture of the municipality of Kotor 2013-2017, Kotor, 2013, page 85) .Namely, if we take the official data related to tourist destination Dubrovnik shows that almost main part of tourists from cruise ships focus on a tour of the ramparts (considerably less than the length of Kotor 1.9km) while in the case of Kotor 1/6 of total.

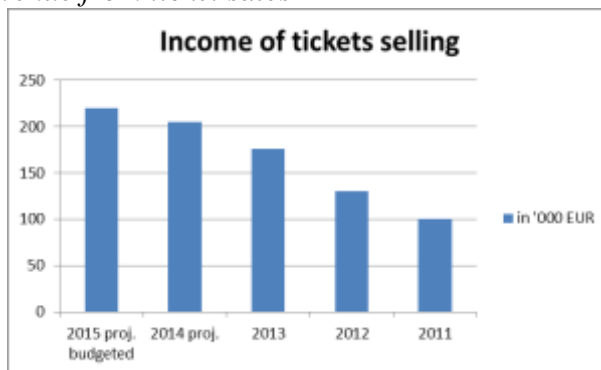
**Table 1:** *Passengers traffic in Port Gruz 2000-2010.*

Year	Domestic traffic	International traffic	Cruise	Total
2000	253,871	39,555	61,591	355,017
2001	284,608	51,296	95,031	430,935
2002	361,693	57,244	114,196	533,133
2003	420,810	62,419	259,704	742,933
2004	427,000	70,000	270,000	767
2005	450,000	80,000	300,000	830
2006	460,000	85,000	366,000	911
2007	440,000	85,000	436,000	961
2008	470,000	75,000	530,000	1.075.000
2009	513,000	93,000	587,000	1.193.000
2010	535,000	96,000	590,000	1.221.000

**Source:** *Horwath HTL, Strategija razvoja turizma Dubrovačko-neretvanske županije, Dubrovnik, 2011., page 99.* Note: in the same document states that the port in the city realizes more cca. 200.000 tourists from cruise ships.

On the other hand, states that in 2010, 760,000 tickets were sold at a price of 70 kuna (approx. 9 million EUR) and the Ston Walls - 70,000 tickets, which corresponds with the number of cruise passengers. Therefore, it is undeniable improvement of infrastructure and transport accessibility, but it is also necessary to establish better market communication in order to absorb the aforementioned guests, regardless of revenue on this basis has the obvious and serious progression.

**Graph 9:** *Revenue from ticket sales*



**Source:** *Author's research*

In the above context, Vuleković administration emphasizes that the historical cultural attractions, but also the type of event has long existed, but the mechanisms of communication with the tourism sector underdeveloped and used (Vuleković, 2009: 136). The author agrees with the next statement mentioned that the authors' because of the evident lack of connection two great resources, culture and tourism, can destroy the basic substance-Therefore, the author strongly advocates the involvement of the summer theater program in terms of the overall program, which is presented to the participants of the tour of the ramparts, especially given its capacity of 1, 500 seats. So insist on linking program tour immovable cultural heritage and cultural events that take place within the object itself on fortifications. In addition, the author believes that the maximum should be valorized route on the ramparts of the citadel over the summer stage to Gurdić (to achieve a certain agreement with the hotel "Cattaro" slightly to invest in the arrangement of the track).

In addition, the author advocates the introduction of cultural and thematic routes when it comes to visiting fortress. Themed routes must be based on the following assumptions (Matić et al., 2015: 15-24):

- on market research that identified the target market and its needs - it needs to be done in order to understand the trends and changes in the markets. Accordingly, it is important to conduct an analysis of the market, both the city and the fortress (situation analysis, research tourists, local residents and managers of cultural points, the analysis of the business sector, research the Internet to tourist and cultural offer of the fortress, etc.
- Determine the number of service providers on the route, which is critical to the success of a route due to the fact that they are the ones who create the experience for visitors. The important thing is that the mix of products is diverse and that all sectors are equally represented, because visitors are expected diversity of experience.
- It should establish a clear brand identity trails and then promoted in accordance with the identified target groups.
- Marketing of routes is achieved by creating cultural itineraries themed routes, pricing, sales and promotion of the city as well as a team of educated and professional people and visibility (physical evidence of the existence of the route).
- Precisely define the type of administration and operational structure (outlets, institutions, specially trained tour guides, etc.).

- Finally, the author supports the idea of creating a museum of fortifications, because nowhere are integrally presented or available to citizens and tourists, information about Kotor fortifications.

### **Prerogatives for sport tourism development**

According to the Strategic Development Plan for Kotor municipality has 3.511 m<sup>2</sup> closed and 90,272 m<sup>2</sup> of outdoor sports' surfaces. According to the current standard of 0.5 m<sup>2</sup> indoor and outdoor sports 3,0m<sup>2</sup> area per capita, the municipality of Kotor should have 1.474 m<sup>2</sup> closed and 68,841 m<sup>2</sup> of outdoor sports surfaces. This means that Kotor fully meets the standard for open areas intended for sports and recreation, and the evident lack of closed spaces, or need additional 7, 963 m<sup>2</sup> of these areas. What Kotor at this point is no sports infrastructure of the aforementioned categories VI and VII, which are covered and outdoor complexes of norms which meet the criteria stipulated conditions for holding competitions of international rank narrower, as well as objects whose level of equipment meets the requirements for the maintenance of international competitions high-profile, and the development of exclusive sports facilities such as golf courses, but also the necessary communication factors for the evaluation of the maximum part of the hinterland.

The proposed measures with regard to the creation of the necessary infrastructural preconditions for the development of sports tourism: (Municipality Kotor, 2013: 42-43) complete reconstruction of the indoor swimming pool (estimated investment value of 1.2 mil. euro); construction of a sports hall, whose construction is in progress (estimated investment value 8.8 mil.euro); securing the preconditions for the development of infrastructure-golf Implementation of elaborating a location for the construction of the golf course and tourist complex in Glavatičići (estimated value administrative activities 55,000 euro); securing the preconditions and the development of communication factors for the maximum valorization of the hinterland and the development of winter and excursion tourism is becoming the construction of the cable car Kotor - Cetinje, the estimated value of the investment 46 mil. euro, of which envisaged participation Kotor Municipality of 750,000 euro).

The management of sports facilities within the overall destination management, as well as their involvement in the integrated tourism offer, as well as the management of sports events at the tourist destination, then

promotional activities on this basis, and tourism purposes raises the necessity to classic study programs in tourism management on educational institutions at universities in the Bay of Kotor (Faculty of tourism and Hotel management in Kotor, Faculty of Herceg Novi, who owns a studio program for tourism and Hotel management) join a study program in sports management.

## Conclusion

Kotor requires significant improvement of accommodations, as well as evolving the standards in restaurants. Also, involvement of new accommodation facilities such as hostels and diffused hotels is required. Apart of that, better connections cruising and cultural tourism is needed, as well as the creation prerogatives for the development of sports tourism. It must be considered two aspects: the construction of sports infrastructure and improvement of programs at colleges.

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