The Study on the potential of Health Tourism in Montenegro

PROJECT: Adriatic Health and Vitality Network
Acronym: AHVN

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Consultant: VB Center d.o.o., Slovenia

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1. Introduction – Project Description and Methodology

AHVN project is a multinational project, which aims at developing a multi-country network in the specialized niche of Health Tourism. For the purpose of our project, we will broaden the understanding of the Health Tourism from medical services and health-related spa services, to wellbeing, outdoor sports, local healthy food in connection with pearls of local cuisine and cozy lodging with ethno note.

Local product/service providers will build local networks in each of the countries included in the project, which will afterwards be integrated into a single international network. Thus the project will empower small local players to enter the international tourism market, gain wider trust and recognition, build their brand name, enable them to alert international tour operators and strengthen their overall marketing position. Cooperation in the network will also provide their members with opportunity to share best practice experience and organize joint events.

The Study on the potential of the Health Tourism in Montenegro represents the first part in the preparation of the Marketing Strategy for the Montenegro network. The aim of this Study is to present and assess attributes, potentials and competitiveness of Montenegrin tourism product/service providers as creators of wellbeing tourism destination in Montenegro. The Study is built on describing and analysing opinions of tourism professionals, experts, entrepreneurs and regional developers in order to identify the potentials of Montenegro as a wellbeing tourism destination.

The Study is mainly based on three different kinds of material and data:

- secondary sources including analyses that have been undertaken by tourism experts all over the world and in the region,
- interviews with stakeholders in Montenegro and
- participation of researchers in activities such as seminars and workshops.

The data for this report were gathered by using various methods. First of all, the researchers looked into different reports and studies and in the health, wellbeing and sustainable tourism field. Second, interviews were concluded in each area to examine different stakeholders’ views on the area and tourism development in the area. The focus of the questions was on the respondents’ background. In addition they were asked about the networks and destination management, how they gathered their information, develop their products and services, their vision and concept and what drove their innovation. Third, best practices were identified based on wellbeing tourism stakeholders interviewed and wellbeing tourism potentials identified during the interviews.

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1 Each secondary resource i.e. analysis, report, book or study is quoted whenever used in the text of this Study. However, the key ones are: Smith, M., Puczko, L.: Health and Wellness Tourism. 2009, Henna Konnu, Tommi Laukkanen: Roles of Motivation Factors in Predicting Tourists’ Intentions to Make Wellbeing Holidays – A Finnish Case, 2009, Eurobarometer Study, 2012, Caroland Robert Trow: 25 Spa Industry Changes by 2020 etc.
The Study includes three sections. The wellbeing, health and vitality and sustainable tourism concepts are presented in section one. Section one also covers wellbeing and sustainable tourism market and industry trends, practices on how to approach wellbeing and sustainable tourism market segments. Section two introduces the basics for data gathering and shows assets and potentials for wellbeing tourism development in Montenegro by describing future members of the Adriatic Health and Vitality Network. The last section presents regional best practices, structured in a way which corresponds to Montenegrin tourism stakeholders interviewed and guides towards Montenegrin future health and vitality tourism product development.

Already during the interviews the potential network members have been invited to the Pre-Strategy Workshop. The workshop will present the summary and conclusions of the Study to all participants present and discuss international and local best practices in sustainable tourism development and networking. The Pre-Strategy Workshop is aiming to conduct the open discussion about the challenges for sustainable tourism development and facilitate the solutions’ development to address the identified challenges. During the process, motivation of the Montenegrin network members is going to be build since ultimate goal is to activate Montenegrin network members to be actively involved into Marketing Strategy creation process. Therefore the outcomes of the Pre-Strategy Workshop will represent the opening part of the Marketing Strategy document.
2. Health, Wellbeing and Sustainable Tourism, the Concept

Issues of health, vitality and wellness are certainly not new, although they are recently emerging in the tourism literature all over the world. The increased focus on quality of life reflects not only the economic affluence of modern times, but also changes in values and lifestyles. Terms such as personal development and life fulfilling experiences coincide with an increased interest in beauty and health treatments, illness prevention, down-aging and self-improvement. The aging population tends to be more active, healthier and to live longer. An increased desire for faster medical care is a further explanation for the focus on health services that are offered for sale on a commercial market. More consumers are travelling for the purpose of improving their general wellness and health, and the health and wellness tourism segment is in an early phase of growth with a considerable future potential.

Wellbeing/vitality and health-care tourism which will be primarily addressed in this Study are in some literature defined as sub-concepts of health tourism. Wellbeing tourism differs from health-care tourism to some extent in tourists’ motivations. In health-care tourism the main motive is to treat illness, whereas in wellbeing tourism the main motive is to prevent illness or maintain one’s health and wellbeing. Besides preventing illness and sustaining wellbeing, the goal of wellbeing tourism is to have experiences of pleasure.

In Germany, there is a considerable emphasis on the term “medical wellness” which somehow aims to combine the idea of health (cure) and wellness. This is a form of “behavioural medicine” where clients are guided by qualified practitioners to make specific changes to their lifestyle which can help lead to optimum wellness (Smith, Puczko, 2009).

Table 1: A Spectrum of Health Tourism

<table>
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<tr>
<th>Physical Healing</th>
<th>Beauty Treatments</th>
<th>Relaxation/Rest</th>
<th>Leisure/Entertainment</th>
<th>Life/Work Balance</th>
<th>Psychological</th>
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<td>Cosmetic surgery trips</td>
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<td>Wellness hotels</td>
<td>Sport/fitness holidays</td>
<td>Occupational wellness workshops</td>
<td>Workshops (e.g. Hoffmann psycho drama)</td>
<td>Yoga centres</td>
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<td>Pilgrimages</td>
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Wellbeing is defined as a multidimensional state of being describing the existence of positive health of body, mind and soul. Wellbeing is an individual issue, but is manifest only in congruence with the wellbeing of the surrounding environment and community. Wellbeing is therefore inherently related to the principles of individual and community sustainability and in our case to sustainable tourism.
Several empirical studies have been conducted to identify the profile of wellbeing tourist. The results of the study, conducted by Konnu and Laukkanen in 2009, show that motivation factors in predicting tourists’ intentions to make wellbeing holidays are the following:

1. Health and physical activity,
2. Self development and
3. Relaxation and escape.

The first component, named as health and physical activity, included participating physical activities, getting in better shape, and promoting and enhancing health and wellbeing.

The Self-development component consisted of items such as experiencing different cultures, understanding more about myself, being creative, developing my skills and abilities, learning new things, experiencing something different, and aesthetic experience.

The third component, relaxation and escape, contained four items: being away from daily routine, resting and relaxing, refreshing myself, and feeling inner harmony/peace.

These results show that high quality wellbeing tourism offer should integrate much more than just health and recreational activities and should therefore consider that being creative, experiencing different cultures, learning, resting and relaxing are a whole horizon of motivation factors which have positive influence to intention to make a wellbeing trip.

In September 2009, Grbac, Težak and Luk implemented a similar empirical study in Croatia. In this study, the target population included tourists of various nationalities visiting five tourist towns in Istria County: Medulin, Pula, Rovinj, Poreč and Vrsar. The study showed the following profile of health tourism providers’ guests (“wellbeing tourist”) in Croatia. Tourists who stated that healthy living is a very important part of their everyday life were more likely to use brochures as a source of information. The study also showed that wellbeing tourists do not think of sun and sea as key decision-making factor when choosing a holiday destination, but would rather find other life- and health-enhancing priorities important. When studying the nationality of wellbeing tourists, it was also noted that there is a high probability that wellbeing tourists would probably not arrive to Istria from Italy, but instead from the United Kingdom and Russia which shows that there are also cultural and nationality factors at play when making an effective market positioning of health tourism services abroad.

The three outcomes which will be considered by sustainable and wellbeing tourism in Montenegro and are fundamental to our future work are:

1. Economic prosperity where a resilient tourism sector builds prosperity over time and is measured by increased opportunities, above-average employment and household wealth and reduced income disparity,
2. Human and environmental health where a clean and attractive environment sustains healthy people, enhances people’s vitality and creates a strong economy (measured by reduction in per capita energy use, reduction in use of non-renewable resources, improvement in air and water quality, waste reduction and improved habitat quality for eco systems and wildlife),

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3Grbac, Tezak, Luk: Profiling Tourists Based On Healthy-Living Attitudes.
3. Social vitality where a diverse and inclusive community in which every person has access to resources and opportunities needed for success (measured by reductions in educational and health disparities, increased levels of safety and community involvement).

Tourism and nature protection first joined forces in the late 19th Century with the creation of the first national and state parks in various parts of the world.

The model quickly spread, and by the late 20th Century virtually every country in the world had adopted and adapted this model to fit local circumstances. Nonetheless, even with widespread conservation efforts developing on all corners of the globe, encroachment into wilderness areas by ever-expanding urban forces has made it so that there are relatively few places where natural habitats remain undisturbed. Montenegro is certainly one of the places, where “wild beauty” has been preserved.

2.1. Changes in the Attitudes of Tourists, Wellbeing Tourism Market Trends

Rapidly-growing number of well-educated and prosperous people around the world wants to travel to unspoiled or undisturbed places; the more undisturbed, the better. The more these travellers can do to assist in the continued conservation of these places, the more generously they behave.

These travellers began demonstrating in the late 20th Century that they wanted more than a vacation: they wanted an experience supporting their well-being and directly participating in the process of health, wellbeing creation and nature protection.

Sustainability and wellbeing have become the legitimated model for economic development in the world, validated also in the tourism industry, if still considered a niche. However, this niche represents a strong trend, changing tourists’ preferences and redirecting emerging destinations’ strategies, focused on high added-value and high-impact experiences; reflecting healthier and more responsible lifestyles.

The growth in the number of businesses identified as eco-lodges, adventure travel agencies, gastronomic tours, recreational and relaxation treatments, even lighter medical services illustrate this trend. Sustainable tourism has experienced faster-than-average growth, contributing US$200+ billion in receipts globally in recent years and growing at annual rates of 20%.

In the most recent International SPA Association (ISPA), ISPA Global Consumer Report 2010, spas received an estimated 143 million client visits. The primary treatments provided by spas are body or skin care services, including facials, scrubs and wraps (9%); massage services (86%), and salon services (68%). Wellness programs, including weight management and healthy eating, are offered by 17% of spas; and one in 10 spas offer fitness or sports services.

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Well-being and sustainable tourism, as an alternative to the half-century mainstream (or mass) tourism and a culmination of century-old nascent trends, emerged as a concept in the mid-1990s, following the increased legitimacy of the broader notion of sustainable development in emerging economies.

It was in part a response to the growing sense that such economies were becoming commoditized, as destinations, by global forces beyond their control.

What is meant by “sustainable form of tourism” in practice is tourism that meets the needs of visitors, destinations and entrepreneurs today - while protecting and enhancing opportunity for the future.

These trends and strategic directions are especially recognized in Europe which is transforming into a tourism destination significantly influenced by sustainability values. The latest 2012 Eurobarometer\(^5\) study shows that tourism has a huge impact on the EU economy affecting up to 14 million jobs. The survey offers an interesting insight into the preferences of European tourists and shows that 80% of the EU respondents plan to travel this year. "Our continent's cultural and natural richness, and long-standing traditions of hospitality, are still close to the hearts of Europeans," says Antonio Tajani, European Commision Vice-President in charge of the EC Directorate General of Industry and Entrepreneurship.

The study shows that healthy and quality holidays are leading motivators for selection of tourism destination. Nearly half of surveyed Europeans go away to get some rest and recreation, which includes wellness and health treatment holidays. 28% achieve this by getting some sun or going to the beach, whereas enjoying nature (mountain, lake, landscape) is the motivation for 18% of EU holiday makers. A third went on holidays to spend time with their families.

Over 90% of respondents expressed satisfaction with the natural features and the quality of accommodation at their holiday destination.

Many EU citizens rely on personal recommendations to make decisions about where to go on holiday: more than 50% said they consider a destination because a friend, colleague or relative recommended it (“word of mouth” factor). At the same time 40% indicated information on the internet played a part in their decision, and personal experience is rated high with 32% saying this influences their decision.

The increasing importance of healthy holidays is creating new trends in global wellbeing tourism industry. Based on ISPA, wellbeing tourism and spa industry will face some major changes by 2020. Here is the selection of key industry trends and changes by 2020\(^6\):

1. The driving force in skin care will increasingly be centred around anti-aging products that are safe, effective and offer documented results. Consumers are more

educated and will demand results, fast; client impatience will rise to new levels. The growth will be in treatments and products that offer solutions, not hype,
2. Although there will also be a place for hands-on treatments and massage, technology will have a greater role that requires spas to invest more capital for new technologies and equipment,
3. Estheticians will need to learn about new delivery systems and ingredients as part of their formal education. Continuing professional education will become a requirement to maintain licenses to practice, similar to most medical-oriented professions,
4. Access to information and education will be more widespread and important. The spa of the future will be as much an educational and wellness resource as a treatment facility,
5. With social and viral networking expanding at unprecedented rates, product- and service-oriented spas will live or die based on capturing information about their clients and target marketing to a highly defined clientele,
6. Spas will have to learn to take advantage of online marketing; blog, network and tweet. Seek out an expert in this highly specialized arena,
7. Without material clinical documentation, consumers will soon grow weary of private label products,
8. At-home devices will enhance professional treatments. An array of new at-home devices will be available to consumers for home use that will actually work,
9. Hair removal and hair enhancement systems will be the norm. Recent advances in science have, for the first time, raised the realistic probability of addressing hair loss in women and men,
10. A new generation of nutraceuticals is on the horizon. The treatment and prevention of a myriad of skin conditions will be enhanced with condition-specific oral supplements, drinks and food to accompany topicals. Kline & Company reports that beauty-from-within products will grow from $1.5 billion in 2007 to $2.5 billion in 2012. Watch out for growing regulation on the part of governmental agencies as they increase efforts to try to temper claims in this realm. This is already a fact of life in the European Union and the United Kingdom,
11. More regulation on the issue of organic and natural care will be adopted; presently, manufacturers are playing fast and loose with their own definitions. Although many consumers are seeking green and safe products, fast results will trump all other concerns.

2.2. Critical Success Factors for Wellbeing and Sustainable Tourism

Protecting and enhancing opportunity for the future referred very specifically to ensuring the health of people and natural environment - perhaps even improving it - rather than overbuilding on it as so many other destinations had done.
In this sense the sustainable and well-being tourism model, unlike the mainstream tourism model, considered the intersection between the host community, its ecosystem, and tourists to be the sweet spot of economic opportunity:

Critical success factors for wellbeing and sustainable tourism model include:

- Delivering a high quality, high value, experiential product supporting people’s health and well-being,
- Protecting and enhancing both natural and cultural resources,
- Ensuring that economic benefits go not only to outside investors and intermediaries, but also to destination communities and their surrounding ecosystems.

In common usage in the tourism industry, the term sustainable tourism is used interchangeably with the term alternative tourism and its many segments such as ecotourism, cultural tourism, nature tourism, rural tourism, and numerous others. Of these niches, the most commonly referred to is ecotourism, which according to The International Ecotourism Society (TIES) is “responsible travel to natural areas that conserves the environment and improves the well-being of local people.”

These terms are not interchangeable with the term sustainable and wellbeing tourism. According to the World Tourism Organization (WTO) sustainable tourism “leads to management of all resources in such a way that economic, social and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, biological diversity and life support systems”.

Sustainable tourism has tended to focus on environmental concerns. However, as can be seen from the definition above, the concept was broadened to include human, social, economic and cultural aspects as it has been recognized that host communities must benefit, if tourism is to be viable in the long term.

Community-based tourism initiatives usually seek to expand tourism enterprises run by local communities or individuals (entrepreneurs) and sometimes to enhance local involvement in tourism product development and implementation.

While there is a connection between the concepts of ecotourism and sustainable tourism, the term ecotourism refers to a niche segment within the tourism sector, whereas sustainability is commonly taken to be applicable to all types of tourism activities, including both conventional and alternative forms (WTO 2003).

It is also important to add that sustainable tourism is not a specific type of tourism, but rather a process of adapting and transforming all tourism products to become (more) sustainable.

### 2.3. Positive Impacts of Sustainable, Health and Vitality Tourism

The unique advantage of wellbeing tourism is its de-seasonality impact. Wellbeing tourism has raised its popularity among tourism companies because products and services connected to it are not dependent on any particular tourism season. The demand of wellbeing and
wellness services is constantly increasing while large number of people is stressed of living in work-obsessed, time-pressured, materialistic and over-individualistic societies (Smith and Puczkó, 2009)\(^7\).

When combined with sustainable tourism practices, the benefits that process of adapting and transforming towards sustainable tourism can bring to protected areas are partly, but not exclusively, contingent on their ability to make both human development efforts and direct financial contributions to authentic cultural heritage and nature protection.

While staying in authentic, healthy facilities, guests are able to enjoy a vacation with those aesthetics and amenities, and at the same time feel that they are doing something good for themselves and for the nature, while having a learning experience.

Another indirect benefit sustainable wellbeing tourism provides is related to being a source of employment, which in some cases helps to preserve ties to the community, and prevent migration from rural communities: local people who inhabit these areas find job opportunities, sometimes involving enormous increases in income, and a revival of traditional skills and crafts.

They also find entrepreneurial opportunity. Sustainable wellbeing tourism business owners and/or their guests make direct contributions to school health related projects, education and vocational training; in some cases, the educational funds are tied to a requirement to have the funded students return to their community for up to two years to start new businesses or assist other entrepreneurs. In some cases communities are themselves the entrepreneur, holding shares in sustainable tourism enterprises.

2.4. How to Communicate and Approach Wellbeing and Sustainable Tourism Markets?

Tourists directly impact sustainability in two main areas. The first is in choice of destination, the second impact area is behaviour while on vacation, including choices made related to activities and attractions visited, food consumed, etc. In both these impact areas, mitigation and/or eradication of negative sustainability are achieved through educational and information provision initiatives.

The main tool used in the delivery of tourist education is through distribution of guidelines, which are in many cases disseminated directly to the clients of travel-organizing companies in pre-departure or arrival information packs. They can also be distributed in hotel rooms, car rental information packets, tourist office visitor information packets, or on signage at points of interest or access to tourists. Guidelines should be specific to the type of activity the tourists will be engaging in.

Guidelines and advice can also be delivered through other media. Video formats can look highly attractive and can be played at times when the audience is captive (e.g. on board

aircraft, or in the baggage handling and customs areas of an airport), and in other tourist-serving areas such as the offices of car rental firms, visitor information services, etc.

A far more complicated process is needed in order to influence the type of vacation a tourist will choose. In general, when a tourist has chosen to take a responsible vacation, that tourist is already one of the ‘converted’ and will have decided against a less sustainable type of vacation anyway. To influence new members from a wider public into choosing a sustainable holiday requires the integration of initiatives with authorities, where education and media exposure are within their remit.

A tour operator or travel agency’s sustainability impacts lie in three main areas. These are in the supply chains they rely on, the interactions they foster between customers and destinations, and, within their offices; plus in the case of mass-market tour operators the resources such as aircraft, fleets of vehicles, and accommodation outlets that they may own.

In examining the supply chain sustainability aspects of outsourcing client services, it is useful to divide travel organizing companies into the following three categories:

1. ‘small-scale specialists’ – small and medium-sized enterprise (SME) tour operators who are effectively middle men and may specialize in activities like bird-watching, scuba diving, battlefield tours, etc,

2. ‘mass market’ – large travel companies traditionally associated with packaged holidays e.g. TUI, Thomas Cook, who are also middle men but also often own significant resources (and therefore have the largest potential impact on sustainability) such as hotels and aircraft, or operate in binding contracts with client service resources such as hotels and ground handlers, and

3. ‘ground handlers’ – mainly SMEs, they are also tour operators in their own right who handle destination-based client service arrangements for middle men and the mass market.

These three types of companies have differing levels of resources that they can devote to ensuring sustainability in a supply chain, so the approaches they adopt to implement and verify sustainability in a supply chain differ. Small-scale specialists and ground handlers generally utilize an informal approach to supplier relationships, which are developed and verified; these include sustainability issues through extensive dialogue. Suppliers are influenced through long-term relationships.

Mass-market operators work with suppliers on a formal basis and are increasingly integrating sustainability assessments into auditing methodologies. Developing supplier sustainability is centred on integration of structured assessments and awareness rising alongside existing dialogue and informal support. Operators influence suppliers through long-term relationships.

2.5. Programs that Promote and Certify Sustainable Tourism Offer

The sustainable accommodation sector is a growing market mainly made up of individual actors operating small- to medium-scale businesses. Since there is an ethical component
inherent in their operations, formulating actions with other tourism facilities’ owners and stakeholders has a tendency to be seen not as competition, but as cooperation. There are several advantages to this.

First, eco-accommodation is relatively young sub-sector of sustainable tourism industry. Second, acting in unison is advantageous to a destination, and since development is a key principle of eco-accommodation, constituency building is a tool that can be effectively used in achieving this aim.

The Greenbox: An example of an organisation whose central business is the building of a constituency is Northern Ireland’s The Greenbox – designed for the promotion of an integrated ecotourism destination. Covering the counties of Fermanagh, Leitrim, West Cavan, North Sligo, South Donegal and North West Monaghan, it also aims to re-brand the area it covers into an ecotourism destination known under the brand name ‘The Greenbox’ which is quickly gaining its market recognition and tourist loyalty.

Below are examples of two of the largest Internet-based marketing agencies of niche alternative tourism providers. These two organizations, as well as others who adopt a similar model, are self-sustaining businesses based on the marketing of goods and services as well as drivers for the building of a sustainable model of tourism.

Responsible Travel - www.responsibletravel.com, launched in April 2001. It is a UK-based company, operating from Brighton, and is a directory of screened holidays that markets the products of specialist, responsible travel niches, operators and accommodations. The company defines responsible travel as holidays that ensure local people benefit as much as possible from the holiday activities and where negative environmental impacts on the destination are minimized. Justin Francis is the company’s chief executive and co-founder.

The company coined the term ‘responsible travel’ and “aims to re-invent tourism for the long-term benefit of tourists, local people, the environment and the tourism industry”. It campaigns for change in the tourism industry. Responsible Travel has elements of a traditional travel agency in its operation in that it charges a commission to operators for bookings sourced through their website. In July 2004, The Times reported that responsibletravel.com was one of the UK’s fastest-growing travel agencies, with sales of £2 million, up 400% year on year.

In August 2004, the company launched The Responsible Tourism Awards in association with The Times, the World Travel Market and Geographical Magazine, to celebrate the best in responsible tourism initiatives. Responsible Travel markets eco-accommodation and other responsible holidays on their website and via other marketing activity eg. search engine listings; on-line advertising; database marketing to 75,000 subscribers of Responsible Travel’s e-zines; print advertising; PR; and The Responsible Tourism Awards. Enquiries generated by the website are passed directly to the operator, and the conversion rate of enquiries into bookings is between 8-15%.

Ecoclub SA: Ecoclub SA was founded in 1999 and is based in Athens, Greece. It is a privately owned Internet-based global co-operative network of ecotourism-interested parties,
including eco-accommodation providers in more than 30 different countries. The objective of Ecoclub is the promotion of ecotourism, its businesses and organizations as well as ecotourism ethics and practices.

Eco-lodge partners of Ecoclub and other ecotourism businesses market their operation and products on the Ecoclub website, and it also acts as a forum for the provision of ecotourism-related information, listing ecotourism-related jobs, events, publications, guidelines for responsible travellers, university courses and finance sources. It e-publishes the open access magazine Ecoclub: the International Ecotourism Monthly, and indirectly sells ecological, co-operative and organic products through the marketing of companies on its website.

The award-winning website, www.ecoclub.com, is both a B2B portal for ecotourism and the organization’s virtual bookings device. Ecoclub does not act as an agency as it does not take commissions for bookings sourced through their website. Eco-lodge partners, as well as other ecotourism-interested parties, join Ecoclub through membership. There are two levels of membership – Business and Individual – attached to packages that offer marketing, promotion, information and networking, and it is mainly through this avenue that business operating income is generated. Ecoclub has members from over 80 different countries.

Although there is disagreement over whether tourists understand what eco-accreditation and award logos really represent, this is a situation that is likely to change for the better as the market matures. However, there is undoubtedly something to be said for sheer numbers of awards and logos displayed on an eco-accommodation providers’ marketing material. Logos that have a positive effect on marketing include those of eco-accreditation schemes; awards won; logos allowed for use because of affiliations with conservation and social research organizations; logos awarded by conservation and social development NGOs due to sponsorship; and the logos of supporting or supported public/private organizations.

Eco-accreditation schemes for tourism accommodation providers can be regional, national or international. They are designed to show the public that the accredited business has met certain standards, especially in the social and environmental aspects of sustainable development.

**EU ECO-LABEL** (EU Flower environmental emblem): The European Union Eco-label was created in 2003 to reward tourist accommodation or campsite services that respect the environment. Applications are processed through the national competent body, which is the national organisation responsible for the application in every EU member state. The competent body gives information on the application procedure, distributes the application pack, and is responsible for the verification of compliance prior to the awarding of the Eco-label.

Applicants must provide a detailed dossier showing how the technical criteria have been met. The verification documents are self-declarations, as well as declarations and other relevant documents from qualified professionals. The competent body may make further checks on
data submitted. Successful applicants will be awarded the Eco-label, with the right to use the logo inside the accommodation and in advertisements.

The EU Eco-label for tourist accommodation can be requested by all types of accommodation facilities, including hotels, guest houses, mountain lodges, private room providers, tourist farms and camp grounds.

Companies that have acquired the EU Eco-label for tourist accommodation strive for:

- reduced air pollution (caused by paints and cleaning agents containing synthetic solvents),
- more sparing use of energy and other natural resources,
- less pollution of the environment and surroundings (no use of pesticides, fertilisers etc.),
- the use of organic food in their catering.

The EU Eco-label scheme is a commitment to environmental sustainability. The criteria have been developed and agreed upon by scientists, NGOs and stakeholders to create a credible and reliable way to make environmentally responsible choices.

The EU Eco-label for accommodation facilities is officially recognised throughout the European Union, so the marketing effects are Europe-wide.

In the eyes of the user, the EU Eco-label for tourist accommodation should be a guarantee of environment-friendly operation, and thereby an added value (quality) of the product or service, which should influence the decision of tourists regarding their choice of product or destination. The EU Eco-label\(^8\) helps tourists identify products and services that have a reduced environmental impact throughout their life cycle, from the extraction of raw material through to production, use and disposal.

**Awards – recognition of sustainable development efforts in tourism industry** - below is a description of some of the most important awards available.

**EDEN** is the acronym for European Destinations of Excellence, a project launched in 2006 with the aim of promoting sustainable tourism development models across the European Union. The project is based on national competitions that take place every year and result in the selection of a tourist “destination of excellence” for each participating country. Through the selection of destinations, EDEN effectively achieves the objective of drawing attention to the values, diversity and common features of European tourist destinations. It enhances the visibility of emerging European destinations, creates a platform for sharing best practices across Europe and promotes networking between awarded destinations\(^9\).

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\(^8\)[http://ec.europa.eu/environment/ecolabel/]
\(^9\)[http://ec.europa.eu/enterprise/sectors/tourism/eden/what-is-eden/index_en.htm]
The key feature of the EDEN awarded destinations is their commitment to social, cultural and environmental sustainability. The project is focusing on emerging, less known European destinations. Its inherent features are:

- recognising sustainable practices used in chosen European destinations,
- decreasing seasonality in tourism by turning destinations into all-year-round venues. The process thus aims to help de-congest over-visited tourist destinations.

Each year, one theme is chosen by the European Commission, in close cooperation with national tourism bodies, and one destination per participating country is selected. Each of the chosen topics serves to highlight different aspects of European regions’ assets and is related to sustainable development, whether from a cultural, economic, local involvement or environmental point of view.

Apart from being an attractive and sustainable tourism destination, destinations taking part in the project have to show that economically viable tourism has been developed based on each year’s EDEN theme. The eligible destinations, namely lesser known and less crowded ones, are thus able to show off what makes them unique and also show tourists that an unforgettable experience awaits them.

The winning destinations are those that best reflect the chosen theme of the year and that offer a unique tourism experience, in line with sustainable patterns. In the first 3 years of the project, rural tourism, intangible heritage and protected areas have been the key motives behind this European quest for excellence. The fourth edition of the project focuses on Aquatic tourism. In 2011 the theme was tourism and regeneration of physical sites.

All EU member States and candidate countries may take part in the EDEN initiative. The selected destinations are chosen at national level during the first half of the year, and are then awarded during a ceremony organised by the EC in autumn every year. So far the following countries have taken part in EDEN: Belgium, Bulgaria, Czech Republic, Estonia, Iceland, Ireland, Germany, Greece, Spain, France, Italy, Cyprus, Latvia, Lithuania, Luxembourg, Hungary, Malta, The Netherlands, Austria, Poland, Portugal, Romania, Slovenia, Finland, Croatia, Turkey. It would be highly recommendable for Montenegro to participate in this EU initiative.

Since 1989, The Tourism for Tomorrow Awards are organised by the World Travel & Tourism Council, with the support of its strategic partners Travelport and The Travel Corporation Conservation Foundation. The Awards are open to all tourism businesses, organisations and government or private initiatives. Tourism operators apply for the award themselves. The awards cover the following categories: Destination Stewardship, Global Tourism Business, Conservation and Community Benefit. Winners may use the Tourism for Tomorrow logo on marketing material and on their website.

Country of Montenegro was one of the finalists in Destination Stewardship Reward in 2010 which is a good building block for international promotion of Montenegro as a sustainable tourism destination. Some of the statements by the Selection Committee of this reward show

10 http://www.tourismfortomorrow.com/
11 http://www.tourismfortomorrow.com/
the opportunities for continuous development in this direction: “Montenegro's commitment to the preservation of its rich natural resources is enshrined in its constitution, which established the nation as the world's first ecological state. New integrated communities combining traditional aesthetics and low impact are being developed. The Ministry of Tourism has shifted its focus from traditional package tour holidays in coastal regions to creating a higher-yield tourism product based on nature tourism. This includes the promotion of local, authentic restaurants and hotel facilities, as well as the establishment of well-connected bicycle trails. Montenegro demonstrates a long history of ecological stewardship with clear goals and great ambitions for the future” (Selection Committee of the Tourism for Tomorrow Award).

** Responsible Tourism Awards:** The Responsible Tourism Awards were founded in 2004 by responsibletravel.com. Each year they are supported by a different headline sponsor. In 2007, Virgin Holidays are the sponsor and in 2006 it was First Choice. Tourism ventures are nominated for the awards by members of the public, with the objective of recognizing travel industry operations and individuals making a significant commitment to the culture and economies of local communities and a positive contribution to biodiversity conservation.

A total of 20 nominees per category are long-listed. They are then sent a detailed questionnaire and required to provide references. Independent opinions are also solicited. The completed questionnaires are reviewed by the judges who create a shortlist for each category.

** The World Travel Awards (WTA):** Candidates for nomination are based upon voting from the previous year, with voting cast by travel agents from over 190 countries online at the World Travel Awards website. Regional categories for awards are broken down from the ‘whole world’ awards category into Africa, Asia/Pacific, the Caribbean, Central and Latin America, Europe, the Middle East, North America, and South America. The regional categories are then further divided into all areas of the travel industry. There are also additional worldwide awards covering specific markets e.g. the World’s Leading Sports Resort, and the World’s Leading Private Island.
3. Overview of Tourism Statistics in Montenegro

Tourism Statistics in Montenegro is carried out by the Statistical Office of Montenegro. Their surveys, which are conducted on monthly basis, monitor:

- turnover in tourism (arrivals and overnight stays) by domestic and foreign users in all types of accommodation,
- number of arrivals of foreign vessels on cruise, for sport and leisure, and number of passengers.

All 21 municipalities in Montenegro are included into surveys. Within individual municipality, the Statistical Office gathers statistics from accommodation facilities (hotels, motels, campsites, resorts, private houses and rooms), restaurants and agencies. Besides that they collect reports from harbour master offices Bar and Kotor and their branch offices.

For the in depth analysis, data are not available in the suitable format or the published data include only quantities on selected monthly basis. We also could not find any available data to estimate the tourism demand for healthy vacation in Montenegro on a national level. Hereinafter we present the selected characteristics of the Montenegro tourism.

The total number of tourist arrivals, as well as overnight stays, shows rising trend in the last decade. In 2011 the total number of arrivals was 1,373,454, which is 8.7% higher compared to the year before. Distribution of arrivals during the year was unequal, with the majority (more than 80%) of the arrivals being concentrated from June till September, which is typical for the SSS (sea, sun, sand) type of tourism.

Table 2: Trends in Montenegro Tourism

![Graph showing trends in tourist overnight stays in Montenegro from 2002 to 2010](http://www.monstat.org/userfiles/file/turizam/dolasci%20i%20nocenja%202010/tourizm%202010.pdf)
If we would observe the structure of the tourists, we could see that more than 87% of all arrivals are from the foreign tourists. The most numerous groups are Russian and Serbian tourists, which account approximately around 50% of all tourists. The third most important tourism market is Bosna&Hercegovina. The rest is spread between other former Yugoslav republics, Check Republic, Italy, Albania, etc.

**During the main summer season, between 97% and 99% of all tourist stay at the seaside resorts,** while out of the season, the coastal region retains around 70% of all tourists.

Capital city Podgorica has around 1% of all visits during the main season. Out of the season this number rises up to 15% of all arrivals. **The least explored are mountain resorts,** which get the rest of the tourist arrivals. **This is yet another rationale for the necessity of AHVN network development, who’s primarily goal is to develop inland tourism and lengthen the tourism season.**
4. Health Tourism Inventory in Montenegro

The interviews were conducted in late spring and summer 2012. The interviewees were chosen in different ways: some were recommended by the project team, some by following the suggestions of Green Home, and some by interviewees themselves. Interviewees were contacted directly by phone or by e-mail or with written invitations. The interviewees were tourism professionals, such as tourism entrepreneurs, experts and regional developers.

The project team followed several goals when preparing for the interviews, which were as follows:
- to meet potential network members and learn about their products/services,
- to learn about their current marketing position and their vision for the future,
- to assess the relevance of the single interviewee to join the network,
- to check the compatibility with other potential network members,
- to estimate the motivation of the interviewees to actively participate in the project,
- to promote AHVN project and invite interviewees to join the Pre-Strategy Workshop.

The main purpose of the interviews implemented was to identify and activate key members of the Montenegro network, which will be actively involved in the process of development of the Marketing Strategy for Health Tourism in Montenegro.

Project Team has implemented series of interviews with the invited potential network members. The interviews took place in Podgorica, at the headquarters of the Green Home or on the sites of potential network members. Project Team has analyzed the interviews conducted and assessed the enthusiasm of the interviewees to join the network. Simultaneously also assessment of the access, presence of suitable infrastructure and technical resources for development of the supply has been made.

As a basis for the implementation of the interviews, the project team has prepared a short questionnaire, which grouped several sub-questions under 4 main categories - company presentation, capacities, sales and marketing efforts and plans and vision for the future. The framework for the semi-structured questions was made jointly by Green Home and experts. The interviews were semi-structured also in the sense that issues could be raised during the interview. Throughout the survey, the local actors were extremely willing to share their views, and to add information during follow-up interviews. The interviews took from 40 minutes to one and a half hours.
5. Presentation and Analysis of the Potential Network Members

The project team has conducted 8 interviews with different service providers in order to scan the situation in the field of wellbeing service supply in Montenegro. Primary goal of project team was to identify the potential network members, who will form the base for the development of the AHVN Marketing Strategy for Montenegro.

Service providers can be categorized into three groups:
- Resort, promoter of local cuisine (Konoba Kolibe, Restaurant Kužina),
- Outdoor sports and recreational activities (S.R.D. Nikšić, Planinarsko društvo Komovi, Planinarski klub Gorica, Perun Biking Club and NVO Nevidio),
- Other complementary suppliers (NVO Ecologic).

The project team observed the lack of medicine/health care providers and food growers.

Below there are short presentations of the initial Montenegro AHVN network members:

5.1. Konoba Kolibe

Konoba Kolibe, VELTING d.o.o. (Restaurant Huts)
Address: Bogetići bb, Bogetići, 81400 Nikšić
Owner: Blagoje Cicmil
Phone: +382 69 012 448
Mail: office@kolibe.me, velting@t-com.me
Web: http://www.kolibe.me

Company presentation:
Konoba Kolibe is in its foundation a fascinating national restaurant with traditional Montenegrin and Serbian dishes, a member of CD. It is situated in the village Bogetići, on the southwest foothills of Durmitor mountain on 1,600 m altitude in the Durmitor national park, with the spectacular view over the Zeta river valley. It is placed directly on the way to the near orthodox Ostrog monastery, which origins date back to 17th century and is very famous tourist attraction. Original building of the restaurant is more the hundred years old and was in recent years reconstructed and adapted.
The interior of the restaurant is decorated in original ethno style; stone walls, tables of solid wood, chairs and bench-type seats, hand-woven carpets. Containers in which food is served are from baked clay, the walls are decorated with traditional discrete objects. In addition to the inside restaurant, the restaurant has an outdoor section, a covered terrace, which is especially attractive from early spring till autumn.

Ingredients for cuisine are provided by local food producers from Nikšić surroundings, whereas fresh fish come from the Montenegrin seaside.

Restaurant Kolibe offers its guests also overnight stays in nicely furnished rooms and wooden bungalows. Besides that it has an attractive seminar room, with great panoramic windows, which is available to companies or other organized groups for different occasions. Installed collectors for solar energy are used for providing hot water.

**Capacities:**
Restaurant Kolibe has the capacity of 41 beds in 8 rooms or 5 bungalows. In the restaurant part, there are 220 seats available. Seminar room can host groups up to 40 people.

In the summer they employ up to 35 people, this number decreases during winter to adjust to the number of visitors.

Restaurant Kolibe has a great potential for further development, since they own more than 47,000m² of land, which could be utilized for different purposes.

**Sales and marketing efforts:**
The most important guests are Russians, but the guests come from all around, also from England, Netherland and Singapore. During summer, restaurant Kolibe is a popular stop spot for bikers and cyclists, since there are approximately 60 km of the marked roads in the surroundings. Individuals guests usually stay for a week, organized groups come for one day.

Major obstacle for the extension of the groups’ visits is the lack of additional tourist offer. Besides sights seeing of the Ostrog monastery, there is no organized tourist offer near-by.

As far as marketing is concerned, restaurant Kolibe has its own web page, but it is very poorly positioned on web. Accommodation facilities are present at booking.com, lots of comments can be found on Tripadvisor and on several restaurant portals.
Plans and visions for the future:
The owner’s vision for the future is development of the medicine tourism, specifically construction of the Pulmonary Diseases Hospital. He has already made the connections with several medical doctors, specialized in cardiology and pulmology.

Besides medicine tourism, Kolibe would like to become meeting point for different organizers of outdoor activities such as organizers of canoe trips, rafting trips (Montana rafting, Green Tara, boat trips on Piva lake), safari trips, adrenalin hiking, herbs picking (sage) etc.

Rationale to become AHVN member:
Restaurant Kolibe is an attractive restaurant with the possibility of overnight, which is decorated in the original ethno style. Interior of natural materials is well complimented with offers of original local cuisine. Kolibe surroundings offer plenty of opportunities for bicycle trips, but owner would like to attract also other sport enthusiasts, by Kolibe becoming starting point for different outdoor sports/adventures service providers.

On the other hand, for the mid-term future, the owner would like to develop medical tourism, which is the core of the whole AHVN network development.

5.2. Restoran Kužina

Logo
n.a.

Restoran Kužina
(Restaurant Cuisine)
Address: Trg Božane Vučinić 2, 81000 Podgorica
Owner: Mr. Martinović

Phone: +382 20 633 833, + 382 69 100300

Mail: restorankuzina@gmail.com
Web: http://www.restorankuzina.com/

Company presentation:

Restaurant Kužina is a fascinating national restaurant in the proximity of Podgorica centre. Traditional Montenegro restaurant is decorated with stone walls, heavy wooden furniture, photos of old soldiers and books and other small details from everyday village life.
Kužina is famous for traditional Montenegrin dishes, which are served in authentic atmosphere, with regular music performances.

**Capacities:**
Restaurant is a two storey building, which can host up to 150 people. Several dining rooms are well supplemented with airy terrace, which is especially pleasant during summer.

**Sales and marketing efforts:**
Restaurant Kužina could be found on several specialized portals and is usually very well graded.

Its main promotion channel is advertising by word of mouth. Kužina has its own web page, but is only in Serbian language and written in Cyrillic alphabet. While this is a sort of national identity of Kužina it is not suitable for foreign tourists.

**Plans and visions for the future:**
Vision for the future is to maintain its reputation of being one of the finest restaurants for the traditional Montenegrin cuisine.

**Rationale to become AHVN member:**
Restaurant Kužina is interesting for its national identity, but to become really valuable member of the AHVN network, they will have to adopt modern approach toward marketing channels and adapt their communication to the demands of the foreign tourist.

They are suitable for enriching the network attractiveness, as a good example of local cuisine.

**5.3. Sportsko ribolovno društvo S.R.D. Nikšić**

| Logo | Sportsko ribolovno društvo S.R.D. Nikšić  
| n.a. | (Fishing Sport Association S.R.D. Nikšić) |
|      | Address: Ul. PekaPavlovića P-10, 81400 Nikšić |
|      | Secretary: MarjanMiranović |
|      | Phone: +382 68 687 141 |
|      | Mail: n.a. |
|      | Web: n.a. |
Company presentation:
Sportsko ribolovno društvo S.R.D. Nikšić is the biggest, most organized fishing association in Montenegro. It has 100 members and is active in the region more than 60 years.

S.R.D. is a guardian of several rivers and artificial lakes, which are under jurisdiction of Ministry of Agriculture. They have to pay concession, but can charge for fishing permits on the protected waters. S.R.D. has worked closely with authorities, when preparing the Law on freshwater fishing.

S.R.D.’s main duties are taking care of fish breeding, which they adopt also from elsewhere and fish protection. They are the first to alert, when the level of water in artificial lakes is too low, what usually happens when there is regular maintenance of the power plants on the lakes. S.R.D. alerts the public and also annually saves at least part of fish, which would otherwise be left to die.

S.R.D. also takes care of the issuing fishing permits. Yearly permit costs 35 EUR, whereas daily 10 EUR. The fishing season lasts through the whole year, for trout from April till October, for other fish from June till March.

Besides taking care of fish, S.R.D. runs a small restaurant, which is rented from the state. S.R.D. finance itself from membership fees, fishing permits and from restaurant incomes.

Capacities:
It is of great importance that all the rivers are healthy and protected and artificial lakes are clean and suitable for fish breeding and fishing. S.R.D.’s territory consists of several artificial lakes in the Nikšić area (Liverovićko lake, Grahovsko lake, lake Slano, lake Krupac and 1/3 of Bilečko lake) and river Zeta. They usually divide river into two different parts and reserve one part for sport fishing only. S.R.D. organizes sport fishing (catch and let go) and fishing for food.

Most common fish species are trout, rainbow trout and chub, which can grow up to 20 kg, especially appreciated is freshwater crab.

Sales and marketing efforts:
Clean waters rich with big fish are magnet for S.R.D.’s members, which come also from other towns in Montenegro. 80 % of fishermen are from Nikšić, others come from Podgorica, Daruvar and other cities. Among daily fishermen there are very little foreigners.

S.R.D.’s main weakness is lack of suitable links with tourist agencies which will be able to divert tourists towards S.R.D. Even their local Tourist organization Nikšić is not cooperative.

As far as promotion is concerned, S.R.D. is poorly equipped. They do not have their own web-site, they are present on some web-sites of other providers. For marketing of their events, they use direct mail and personal contacts.
S.R.D. organizes several events – fishing competitions on Krupac lake and traditional International Fishing days, which are organized in September.

**Plans and visions for the future:**
The biggest challenge in attracting tourists is lack of suitable infrastructure towards and around lakes. S.R.D. is considering the idea of building some sort of huts from natural materials.

Their main motivation to join the AHVN project is potential for attracting new, foreign fishermen.

**Rationale to become AHVN member:**
S.R.D. is an excellent potential to become a valuable AHVN network member. It offers outdoor sports activities and is at the same time organization, which exceeds local fishermen club. S.R.D. themselves show great motivation to be actively involved in the Marketing strategy development.

**5.4. Planinarski klub Komovi**

Planinarski klub Komovi  
(Hiking club Komovi)  
Address: Novaka Miloševa 10, 81000 Podgorica  
President: Duško Mrdak

Phone: +382 69 451804; +382 68 687 405  
Mail: info@komovi.org.me  
Web: [www.komovi.org.me](http://www.komovi.org.me)

**Company presentation:**
Planinarski klub Komovi was originally hiking club for policemen, but was later transformed into civil society hiking club, which more than 23 years joins enthusiasts for hiking and skiing. Today club members are mostly students and young to middle aged people.

PK Komovi organizes hiking tours through Montenegro, occasionally go also abroad. Hiking tours are organized for their members, but also as team-building events for different companies.

Their main source of finance is membership fee therefore they put lots of efforts to raise the number
of club’s members. At the moment, the club joins 100 people. Yearly membership fee is 10 EUR. Members regularly meet at meetings.

Program of activities include trekking, hiking, combination of canyoning and speleology. First priority is safety of their guests. For canyoning they also rent neoprene suits for visitors.

**Capacities:**
There capacity is 25 to 30 people, which are in condition to lead hiking tours, but they do not have formal licenses as hiking guides. The situation with licensing is not well organized in Montenegro, only 20 guides have licenses in all Montenegro. All work is done voluntarily.

Through the year they organize approximately 60 tours, with average groups of 30 people.

**Sales and marketing efforts:**
Club has its own very good web-page, where yearly hiking plan is announced. Every year they publish destination, which will be visited during the year. They give lots of useful information for their customers. For wider range, especially for foreign tourists, the web should be translated in English.

Club is also present on social networks (Facebook).

Information about hiking tours are announced also in newspapers, occasionally on TV news or on local Pink Television.

**Plans and visions for the future:**
For extension of the hiking season, they would like to invest into purchase of winter equipment and a small van for tourists’ transportation.
According to club Komovi, Prokletije mountains are the most beautiful Alps in the Adriatic area. More than 20 mountaintops are more than 2.000 m above the sea level the highest mountaintop is even 2.700 m above sea level. The most beautiful destinations are also Grebajand Ropojan valley, Durmitor national park, canyon of Mrvice with 2 lakes, canyon Nevidio, Kučke mountains with Bukomirlake and Moračke mountains). For wider hiking tourism development it would be necessary to build/equip appropriate mountain huts, at the moment there are only abandoned guardhouses.

Rationale to become AHVN member:
Komovi club is well organized provider of outdoor sport activities, which is already internationally active through mountain tours abroad and cooperation with other hiking clubs. Its target group are young to middle aged tourist, eager to explore the beauty of the Montenegro’s mountains.

We believe that joining Komovi club to AHVN network will benefit not only local network, but also enrich the whole AHVN international network.

5.5. Planinarski klub Gorica

Planinarski klub Gorica
(Mountain Club Gorica)
Address: Bracana Bracanovića 68/A, 81000 Podgorica
Secretary : Milena Andrijašević

Phone: +382 69 606 148
Mail: planinargorica@t-com.me
Web: http://pkgorica.me/

Company presentation:
Planinarski klub Gorica has celebrated 10 year of its existence. They represent themselves as medium size and medium age. Today PK Gorica has 410 members, out of which 100 are active members. Every summer they all gather on yearly 3-day mountain meeting. PK Gorica finance itself from membership fees and only partly with funds, which they acquire from international organizations. Yearly membership fee is 10 EUR.

Club’s vision is protection of health, development of the nature, development of the club whose target group are middle aged people. They organize only hiking and mountain climbing.

PK Gorica at the time has guides with licenses, but all of them will expire during 2011. New licensing will have to be solved on national level.

PK Gorica puts lots of efforts in mountain paths markings. They also often travel abroad to share the experience.
Capacities:
PK Gorica organizes 45 mountain tours per year; average number of hikers per trip is 17. They all are lead by licensed guides.

Sales and marketing efforts:
PK Gorica has its own web page, where they inform hikers about planned and past tours introduce themselves and give other related information.

They publish yearly newsletter, where they introduce most important events in the last year. They represent changes in the organizational part of the club and describe short review of past trips and club members’ accomplishments.

Club activities are also promoted through many events/tours, where they invite hikers from other hiking clubs and organizations, also from abroad. Most important is the traditional August festival Slava Gorice which includes putting up tents, socializing around campfire and several trips to mountains.

Plans and visions for the future:
In PK Gorica are tired of projects per se. From AHVN they expect results. They are looking forward to cooperate with future members and are waiting to see actual gains, network will provide for its members.

On the national level, they expect that Ministry for tourism will prepare necessary legislation, after which stronger links between hiking clubs, mountain clubs, suppliers of lodging especially ethno villages and outdoor sport providers. They would prefer all ex-Yugoslav clubs to join into specialized network.

Rationale to become AHVN member:
PK Gorica is professional hiking club, which focuses only on hiking and mountain climbing. As a club they are younger than Komovi, but they seem to be more professional regarding guides with licenses.

Their target group are middle-aged people, which are committed to hiking. We feel that Gorica and Komovi well complement each-other, so we have wide group of people, interesting in mounting climbing covered.

5.6. Biciklistički klub Perun

Biciklistički klub Perun
(Perun Biking Club)
Company presentation:
At the moment there are more than 80 recreational bikers and 10 professional bikers in biker’s club Perun. Their members come mostly from Nikšić.

Biking club organizes recreational bicycle trips and bicycle competitions. Biker club offers their customers guides on bicycle tours and even rent them bikes. Price is 10 EUR/day for regular customers (agencies) and 15 EUR/day for other. Groups usually rent bicycles for a week, whereas private guests for shorter periods of time.

Bicycle club Perun also employ itself with marking the bicycle paths. They are constantly on the search for new, if possible circular paths in the nature. They took the inspiration at Norwegian forest paths.

They have issued a book called Bicycle paths of Montenegro.

Capacities:
Club owns 12 bicycles for rent. Financing of new equipment is based to different projects, through which they acquire funds.

Sales and marketing efforts:
Clubs’s customers are different, from cyclers beginners to professional competitive bikers. Tourist bikers in Nikšić are mostly Germans and Russians.

Biking club is relatively good in networking with other organizations. They have already developed cooperation with several hotels in Nikšić. They have agreed with Konoba Kolibe to mark 6 cycling paths, while Kolibe developed Bed & Bike service.

They are also developing cooperation with tourist agencies from Nikšić and Podgorica – they offer “rent a bike”, “rent a guide” and “bike maintenance” services. They also work with several other tourist agencies, for example Tourist organization Žabljak in order to organize bicycle races.
Some of the partners, with whom they have developed cooperation, are: Vučje hotel, restaurant Koliba, restaurant Plaža, several private accommodations, Maršal Hotel, Las hotel; mountain village Pošćenje, NVO Nevidio, ethno villages Montenegro, Brezno Plužine. Club has developed Bed & Bike trade mark.

Posts about Perun can be found at different cycling portals, but the club does not have its own web page. For marketing purposes they use flyers and cooperation with other biking agencies.

Way of promotion in also cooperation in many different international projects and participation of club’s members in different biking competitions.

Plans and visions for the future:
Perun’s plan for the future is further development of its recognition on the market. They would like to extend their basis for cooperation to get new customers. They also will continue to enter different international projects to get financing for their activities or equipment purchase.

Rationale to become AHVN member:
Club Perun is an organization that expands the possibilities to discover Montenegro from walk to cycling. Its president is very energetic and positive person, with great ideas and dedicated to its work. On the other hand there is a total lack of club’s marketing presence on Montenegro tourism map.

We believe, that including Perun to AHVN network will raise the level of attractiveness to the network, while looking the way of doing business they already master, will could be one of the leading members for long-term sustainability of the network.

5.7. Društvo ekstremnih sportova Nevidio Nikšić

Company presentation:
President of the NGO Nevidio is a fascinating man, which has converted its passion into business. NGO was founded as the organization for extreme sports in Montenegro. Key
members of the association are extreme sportsmen, who are involved into mountain climbing, alpinism, skiing, rescue missions and diving.

The Nevido Canyon is located in the northern part of Montenegro on the slopes of Durmitor mountain. Canyon is about 3 km long, with steep edges, numerous waterfalls, whirlpools and passages made by the water. In some places, the cliffs have narrowed up to two feet, with height of almost 400 m. It was discovered only in 1965 as one of the last unknown – unseen canyon in Europe, therefore the name Nevidio (unseen).

Association Nevidio is involved into canyoning from 2004. Price is 100 EUR/day all inclusive: guiding through canyon, food (breakfast, lunch, snacks), equipment (neoprene suit, helmet).

They are also active in the Mountain rescue service, which by their opinion is the foundation for development of mountain/hiking tourism. In this field, international cooperation is very important. Basic goals in Mountain service are education, first aid in the mountains and cross-border cooperation.

Mr. Kosić is still running a pub – brewery in the centre of Nikšić.

Capacities:
An average group for canyoning is 7 to 15 people, timing is usually during weekends. Trip lasts for 8 hours. One guide/instructor can take care of 3-4 guests.

Sales and marketing efforts:
Main season for canyoning is during summer – July and August, depending on the weather and water level can be also June or September.

30-40 % of the visitors are domestic guests, 30-40 % come from Serbia, 20 % guests from Hungary. Some years come Russians – it changes. Guest are returning because of the good equipment and fascinating nature.

The association has its own web page.

For the promotion they use promotional film from Nevidio canyon and often open photography exhibition.
Plans and visions for the future:
At Nevidio they are developing a new service to extend summer season - back-country skiing. They have already established contacts with Davo Karničar, Slovene alpinist and extreme skier. The potential for fast development of back-country skiing is justified because there is no need for building infrastructure.

They are developing new rafting tours with guides, hiking & bicycling. In this case additional infrastructure has to be build (Komarnica valley), but doing that should take into consideration also wild nature preservation. In their opinion, cooperation between the Ministry of tourism and Ministry of traffic and economy is necessary for better development of the tourism in Montenegro.

Rationale to become AHVN member:
Association Nevidio is yet another supplier of outdoor activities, this time more extreme sports. It is an excellent example of Montenegrin wild beauty. Their international recognition is important in attracting foreign tourists and will be value added when building marketing position of AHVN network.

5.8. NVO Ecologic

Logo
n.a.

NVO Ecologic
(NGO Ecologic)
Address: Mira Đ. Ševića 15, 81000 Podgorica
Member : JelenaAdžić
Phone: +382 67 565 092
Mail: info@eco-logic-nvo.org/
Web: http://www.eco-logic-nvo.org/

Company presentation:
NVO Ecologic is an organization for promotion and development of the ecological culture through visual communications. Their vision is presentation of the Montenegro through photography. During the years they have taken more than 70.000 photos of Montenegrin nature. Basically they like to work with local population, which can point them to still uncovered beauty of different locations to the paths not yet discovered.

Besides photography they are very concerned with ecology. They have twice attended Ekofest, which is a festival, aimed at promotion of the ecological consciousness. On the practical level, Ekofest means cleaning the local destinations.
**Capacities:**
NVO has 4 employees, all are photographers and designers.

**Sales and marketing efforts:**
NVO Ecological has diverse target population. By now, they have mostly worked for the National tourist organization. NTO has ordered filming of the Montenegrin most attractive and most recognizable locations.

**Plans and visions for the future:**
NVO is thinking of development of photo-safaris. The capacity per trip can be a group of 35-45 people if they would go by bus or 20 people in case of boat trips.

**Rationale to become AHVN member:**
Including NVO Ecologic is interesting from many aspects. From their work they are familiar with most beautiful places of Montenegro on the other hand they could be very useful when preparing marketing materials for AHVN network.
6. Study’s Findings and Recommendations

The present network includes two representatives of local cuisine, several providers of sport activities and a representative which is active in the field of culture. In the future, the network should be further expanded with additional providers of accommodation that will serve as anchors, around which other network members could connect.

Additionally we believe, that some local food growers should be invited, to connect with accommodation providers or simply to fulfil the whole offer of the network, according to the goals of the project.

Besides that, we advise that some examples of the local culture are included, which can present the tourist Montenegro tradition and art, so the experience will include not only the “healthy vacation” of the body, but also the “healthy vacation” of mind. Thus the network will become more balanced and will cover more aspects of the “health and vitality” holidays.

During the next phases of project, it is important, that individual providers recognize and accept the need for cooperation and they develop joint offer.

Important element of the success of the future network is going to be its visibility. The network members should consider creating stories, which will follow their joint offers, since the stories are going to be the tool that is going to sell the offer. The innovative approaches in communication should be applied, to promote the unique and authentic Montenegro.
7. Overview of European Best Practices in Wellbeing/Health and Sustainable Tourism

Secondary sources of data (books, articles, websites, etc.) were studied to examine wellbeing tourism best practices in the wider region, including Croatia, Greece, Slovenia and Austria, United Kingdom. These countries have been selected, because their holidaymakers are known to be among most recognizable wellbeing tourists in the region (United Kingdom, Austria, Slovenia) or because these countries are considered to be competitive wellbeing tourism destinations in the wider region (Croatia, Greece). Best practices should be viewed as learning opportunities and as examples based on which components of wellbeing tourism service products for Montenegro could be assessed.

7.1. Fonda Sea-Bass: Redefining Aquaculture and Celebrating Healthy Cuisine

In a huge part of our world, during the last 30 years, the sources of information about food have been lost by the majority of the people. In the European families of 30 years ago it was really easy to get information about how to distinguish fresh fish, or the best olive oil or the finest meat. As Cinzia Scaffidi, director of the Slow Food Study Center, explains: “There’s aquaculture and there’s aquaculture - at one end of the sustainable continuum is bivalve farming. Bivalves like mussels don’t need to be fed by humans because they filter microorganisms from the water. Then at the other end is the type of aquaculture that should be avoided completely, the intensive farming of predators at the top of the food chain. They’re fed a lot of wild fish and kept in small environments so they get sick easily and need to be given medicines.”

Fonda family sea bass is the sustainable and high-quality fish farming in the waters of the Adriatic off the Slovenian coast. The company Fonda.si developed the first trade mark for fish in the world. Sophisticated marketing, supporting highest quality sea bass farming provided is their formula of success. Fonda sea bass is mainly sold in Italy and Slovenia.

13Cinzia SCAFFIDI: Connect Producers of Food with Co-producers through Events and Initiatives
The Art of Preparing Highest Quality Fish

Recognizable chefs are preparing Fonda sea bass and their recipes are available on Fonda web site.\(^\text{14}\) Culinary experts are returning to the roots of original tastes of food. Among others, highest quality fish may be served raw, with just a little olive oil and salt from the Piran’s salt pans near the fish farm. As Irena Fonda says, “when it’s raw you can’t hide anything.”

Successful and sustainable gastronomy combines both, tradition and creativity. More and more tourists want knowledge, they need to know how to select a product. Fonda has developed a compelling story. At her family’s “boutique” farm, they use no chemical agents and fish growth is not forced. The fish are fed by hand every day, and it takes four or five years before they reach sellable weight. “We can’t compete with big businesses. So we’ve focused on packaging and traceability, including for the final consumer. Restaurants now put ‘Fonda sea bass from Piran’ on their menus. They can explain to diners why they made this choice, and show that they made an extra effort.” The same applies to vegetables, wine, dairy products and other food supplies in the business of wellbeing tourism.

Fonda Sea Bass is harvested daily and delivered to restaurants, private homes and fish mongers, packed in its distinctive container, and guaranteed fresh. Fish which you buy on the marketplace or in the shops is not really totally fresh. The Fonda sea bass has the freshness guaranty. And the good thing about it is also that from Slovenia and Friuli Venezia Giulia you can order it by phone or e-mail and they bring it right to your home. Fonda also offers visits to their sea bass farm as an additional offer to tourists.

Health and Vitality Aspects of Fonda Offer

Did you know that cultivated Fonda sea bass contains 15 times less Mercury then wild sea bass?

Fonda is very effective in communicating about the healing effects of fish. This educational and awareness raising aspect of their business is clearly explained to customers and tourists visiting their farm alike.

An example of such communication includes the beneficial effects of fish which are known for:

\(^{14}\) Fonda web site: [www.fonda.si](http://www.fonda.si) has been selected as a best web site in Slovenia in 2011, winning the Netko award.
diabetes - risk of developing diabetes is reduced by half,
asthma - risk of developing asthma is four times lower for children who enjoy the rare fish,
depression - several studies have shown low levels of omega-3 unsaturated fatty acids in people suffering from depression,
heart disease - there is strong evidence that omega-3 unsaturated fatty acids protect against heart attack,
cancer - omega-3 unsaturated fatty acids protect against the development of cancer or delay tumour growth when it might appear.

7.2. Sečovlje Salina Nature Park & Salt Production Ltd.: Merging Nature Preservation, Heritage and Innovation for Wellbeing and Sustainability

On the short Slovenian Coast there are today only few coastal wetlands, pertaining to the short deltas of Istria’s rivers and brooks. At one time there were more, as the delta marshes and bays were shaped into the salt pans, which were to be found on the verges of all the coastal towns. Sečovlje Salina Nature Park covers about 650 ha along the Slovene-Croatian boundary in the extreme south western part of Slovenia, in the southern part of the Community of Piran. This area is the most important Slovenian locality from the ornithological point of view. The variety of the bird species on this area, under the aspect of nesting and wintering, is much larger than on any other comparable locality of the kind. Until present date the 288 species were ascertained, of which in the wider surrounding area 90 are nesting.

The northern part of Salina Nature Park, where active salt-making is still taking place, is called Lera. From the Park’s southern part, called Fontanigge, it is separated by the bed of the Drnica stream.

The Fontanigge is full of large basins which, however, are being gradually overgrown by the characteristic salt-loving vegetation – halophytes. Along the wide channels, the former salt-pan houses are scattered, which with their characteristic appearance co-create the truly unique image of the Salina landscape.

At Fontanigge, salt-harvesting was abandoned in the 1960s, but the tradition of salt-making, which originates from the 14th century, is still practiced within the Museum of Salt-making. Here, each salt-field used to constitute an independent salt-pan with its own basins for seawater condensation and crystallisation.

15 http://www.slovenia.info/?naravne_znamenitosti_jame=906
Piran salt-pans are a general trademark of the company SOLINE Pridelava soli d. o. o. (Salt Production Co. Ltd.)\textsuperscript{16}, whose basic activity is production of salt and other salt-pan products in the area of Sečovlje Salina Nature Park. The company also manages the Park, i.e. protects the natural and cultural heritage within it, develops sustainable tourism and directs as well as stimulates visiting of the Park.

SOLINE Pridelava soli d.o.o. is therefore protecting and permanently preserving the natural and cultural heritage within Sečovlje Salina Nature Park and producing salt in the traditional manner. By paying regard to various natural processes in the area, the company is providing for its sustainable development, while through the implementation of measures concerning the protection of natural values of our cultural heritage they are raising awareness as to the significance of protecting Sečovlje Salina Nature Park.

The main tasks of the thirty-seven employed, two thirds of which are salters, salt-field and equipment maintenance workers as well as workers taking care of the water regime in the Park, are:

- production and trade of salt and other products from the salt-pans,
- management of the Park and development of sustainable tourism.

On average, 2,000 tons of salt is harvested annually.

Soline d.o.o. developed unique lines of branded salt-based and salt-related products and services, merging tradition, innovation, modern design and sophisticated marketing. Their product became the prime and one of the most authentic souvenirs from Slovenia.

The principal fields of the activities are covered by the following trademarks: Solnce (alimental programme), Lepa Vida (cosmetics programme) and KPSS (park programme).

\textsuperscript{16}www.soline.si
In 2011, Soline d.o.o. initiated the development of Soline Terms/Spa which will provide salt based treatments in wooden lodges, harmoniously integrated within the nature on the salt pans. This unique wellness and wellbeing offer will bring back authenticity of health and vitality products to the area.

7.3. Biolandhaus Arche Austria: Health Tourism Offer Certified

Biolandhaus Arche is one of the most recognised eco hotels in Southern Austria. Father and mother Ilmar senior Rosalinde were very brave to build an eco-hotel on a location which was at first sight not attractive for hospitality business and the idea was decades ahead of their time.

However, they developed an appealing story and offered an attractive experience with it. The name of ARK was influenced by the idea: "a place of survival" to be in the flood of polluted air and bad water\textsuperscript{17}. They always wanted to be more than a normal restaurant.

It means that except ARCHE "lifeboat" of the biblical Noah in the translation from the Greek, "the beginning" or from the English "the bow" their offer is "beginning of our health", a vacation with a vision".

From original restaurant they expanded into a Kneipp spa. As a health resort, they were officially registered in 1982, but abandoned for duty doctor at the practice. Their focus remains on healthy foods – lakto-vegetable whole foods and have developed a unique quality to peak in the country. The food comes fresh from the organic garden or from the cellar to the table. They are regularly inspected for the biological quality of their food.

Arche is one of the first controlled bio-hotels in Europe and are the first in Carinthia. It was not always easy with the double burden of expanding and guest care.

\textsuperscript{17} http://www.bio.arche.hotel.at/en/
Their offer includes several healing features of the nearby environment - water source in the nearby forest has the best drinking quality and is suitable for high quality spa treatments.

They have designed an 80 m² spa area with spacious relaxation chamber and an extensive library. The sauna cabin is combined, either as Finnish (about 90 °C dry air) or steam-sauna as soft (about 60 °C and humidity).

Biolandhaus Arche is especially interesting for its numerous eco-certifications – as shown below.

### 7.4. Hiking and Biking Trails between Slovenia and Austria

Along with Slovenian Mountain Association, Fishing Association of Slovenia[^18], to name just a few, Association for Hiking and Biking is one of the most active recreational tourism related associations in Slovenia.

[^18]: Slovenia is recognized as one of the best fly fishing destinations in the world and is hosting the World Fly Fishing Championships in 2012.
Over the last couple of years, they have initiated and participated in numerous national, cross-border and international activities which significantly contribute to the image of Slovenia as the active holiday tourism destination

Regional development agencies also contribute significantly to the development of attractive recreational tourism offer of the country. One of such initiatives is “Hiking and Biking Trails between Slovenia and Austria” - their slogan is: Borderless - 4,325 km of infinite nature, culinary delights, friendly people. Discover secrets of two countries, countless landscapes, hills and plains.

HIKING TRAILS include a variety of hiking trails each of them is described as an example below: **Borderland Panoramic Trail**

The Borderland Panoramic Trail forms the main vein of the trail network in the south between Styria and Slovenia. It is also part of the International Hiking Trail between Sillian and Bad Radkersburg and takes you from the hiking village of Soboth along the border, crossing between Austria and Slovenia, across Wine Country to the floodplains of the River Mur. Over beautiful, soft mountain pastures and through forests. The view of Styria and towards Slovenia from the Remschniggalm is particularly beautiful. Straight afterwards, the Natura 2000 region of Murauen and its legendary natural beauty awaits you. The finish is one that is particularly good for you. Your legs can look forward to recovering from the previous days at the spa town of Bad Radkersburg – Gornja Radgona.

Technical details are offered within each trail:
Starting point: Soboth, Austria

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19 Slovenia has summarised the advantages and character of its tourist offer in the slogan "Green. Active. Healthy." From the green resources and responsible attitude towards the environment, through various activities offered by the diversified country situated at the meeting point of the Alps, the Mediterranean and the Pannonian Plain, to the rich health and wellbeing offer.

End: Gornja Radgona, Slovenia  
Category: easy to intermediate  
Duration: 41 hours or 6 days  
Highest point: 1512 m  
Lowest point: 209 m  
Total length: 127 km

HIKING TRAILS WITH A STORY - Themed routes – choosing among:
- Cultural and ethnological routes,
- Sport and recreational routes,
- Hiking routes on the theme of nature.

CYCLING and BIKING include a wide selection of routes, categorized and enchanted by interesting stories.

**River cycling routes**

Cycling Route on Spodnje Podravje - Landscape on the route is an extensive gravel plain between Maribor and Ormož, situated on the lower course of the Drava river in Slovenia.  
River Mura cycling trail - This path will take you through a surprisingly dynamic, mysterious and bio-energetic landscape on both the left and right banks of the Mura River.

Drava Cycling Route - Drava Cycling Route, which bears the international code R1, is according to its natural beauty and cultural diversity one of the most beautiful cycling routes in Europe.

**Cycling for pleasure**

Cycling for pleasure is a selection of over 20 cycling routes for pleasure, including: “Golden chalice path”, “Wine Route”, “Old Vine Route”, “The Knight’s Path” and also “Amber Cycling Route (JKP)” which is one of the European routes, intending to connect the coast of the Baltic Sea with the Adriatic Sea.

**Mountain biking**

Eight mountain biking trails are offered – from 3 to 350 km long – including: “Granite cycling route”, “Up and Through the Mountain”, “Specialized Bike Park” etc.

**7.5. Responsible Travel (UK) in Croatia**

Of all countries of former Yugoslavia, Croatia offers the biggest varieties of holidays on ResponsibleTravel.com. Altogether over 50 holidays packages are available (compared to Slovenia: 20, Montenegro: 7, Serbia: 3, Bosnia and Herzegovina: 2).

See below a short description of most popular and highly rated holidays which all have recreational features.
Sea kayaking holiday in Croatia

Responsible travellers are invited for sea-kayaking in the clear blue Mediterranean Sea around the Pearl of the Adriatic, Dubrovnik – Croatia. This sea kayaking holiday in Croatia features overnight stays in guest houses on Lopud & Sipan islands of the Dubrovnik archipelago.

The target group for this kind of holidays is younger population, preferably with some sea kayaking experience. The offer includes accommodation in the guesthouse, kayaking, paddling, discovering hidden beaches and caves for swimming, snorkelling and exploring or simply sitting in a shade and enjoying afternoon coffee, dining in typical local taverns and restaurants. Food is presented as one of the highlights of this tour. Culinary offer is based on typical Mediterranean specialties, seafood, fresh vegetables seasoned with excellent olive oil. Vegetarian food is available as well.

As with all Responsible Travel offers, this one also demonstrates how this holiday makes a difference. The following is stated\(^{21}\) “On this sea kayaking holiday in Croatia we work with local guest houses on the islands and do not take commission from the local guesthouse owners. All of our sea kayaking guides are aware of their surrounding and they are constantly providing the travellers with suggestions of how to minimize potential negative impacts on the marine ecosystems of Croatia. Our sea kayaking guides emphasize the importance of observing the marine life and leaving the environment as it is. Our sea kayaks are made of recyclable plastic. They do not cause any form of air or water pollution and they do not produce noise that could be disturbing for marine life. On our sea kayaking holiday we suggest that our travellers visit historically, culturally and environmentally important sights in Croatia such as the Dubrovnik’s Old Town, Renaissance villas on the island of Sipan and Lokrum Nature Park.”

Departures are available every week between 17 June and 14 October 2012. Relatively reasonable pricing is available - prices are ranging from €715 (7 days) excluding flights.

The second health and vitality oriented offer which is also one of the most popular and highly reviewed one is Croatia Activity Week on Island of Vis provided by “Wear Active”.

7.6. Wear Active, Croatia: Active and Sustainable

Created by Craig and Xania Wear, Wear Active is the holiday about combining the beauty of the island of Vis with love of being active. They aim to make the most out of each day,
exploring by paddle, peddle and foot. The benefit from having small groups is that they can adapt, discuss and personalize every day, day by day.

Their offer includes: Yoga by the sea before breakfast, kayak from the bay in Rukavac to the green grotto on the island of Ravnik, lunch, a roasted tomato soup and pesto salad, walk to Srebenja bay for an afternoon snorkel, dining in Vis town for a fresh fish dinner at one of the great restaurants.

Active in sustainable days in Vis start with breakfast under the shade of the palm tree, taking bikes on the landrover and heading to the north of the island, off road bike riding to secluded bay, swimming, snorkelling and picnic lunch, cycling back to the house on the coastal road, enjoying afternoon homemade cake and a cup of tea, relaxing with a book, having evening meal on the balcony and a time to chat and plan the next day’s adventures.

And the next day can be all about kayaking, like: early morning kayak / breakfast at Stiniva Bay / coastal path walk up to the village / mountain bike return to the house / salad and wine / mid-day nap / afternoon sun and a snorkel down at Srebrena bay / transported to ‘Rokis’ restaurant to sample their famous ‘slow food’ – certainly an evening to remember!

Their bed capacity is up to 10 guests per week and they operate in the simple premise. Their peak season is early June- mid September.

Fresh, local produce that tourists enjoy is an important part of their health-related offer, reenergizing holiday experience. The mouth-watering meals prepared at the house are predominantly vegetarian whilst the restaurants on the Island specialize in Lamb and Fish dishes.

Sustainability features of their offer include:

1. Environment protection – joint transportation to and from the ferry along with transport to and from local restaurants, daily transport involves a combination of kayak, bicycle and foot,
2. after picnics in an isolated bays – guests are actively involved in the process of carrying out waste. Sustainable drainage system is used in the guesthouse to
collect rainwater from all the roof area of the property. This can be then used to water the lemon tree, herb garden, vines, and be used at times should the water supply to temporarily suspended,

3. Economic viability – related to resurgence in agro-tourism on the island, such as small, private lots, growing grapes, olives, and lavender. A tour of one of these initiatives to revive the ‘old’ trades is highly recommended. Another important area of economic growth on the island is the restaurants – guests are eating out and sample their delights four times during one week stay.

4. Intentions for collaboration with community - There are a number of small, private olive and wine producing enterprises that are once again beginning to spring up on the island. WearActive is intending to develop links with such projects and provide access for guests to observe traditional methods of agriculture that are being revived.
8. Conclusions and Recommendations

Montenegro 'Eco by Nature'

Tourism is the prosperity engine in Montenegro, accounting for 21% of national gross GDP. Having proclaimed to be the world's first Ecological State by constitution in 1991, the country has since promulgated and implemented a great number of sustainable tourism development legislations and strategies, education and awareness programmes, and created the inter-ministerial Office for Sustainable Development.

However….

however, the rest of Europe is moving much faster into actions for creating economically viable wellbeing and sustainable tourism offer. New wellbeing and sustainable tourism destinations are appearing in many “forgotten”, but attractive places around Europe. They are recognized by international sustainable tourism certificates and awards.

The underlying problem of the majority of interviewed organizations, which match the AHVN project profile, is their absence from the international tourism maps at all. Majority of the organizations are small players, not thinking about their position and with ambitions only to attract domestic tourist. Many all them do not have their own web site or is the website only in Serbian language.

Tourists are often left on their own to create their authentic experience in Montenegro on the spot. A more detailed review of potentials for wellbeing tourism shows that there are very attractive experiences available for tourists in Montenegro, however, health tourism related providers are not integrated, do not communicate their wellbeing and sustainable offer clearly and are lacking concerted approach towards targeting domestic and especially international markets.

How to proceed?

Being inspired by the Best practice examples, Montenegro’s network members should strive to merge the individual offers to develop new, wider experiences for their tourists. This development should take place through joint initiatives, for which all elements of the marketing mix will be reviewed and developed. They should all be aware, that the tourists will not come to see individual provider only, but it’s the destination, that will attract tourists’ attention. Joint initiatives have to become the destination themselves.

At the end of the day, it is the most important thing to develop a story. A story of the new type of tourism in Montenegro, which is created to embody the spirit of their national campaign; “Montenegro, the wild beauty”.

22http://www.tourismfortomorrow.com/
9. Literature and Other Sources

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