



The World's Largest Open Access Agricultural & Applied Economics Digital Library

This document is discoverable and free to researchers across the globe due to the work of AgEcon Search.

Help ensure our sustainability.

Give to AgEcon Search

AgEcon Search

<http://ageconsearch.umn.edu>

aesearch@umn.edu

*Papers downloaded from **AgEcon Search** may be used for non-commercial purposes and personal study only. No other use, including posting to another Internet site, is permitted without permission from the copyright owner (not AgEcon Search), or as allowed under the provisions of Fair Use, U.S. Copyright Act, Title 17 U.S.C.*

No endorsement of AgEcon Search or its fundraising activities by the author(s) of the following work or their employer(s) is intended or implied.

Marija Jankovic¹

Veselin Luburic²

University of Mediterranean,

Faculty of Business studies

Rajko Sofranac³

European University, Faculty of Engineering International Management

SCIENTIFIC REVIEW ARTICLE

DOI:10.5937/ekonomika1704041J

Received September, 04, 2017

Accepted: November, 30, 2017

SUSTAINABLE TOURISM AS A BASIS OF MANAGEMENT OF NATIONAL PARKS IN MONTENEGRO

Abstract

Modern trends in tourism show the increasing role that sustainability has on this industry. Sustainable development is integral to the concept of national parks forming a new kind of tourism which is increasingly becoming the future of all forms of business. The overall goal of sustainable development (SD) is the long-term stability of the economy and environment, which can be achievable through the integration and acknowledgement of economic, environmental, and social concerns throughout the decision making process. In this paper we will show that the protected areas from the point of view of sustainability are moderators of development design in the areas in which they are located. National parks of Montenegro, with their diversity of potentials, can fully meet the contemporary requirements of world tourism and, in the long term, take position as a world destination by applying the concept of sustainable development.

Keywords: sustainable development, marketing management, tourism, national parks

JEL Classification: M21, L83

ОДРЖИВИ ТУРИЗАМ КАО ОСНОВА УПРАВЉАЊА У НАЦИОНАЛНИМ ПАРКОВИМА У ЦРНОЈ ГОРИ

Апстракт

Савремени трендови у туризму показују све већу улогу коју одрживост има на ову индустрију. Одрживи развој је саставни дио концепта националних паркова који стварају нову врсту туризма који све више постаје будућност свих облика пословања. Општи циљ одрживог развоја (ОР) је дугорочна стабилност привреде и животне средине, која се може остварити кроз интеграцију и признавање економских, еколошких и социјалних питања током

¹ marija.jankovic.mbs@gmail.com

² veselinluburic@yahoo.com

³ rajkosofr@t-com.me

процеса доношења одлука. У овом раду ћемо показати да заштићена подручја са становишта одрживости су модератори развојног дизајна у подручјима у којима се налазе. Национални паркови Црне Горе, својим разноликостима потенцијала, могу у потпуности задовољити савремене захтеве светског туризма и, на дужи рок, заузети позицију светске дестинације применом концепта одрживог развоја.

Кључне речи: одрживи развој, маркетинг менаџмент, туризам, национални паркови

Introduction

In the last two decades, tourism, both in the positive as well as negative sense developed into an important indicator in the context of sustainable development. Tourism is one of the five export categories in 83% of all countries in the world and a major source of foreign exchange earnings in almost 38% of countries. In the framework of the EU, tourism is one of the largest economic sectors with 9% of employees and 9% of the consumption at the same time. According to forecasts by the World Tourism Organization (WTO), the number of tourist arrivals in Europe will be doubled by 2020 and will increase to 720 million. (Schrenk, Popovich, Zeile, 2011)

The concept of sustainable development as a global concept involves balancing economic, social and environmental requirements in order to ensure the right to meet the needs of the present generation, but also future ones, and to realize the necessary integrated approach to its planning and management. Milestones in the acceptance of the concept of sustainable development are Summit in Rio de Janeiro and Brutlandov report, after which the concept of sustainable development has become accepted by international institutions, governments of many countries and communities around the world. Since then three dimensions of sustainable development are stated, namely economic, social and environmental. However, sustainable development can function as a whole only if the four pillars of development are equally present, namely: economic, social and environmental, with cultural reliance. Local authorities should be responsible for promoting social, economic, environmental and cultural well-being of the community, for the present and for the future. In order to achieve sustainable development, which is a global goal, and bearing in mind the specifics of individual companies, it is essential that regional, national and local policies are in harmony with a global policy of sustainable development. Montenegro has adopted the National Strategy on Sustainable Development, which is based on global principles of sustainable development, defined in the Rio Declaration and Agenda 21, the Declaration and the Johannesburg Plan of Implementation, as well as the principles of the UN Millennium Declaration. This principle also acknowledges the different contributions to environmental degradation by developed, while appreciating the future development needs of less developed countries. Respect for nature and its laws, considerate and thoughtful handling of nature and frugality, must be principles that we uphold.

The hypothesis in the paper is: The protected areas (focus is on national, nature parks, nature monuments and other IUCN protection categories), from the point of view

of sustainability, are moderators of development design in the areas in which they are located.

This is especially important for the northern region of Montenegro, which will not only achieve a balanced regional development, which is established in all strategic development documents in Montenegro, not only in the declarative but in the essential sense. The study on sustainable tourism in national parks in Montenegro was conducted using the method of analysis and synthesis, the collection of secondary data on the degree of application of the concept of sustainable development in Montenegro and the implementation of the National Strategy for Sustainable Development in Montenegro, spatial plans, comparative analysis in the application of environmental plans and the theoretical approach on the importance of sustainable development in national parks. The contribution of the research is pointing to the current problems in this important segment of tourism, and offers measures to enhance the work of national parks, especially with the marketing management aspect.

National parks in service of sustainable development in montenegro

According to Hall (2008) sustainable development and tourism present change which refers to the movement from one state or condition to another. Sustainable tourism should also maintain a high level of tourist satisfaction and ensure a meaningful experience to the tourists, raising their awareness about sustainability issues and promoting sustainable tourism practices amongst them. Marketing activities at the level of the tourist destination aim to support the basic elements of the destination so that potential tourists are attracted to visiting the destination, as well as using services within the destination that will enable them to meet their expectations.(Gasic, Ivanovic, Stojiljkovic, Peric, 2014) National parks are the product of the positive impact of tourism on the environment. They represent aspects of tourism which is the principle of sustainability. Sustainability is also a key strategy in the management of such tourist destinations. In the context of the aforementioned sustainability are: restoration, preservation and protection of the physical environment.

Montenegro is faced with numerous challenges at the global and national level: the extended length of the new effects of the economic crisis; corruption and growing inequality in society; child poverty and youth unemployment; competitiveness of the economy, innovation and technological change; climate change and other challenges of the impact on long-term development of the country and the region. Montenegro has also implemented a strategy of sustainable development, as an important document, committed to the realization of the Millennium Development Goals and other documents, which promote the principles of sustainable development. Based on the analysis of trends in the national and global levels, the prediction of future challenges and development priorities for the period after 2015 are made. The report provides answers to the questions: what is the impact of the Millennium goals on development policy of the country, especially in the context of accession to the EU, then what is needed to accelerate and sustain the long-term achievements, how to achieve synergies between the MRC and the European

agenda, and what are the contributions of Montenegro to define global and national development agenda for the period after 2015. (The Millennium Development Goals Report 2015, UNDP)

The main constraints that prevent faster progress relate to: insufficient support plans and programs of environmental protection, limited application of regulations and inadequate application of mechanisms for the participation of all stakeholders in policy. The prolonged duration of the economic crisis slowed down the recovery of the economy and led to budgetary constraints to address the development issues. There are difficult conditions for the implementation of policies to combat poverty, corruption, reform of the social protection, education and health, as well as regarding the implementation of policies in the field of environment.

In protected areas, the main limitations are related to the resolution of potential conflicts in the nomination process and placing certain territory under protection through consultations with all stakeholders, as well as providing the necessary resources for proper management. Improvements in this area require large investments: the necessary investments in infrastructure projects in the relevant strategic documents are estimated at around 560 million euros for the period to 2028. Sustainability is based on general environmental awareness. Unregulated garbage dumps in the open landscape, illegal bird-hunting in RAMSAR areas, tree-felling in national parks, etc. must be proscribed and prosecuted, as in all countries in the European Union. (Montenegro tourism development strategy to 2020, p.24) Future developments are related to capacity building and the provision of adequate support (political as well as financial and human resources) to achieve the target values for the improvement of sustainable development.

National Sustainable Development Strategy (NSDS) defines the general objectives of sustainable development and the priority tasks for the 24 areas of economic development, nature/environmental conservation and natural resource management. As a framework document, NSDS has set up a system for the application of an integrated approach on the management of natural resources and environmental protection. In relation to protected areas, NSDS has set the following objectives, namely: (i) the increasement of nationally protected natural areas to 10% of the national territory and protectin of, at least, 10% of the coastal areas, (ii) the establishment of an efficient management system for protected areas and (iii) improving the legal framework for the protection of biodiversity, strengthening human capacity building and effective system of monitoring biodiversity.

As priorities are put under protection, we can recognize the following areas / natural resources: National Park Prokletije, Komovi Regional Park, Regional Park Bioč, Maglić and Volujak, and on the coast: Tivat Solila (municipality of Tivat), Buljarica (Budva); Solana, Šasko Lake, Knete and Ada Bojana (Ulcinj). For marine protected areas are provided zones around Platomun, Katić island and the island of Stari Ulcinj (Old Ulcinj). Besides establishing managers for all protected areas, adopting and implementation of management plans for all protected areas is planned through a participatory process. (Bulic, Bušković, 2008)

Perhaps it is an illustrative example of how to reach, even if one of the goals and principles of sustainable development is recognized by the fact that in countries that have formed in their territory dozens of regional and nature parks that are recognized in their communities as the most ideal forms for sustainable economic development

based on the limited and controlled use of natural resources and their total value. So, for example, in Slovenia, there are many nature parks, such as the Škocjan Caves, the Landscape Park, the Sočevje Soline, the Škocjan Zastok and many others, which are the moderators and correctors of the total social flows in these areas, and that they are the nucleus around which a base is formed for a total strategic planning in: tourism, forestry, local entrepreneurship, water management, revival of traditional forms of business. Such conditions enabled a relatively high quality of life for all holders and individually, and on the other hand enabled the maintenance of the original natural values of the area in their minor changes. Perhaps an even better pattern is the functioning of protected areas in Austria, such as the Kalkalpen Nature Park, Dolomiti Bellunesi in northern Italy, nature parks in Germany. Today they are no longer regarded as limiting factors of development in their surroundings, but to generators of development and design of development that have built-in components of sustainability in all their elements and phases. Such examples could be an ideal pattern for existing and especially future protected areas in Montenegro and other Dinaric countries (Serbia, Macedonia, BiH). The development of protected areas in the years and decades before us should be based on the already tried and tested postulates.

Public enterprise „National Parks of Montenegro“ is responsible for the protection and management of five Montenegrin national parks. The company was founded in 1993, under the provisions of the Nature Protection Act and the Law on National Parks. National Parks of Montenegro is a member of the Europarc Federation. (Federation of European National Parks) Regarding Montenegro, it is still difficult to say that our parks are branded, but we can present the potential of certain parks and in which direction the branding could move. National parks are unique parts of nature and they are characterized by a variety of ecosystems, morphological and hydrographic phenomena, rare plant and animal species, etc. Preserved and protected nature is gaining in importance due to the increasing pollution of space, representing thereby a great tourist potential. About 7% of the territory (nature) of Montenegro is under the protection of national parks: Durmitor, Lovcen, Skadar Lake. In this connection the Skadar Lake can be branded as the seat of the pelican, who has long been a trademark of this park. Regarding the National Park Lovcen, we can be certain that, in addition to its beauty and flora diversity, its cultural and historical value is a leading thing, and the brand of the park should be the mausoleum of Petar I Petrovic Njegos. Biogradska gora built its reputation as the oldest rainforest of Europe, but it certainly should improve the strength of the brand. Durmitor National Park probably has the most diverse offer of all our parks, but what is sure to stand out as the pearl of its beauty and value is the Black Lake. In accordance with the management of these parks individually and with their core values it is needed to step out on the market target groups and to instill the need for potential tourists to be part of the overall atmosphere. It is a commonplace to suggest that tourist destinations are composites of services and natural, socio-cultural landscapes and that they exist on multiple geopolitical levels (Buhalis, 2000; Morgan, 2004; Pike, 2004). Building a brand image and creation of a brand that will provide tourists and increase revenues of the park are all in accordance with the bearing capacity and other laws of this park.

The main deficiencies in the management of national parks of Montenegro are related to: absence of a national strategic approach for expansion of protected areas; limited knowledge and experience in the processes of establishing and managing other (except for national parks) categories of protected areas; often unsatisfactory and

incomplete management of sites with lower category of protection, limited incentives to holders of rights of land use and land owners to incorporate the land into protected areas; current disagreement between the interested institutions and holders of rights to use land within the existing system of protected areas; insufficiently clarified questions of institutional arrangements and financing of various categories of protected areas, except for national parks, (Questionnaire: Information requested by the European Commission to the Government of Montenegro for the preparation of the Opinion on the application of Montenegro for membership of the European Union, 27 Environment, Government of Montenegro, Ministry of Physical Planning and Environmental Protection, 2009). The essence of product development for the mountain region is the construction of more “Wild Beauty Resorts”, well-integrated into the natural environment, with all the services and facilities, which will create conditions for more jobs and improve the living standards of the population. (positive with economic and social aspects)

Since the tourism potential of the northern region has not been sufficiently used, further attention should be given to a better valorization of national parks, as well as a comprehensive approach to the cultural heritage. It is recommended that in all national parks the small, exclusive, high-quality hotels should be built, integrated into the landscape - “eco lodge”, with the possibility of organizing training programs, which will be at the highest level. It should also be financed by national parks and look for new sources of funding. (Donations, international assistance) Master Plan is desirable to be developed for every national park separately, in order to plan improvement and development in the future, as well as to overcome the existing problems. The plan includes all the facilities and capacities that are necessary for visitors, as well as for the normal operation of the park. These include visitor centers, counters for Information, offices, space for camping, parking, roads, trails, utilities, and many others. (Master Plan, (2008), Strategy of Tourism Development to 2020, Podgorica.) Hygiene in permanent and temporary structures is necessary. The National park should provide staff with special uniforms and inform tourists better. They should supply with accommodation and pay special attention to the inventory of current resources of the park, which is essential for the survival of rare and endangered species and the preservation of cultural heritage and to revive history as well. Hiking trails link greatest mountain peaks to the Adriatic coast. Some of the already existing roads should declare landscape routes and emphasize the tourist maps and signs. Corellate with that, it is necessary to point out that the degree of conservation we attractiveness of the area of national parks and other protected areas in Montenegro and their components directly affects the possibility of the development of tourism. For this reason, nature tourism has become one of the ways of modern life and by simultaneous one component of society, the organization of the community and its civilization heritage.

At the level of strategic planning, the coordination is provided through drafting of state planning documents, such a Spatial plan of Montenegro, Spatial plan of Coastal Zone and the future Coastal Area Spatial plan have to be harmonized according to the procedure set by the law. However, on the operational level, in the implementation of plans and programmes of specific sectors (such as Tourism Development Strategy, Fisheries Strategy, Biodiversity Strategy, etc.), there is no obligatory coordination, which creates numerous problems on the operational level. (Analysis of ICZM practice in Montenegro, 2013, p.35) Spatial plans for special purposes will ensure the creation of conditions for the development, protection, regulation and use of a certain area on the principles of sustainable development, preservation of natural assets of exceptional national importance, as well as other natural resources, and as stated in this document the

reason for drawing up the plan of a particular park is creation of planned assumptions for realization of various projects. It is estimated that his realization will make an important step towards improving the tourism industry in order to build a network of tourist destinations outside the coastal area. Strategic goals are high-quality tourism throughout the year, increased guest income per day, perspectives for creating attractive new jobs, sustainability and raising the overall quality of life.

Comparative analysis of goals incorporated in the countries in the region

A comparative analysis of the management objectives incorporated in the Management Plans with the same in the countries of our region has many similar methodological settings and are conceptually quite similar. However, through the analysis of activities and measures, we will clearly notice some significant differences in relation to the Management Plans in the countries of the environment. The legal frameworks are almost identical, but the content and certain protection and development guidelines differ in some elements. Thus, by analyzing the PA for the Republic of Serbia, it was established that the legal basis for the adoption of the Management Plans is the Law on Nature Protection („Official Gazette of RS” „, No.36 / 2009 and 88/2010). With the Law, the content of the Management Plans for protected areas is structured as follows:

- The manager adopts a management plan for a period of ten years.
- For certain protected areas, the promulgation act may provide for a management plan for a shorter period (individual trees, forests, etc.)
- The management plan determines how to implement the protection, use and management of the protected area, guidelines and priorities for the protection and preservation of the natural values of the protected area, as well as the development guidelines, while respecting the needs of the local population.
- Legal entities, entrepreneurs and natural persons are obliged to perform activities in the protected area in accordance with the management plan. Before the expiry of the period on which the plan is made, its implementation and the results achieved are analyzed, and if necessary, its audit may be carried out.
- The report on the realization of the plan shall be submitted in the manner and according to the procedure prescribed for the adoption of the plan.

In a further analysis in which the same Law specifies what these plans can contain in particular, it will be fairly consistent with the content of the annual Management Program for the national parks of Montenegro, which is defined by a separate Law on National Parks. The analysis of the previous content elements points to a somewhat different approach to the structure of plans in Montenegro and Serbia, where the Montenegrin plans have clearly defined strategic areas, while the structure defined for management plans in Serbia is more flexible.

What is the essential difference in the planning process is the fact that management plans in Serbia are also made for other protected areas (special nature reserves, such as the Koviljsko-Petrovaradinski Rit, nature monuments and other categories), while in our Plan of management for now is exclusively for national parks. Another important

difference is in the timing of the validity of the plans. They are brought to Montenegro for five years, without the possibility of revision, while it is evident that the time-scale of their validity in Serbia is limited to ten years (with the possibility of revision). The diversity is also reflected in the possibility of adopting management plans for a short period (forests, individual trees), while this option does not exist in our plans. For example, Forest management plans in national parks are an integral part of the overall management plan for a national park. However, it should be concluded that the main directions for the adoption of the management plans in both countries are largely identical and, apart from the above, there is no substantial difference, neither in the definition, nor in the approach, nor in the realization of the plans, there are almost no, or are those are more lexical and the subject of free interpretation.

In BiH, for the first time, the management plans for protected areas have been started, so for the first time we have adopted the PU for NP Sutjeska, NP Kozara, PP HutovoBlato, NP Una et al. So, in comparative analysis, this country can not be an adequate and reliable benchmark for the time being. In the Republic of Croatia, management plans are adopted for ten years, and their content is standardized by the Law on Nature Protection of the Republic of Croatia. The key determinant lies in the fact that all protected areas established at the state, county or municipal levels have adopted management plans with a ten-year validity period. For each of these plans, a revision that is in progress at the expiration of a five-year cycle is required, when the results achieved from the previous period are analyzed, and based on this approach to their audit. Based on the foregoing, there is a clear difference in the timing limit and the binding revision that applies For Croatia's protected areas, which is not immanent in Montenegro. However, the key difference lies in the general layout and structure of the plans themselves, where the Croatian plans have made a zoning by degrees of protection (in this case, Spatial Plans for Special Purposes deal with us), and where the IUCN criterion is implemented that the first zone of primary protection Up to 75% of the territory of the area. Also, each national park in that country, according to management plans, has a defined so-called 'Fundamental phenomenon' of the park. Usually this is a small area of the park, which is separated as a separate one, and which makes a certain park recognizable. Thus, illustrations work for the fundamental phenomenon of NP Plitvice Lakes taken from a grandiose basin of 16 Plitvice Lakes, which makes up only 2% of the total area of the park.

Another important structural difference is reflected in the approach to tourism development, where in the Croatian protected areas this activity is very clearly identified as special and very important for the allocation of so much necessary material resources for their functioning and sustainability as a whole. The third major difference is reflected in the part where in every plan of management in the Republic of Croatia the specific measures for carrying out priority activities in practice have been abstracted and incorporated. Analyzing approach to their writing (examples of NP Paklenica, Plitvice, Gornji Velebit, Medvednica), we see that they are in this country that made a very studious analysis, including whole teams and experts in certain fields, and the use of consulting firms from Abroad, with special basic studies and field research, where the foundations for their writing were previously well established, and they were made on the basis of long-term research. According to us, that job falls mainly to a small group of associates in the administration of national parks without previous opportunities for research of any kind, and rests solely on existing literature data and documents (which have often been very scarce) or a pretty outdated. In the Republic of Slovenia a Management Plan

for Triglav National Park was adopted, but almost all regional parks have adopted management plans. It is common for all of them to be brought into a ten-year period.

Today and numerical indicators point to the fact that millions of tourists visit the largest national parks in the world each year, such as Jelouston and many other parks in Canada, New Zealand, Australia, European countries, and even with us. Statistics from the end of the last century indicate that the protected areas and national parks of the USA and Canada have visited hundreds of millions of tourists (Hall, 2002). By the high number of tourists protected areas undoubtedly generate new revenues and have positive implications for the economic viability of protected areas. In some parts of the world, the income of national parks and other protected areas reaches enormous proportions and is monitored in terms of money and hundreds of millions of euros, US and Australian dollars. So we have impressive examples that a protected area in Australia, such as Kakadu National Park, annually has an overall income of over 372 million Australian dollars (Luburic, 2016). In the coming years of this century, this tendency continued with the trend of an increase in the number of tourists in their national parks, which is certainly the result of an increasing interest of a modern tourist for an active vacation in nature.

In our environment we have examples that NP Plitvice Lakes in Croatia visit about a million tourists a year, NP Krka about 900,000, which brings them enormous revenues and creates an environment in which they have a strong impact on economic development in their counties. Similar examples were recorded in Slovenia, where RP Škocjan caves annually visited by 100,000 tourists to the PP Kalakalpen in Austria's largest resort of the citizens of Vienna, where only the weekend came close to 100,000 visitors from the central part of Austria to be visited by walking and hiking trails in him, visited his Visitor Center and other related content.(Luburic, 2016).

Since 2009, there has been a continuous increase in the number of visitors on average from 10-15% per year, depending on the Park. The highest growth is present in Durmitor National Park, where in the last five years the visit has been increased by 185%. Also, due to obstruction of work in NP Lovćen in 2012, 2013, 2014 and 2015-th year, the number of visitors does not show a realistic visit to this park. (Luburic, 2016).In accordance with the above findings, it can be concluded that the number of visitors and structure of prihodaa ticket sales exponentially increased with decresed state contributions and subsidized from the state budget, and that current indicators exactly say that tickets are predominantly present in the total revenue structure of the Public Enterprise for National Parks. Analyzes of existing accommodation facilities in national parks clearly indicate that they are both in volume and in structure, still unsatisfactory and very modest in order to meet modern standards and very sophisticated demands of potential tourist clientele need for an active holiday in nature. It is therefore necessary that in the next period on the basis of spatial planning documents and defined design solutions approach to the reconstruction of existing and construction of new accommodation kapaciteta.S In this connection it is necessary to point out that the degree of conservation we attractiveness of the area of national parks and other protected areas in Montenegro And their components directly reflect the potential for tourism development. For this reason, nature-based tourism has become one of the ways of modern life and, simultaneously, one component of society, the organization of the social community and its civilization.

For tourism to be an effective conservation and community development tool, the quality of the tourism 'product' – visitor experience - must be maintained. (McCool, 2006) Such

exponential growth in the number of visitors to areas of national parks and other protected areas (some of which are already formed and exist as is the case with the Nature Park “Piva), and others, whose formation is in progress or is expected in the foreseeable future a management of protected areas, but also the country as a whole confronts a number of challenges that must all be ready. This implies strengthening the quality of tourist product, the dispersion of the sites beyond protected areas, strengthening the management capacity with a focus on improving the marketing tools in all respects. In this way protected areas, with a focus on national parks in essence become a national brand states and key alternative tourist destinations, not mainly as places for sightseeing tourism guests who spend their holidays on the Montenegrin coast.

Conclusion

The fact is, and it was undoubtedly shown by preliminary analyzes, studies and experts, that the national parks of Montenegro with their diversity of potentials can fully fulfill the modern requirements of nature-based tourism, and, with effective and modern visions, can be positioned in the long term as a concurrent destination among the large number of protected areas in the increasingly demanding European and world market. Such a concept implies constant monitoring of modern tourism trends and trends of demand, areas of potential investments and clear identification of new market trends. It is therefore necessary to create new, innovative programs in tourism, which are primarily nature-based and presuppose a modern organizational and managerial approach, as well as realistic planning in the management of protected areas that must follow the contemporary trends and demands of the tourism market and be organized willingly to create And implement new tourism programs and contents. In the coming period, strategic spatial planning and management documents for the areas of national parks are planned to develop and improve the new tourist offer, which is primarily based on the nature and promotion of cultural and historical heritage.

We conclude that all marketing components of the national parks as tourist product should function on the principles of sustainable development . This makes them specific compared with the general characteristics of mass commercial tourism that showed very low , usually insufficient care for the environment . Finally, as the national parks base their management strategy to sustainability, they both contribute to the sustainable development through environmental protection and biodiversity in ecologically sensitive sites . In order to function better in the future, the spotlight should be put on the development of the management of the national park as a destination with a focus on the management of visitors. In addition, it is necessary to have better information , promotion and education of all stakeholders , with monitoring and permanent control.

References

„Official Gazette of RS” „, No.36 / 2009 and 88/2010

Buhalis, D. (2000). *Marketing the competitive destination of the future*. Tourism Management, 21, 95–116

- Bulic, Z., Buškovic, V., (2008), “The planning of protected natural resources in sustainable development strategies in Montenegro“, Proceedings of the Conference of Protected areas in terms of sustainable development., Bihac, pp.135-149.
- Dernbach, J. C. (1998). *Sustainable development as a framework for national governance*. Case Western Reserve Law Review, 1-103.
- Dernbach, J. C. (2003). *Achieving sustainable development: The Centrality and multiple facets of integrated decisionmaking*. Indiana Journal of Global Legal Studies, Vol 10, Issue 1, pp. 247-285.
- Eagles, P.F.& McCool, S.F., (2004). *Tourism in National Parks and Protected Areas: Planning and Management*, CABI Publishing, UK
- Ecotourism – Sustainable Tourism in National Parks and Protected Areas*, (2005). Banff National Park in Canada and Nationalpark Gesause in Austria-a Camparison, pp.46-55.
- Emas R. (2015). *The Concept of Sustainable Development: Definition and Defining Principles*, Florida International University
- Gasic, M., Ivanovic, V., Stojiljkovic, M., Peric, G., (2014), *Strategic marketing of tourism destinations*, Ekonomika, Vol 60, april-june 2014, No.2, p.213
- Hall, C.M., 2008. *Tourism Planning: Policies, Processes and Relationships*. 2nd Edn., Pearson/Prentice Hall, Harlow, England, New York, ISBN: 10: 0132046520, pp: 302.
- Hall, M., Page, S. (2002). *The Geography of Tourism and Recreation-Environment, Place and Space*. Routledge, Taylor & Francis Gropup, London & New York.
- Harris R, Griffin T, Williams, P. 2002. *Sustainable Tourism*. Oxford: Butterworth-Heinemann
- Javno preduzece za upravljanje morskim dobrom Crne Gore , 2013. *Analysis of ICZM practice in Montenegro*,
- Luburic V., (2016), *Introduction of new management measures in protected areas with objective of improvement model of nature protection in Montenegro*, doctoral dissertation, University of Novi Sad
- McCool, S.F. (2006). Managing for Visitor Experiences in Protected Areas: Promising Opportunities and Fundamental Challenges. *Parks* 16(2):3-9.
- Montenegro Ministry of Tourism and Environment, (2013) *Montenegro tourism development strategy to 2020*
- Morgan, N. (2004). *Problematising Place Promotion*. In A. Lew, C. M. Hall, & A. Williams (Eds.), *A tourism companion* (pp. 173–183). Oxford: Blackwell.
- Pike, S. (2004). *Destination marketing organisations*, Oxford: Elsevier
- Schrenk M., Zeile P., Elisei P. (2011). Change for Stability. Lifecycles of Cities and Regions, Proceedings of the 16th International Conference od Urban Planning, Regional Development and Informational Society., Essen, Germany,
- The Millennium Development Goals Report 2015, UNDP