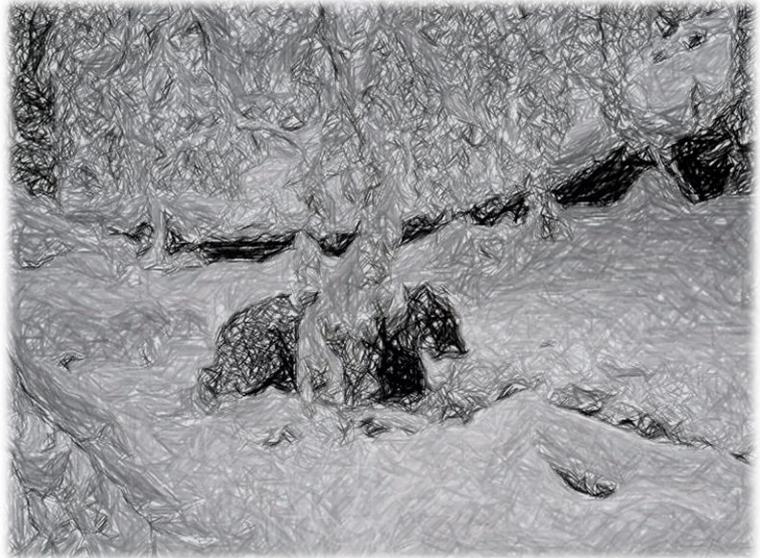


Programme "Protected Areas for  
Nature and People" (PA4NP)  
in the Balkan Peninsula

## **Wildlife Conservation - Ecotourism Offers in & around Biogradska gora National Park, Montenegro**



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## I - Background and directions

### 1.1 Rationale and objective

Parks Dinarides, WWF Adria and other partners have been working on the four-year programme “*Protected Areas for Nature and People*” (PA4NP) in the Balkan Peninsula. The programme aims at contributing to the better engagement of local communities in the management of terrestrial PAs and strengthening the constituency for influencing and monitoring national policies for the conservation of natural environment. PAs will be used as “natural laboratories” to develop model solutions for sustainable development safeguarding the natural capital. The programme is helping PAs increase their role in local social and economic development and become more valued and supported by their constituents. The program is also aiming to build a strong constituency for influencing and monitoring national policies for the protection of the natural environment.

Through the field project “*Bear Watching in National Park Tara and National Park Biogradska gora*”, both parks will benefit from bear-watching related tourism activities. Furthermore, public support to the PAs and economic benefit for local communities will be increased through sustainable bear-watching tourism offer. The project seeks to develop bear watching as a nature-based tourism product in PAs, in addition to the measures for brown bear protection and habitat improvement.

The project will build an effective system of monitoring brown bear with the standardized monitoring methods, in order to contribute to the conservation of the species in the area of the NP Biogradska gora and NP Tara.<sup>1</sup>

An important component is the **local community awareness and participation**, concerning bear co-habitation, as well as promotion and highlighting potential economic benefits of living near wildlife-rich habitats. The local community has been invited to engage in measures to protect brown bear, but also to take part in the creation of attractive tourism offers, in the role of wildlife guides, providers of accommodation, gastronomy and new souvenirs – inspired by brown bear – as well as other nature-focused tourist services (ANNEX D).

### Project vision

Sustainable use of natural capital in countries of the Balkan Peninsula forms a basis for social and economic development and is safeguarded through enhanced environmental responsibility among the public, governments, civil society organisations and the business sector.

### Marketing plan

To assist NP Biogradska gora, its partners and stakeholders in development and sales of wildlife tourism products and services which meet the needs of the targeted markets in a planful and realistic manner, a Marketing plan was developed during 2018. Long-term, the aim is to establish an attractive tourist

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<sup>1</sup> [http://www.parksdinarides.org/en/activities/bear\\_watching\\_in\\_the\\_np\\_tara\\_and\\_np\\_biogradska\\_gora/](http://www.parksdinarides.org/en/activities/bear_watching_in_the_np_tara_and_np_biogradska_gora/)

product “bear watching”, that would bring benefit for both NP Biogradska Gora and local communities. The Marketing plan shall also serve as a roadmap for the NP management, local and national tourism organisations and local businesses for implementation, evaluation and control of marketing activities, based on brown bear and wildlife as a unique selling proposition (USP).

Here below a few cornerstones for the creation and distribution of new offers and packages are repeated. More details with a SWOT, the positioning, target groups, marketing online and offline, internally and externally, can be found in the Marketing plan.<sup>2</sup>

## 1.2 Definitions and requirements for competitiveness

The major change on the side of PAs in the past 50-60 years is the understanding of their meaning and legacy. The role of people and the way of management has changed: While in the 1960's people were supposed to be excluded and the management of PAs was exclusive, today the man has to be involved, and the management must be not only participatory, but inclusive.<sup>3</sup> Parallel to this shift, also tourism has become diversified and the travellers' values, expectations and mindsets are quite different from those in the 1960s. Most tourism themes today are either culture or nature based. They express the underlying aspirations of travellers, and their motivation to travel. The following definitions are relevant for the understanding of the new products, which in the case of NP Biogradska gora will include elements of these four:

**1) “Ecotourism** is responsible travel to natural areas that conserves the *environment*, sustains the well-being of the *local people*, and involves *interpretation and education*” (Global Ecotourism Network, GEN, 2015).<sup>4</sup>

**2) What to promote in PAs is not just any kind of tourism, but **sustainable tourism**:** “Tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities”.<sup>5</sup> For tourism in PAs to be sustainable, it must, first and foremost, contribute to the *conservation of nature* over the long term, *not just briefly or sporadically*, and ensure that conservation is not compromised by inappropriate or poorly managed visitor use.

This follows directly the basic definition of **Protected Area**:<sup>6</sup> A clearly defined geographical space, recognised, dedicated and managed, through legal or other effective means, to achieve the long-term conservation of nature with associated ecosystem services and cultural values.

With this fundamental principle, **sustainable tourism in PAs** should, in all its phases from policy to planning to management:

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<sup>2</sup> Hyvaerinen, K.: Marketing for Bear Watching Project, December 2018, available in English and local language via Parks Dinarides

<sup>3</sup> Gugić, G., *presentation at the 4<sup>th</sup> International Conference of Parks Dinarides*, Budva, Montenegro, 7<sup>th</sup> Nov 2018

<sup>4</sup> <https://www.globalecotourismnetwork.org/>

<sup>5</sup> <http://sdt.unwto.org/content/about-us-5>

<sup>6</sup> Leung, Y.-F., Spenceley, A., Hvenegaard, G., and Buckley, R. (eds.) (2018). *Tourism and Visitor Management in Protected Areas: Guidelines for sustainability* Best Practice Protected Area Guidelines Series No. 27, Gland, Switzerland: IUCN. xii + 128 pp., p.2, in: <https://portals.iucn.org/library/node/47918>

- Safeguard the environmental qualities that attract visitors by maintaining essential ecological processes and aesthetic qualities, and by helping to conserve natural heritage and biodiversity
- Respect the rights of local communities and their sociocultural authenticity, conserve their built and living cultural heritage and traditional values
- Ensure viable, long-term economic operations, providing fairly distributed socioeconomic benefits to all rights-holders and stakeholders that are affected by tourism, including stable employment and income-earning opportunities and social services to host communities, and contributing to poverty alleviation
- Provide appropriate opportunities to facilitate meaningful and high-quality visitor experience that will contribute to an increased sense of stewardship for nature and protected areas.

All those involved in developing and managing tourism in Protected Areas should aim for these basic goals. **Tourism that does not meet these goals - that is not sustainable - should not be allowed in Protected Areas.**

**3) “Wildlife watching tourism** is a type of tourism that is organized and undertaken in order to *watch or encounter wildlife*. Wildlife watching tourism exclusively relates to *non-consumptive* forms of wildlife-based activities as observing and sometimes touching or feeding of animals, in contrast to consumptive forms like hunting and fishing.”<sup>7</sup> The main places where wildlife tourism can be developed are in and around PAs - where the product and the demand potentials exist.

**4) Adventure travel**, based on Adventure Travel Trade Association’s (ATTA) research conducted in 2005-2006 and updated in 2016, the current definition is “any tourist activity that includes at least two of the following: physical activity; a cultural exchange or interaction; engagement with nature.” This definition describes the key ingredients of an adventure travel trip from the *external, delivery perspective*.<sup>8</sup> An in-depth look at adventure travellers’ most important elements (with net agree scores higher than 80%) and how they should be translated into the specific context of wildlife tourism, are:

- being in a natural environment → *Protected Areas*
- learning → *About wildlife, co-habitation, nature’s seasons*
- meaningful human experiences → *With local communities, incl. rangers*
- experiencing a new culture<sup>9</sup> → *Montenegro, Balkans, mountain lifestyle, katuns*

A second conclusion and recommendation follows the latest enlargement of the picture of what adventure travel is. Today, this is the more refined understanding:

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<sup>7</sup> United Nations World Tourism Organization (UNWTO): *Towards Measuring the Economic Value of Wildlife Watching Tourism in Africa*, Madrid 2014, p.12

<sup>8</sup> Adventure Travel Trade Association (ATTA, various authors): *North American Adventure Travelers*, October 2017 Update, p.3 ff.

<sup>9</sup> *ibid.*

„**Adventure travel** describes trips that provide *experiences* (both mental and physical) to places which are *novel or unique* to the traveler, emphasize the *natural environment*, and provide *challenge* through experiences of *culture, activities* that promote physical health, and *excitement/fun*.“<sup>10</sup>

“*Ecological tours are the most popular tours offered by many tour & activity operators who responded to our 2018 Tourism Survey. These are usually rare experiences that educate and share inside information on the area, and how to protect it for the future. Tours that use proceeds to fund ecological projects such as forest or animal habitat restoration are chosen above alternatives without a cause.*” S. Kutschera, Head of Marketing, TrekkSoft

### 1.3 New potentials for NP Biogradska gora

To sharpen the image of NP Biogradska gora with new offers, it is important *not to try to please everybody* - because when you try this, no one will be happy at the end! The new offer is not something to be sold as a simple and consumptive day excursion from the coast, or it will be soon marginalised to a mass tourism idea the way that rafting Tara partly has become – a cheap afternoon experience. It will be best to concentrate on the true enthusiasts, wildlife watchers, photographers, and on other park visitors who come for hiking, stay overnight in the NP, or on the mountains of Bjelasica and Komovi.

#### **Main target group: Nature enthusiasts / serious wildlife tourists**

The best suitable target group are typically “visitors who enjoy exploring natural areas and have limited requirements beyond experiencing nature. They are prepared to pay extra for high probabilities of seeing wildlife. All nature enthusiasts also take pictures and all have cameras/mobiles.”<sup>11</sup> They are primarily people who enjoy combining a love of wildlife with a holiday experience. They can be classified as „serious“ wildlife tourists as their level of involvement is greater than those who book wildlife experiences as a day trip or as a one-off „tourist attraction“.<sup>12</sup>

#### **Organised group sizes**

The report of 2018 *Market research and potentials for sustainable Brown bear watching in Tara National Park* has 32 tours studied in detail, and the group tour sizes vary between 4-12 guests, with an average of 10 people and 20 as the maximum number. Smaller groups command the highest prices – if exclusivity is promoted as a USP as it should. The optimum group size for income generation (number of guests vs. per person price) is 8 persons.<sup>13</sup>

#### **Inclusive wildlife tourism**

In the NP Biogradska gora, and in the new visitor space in Kolašin, *inclusive wildlife tourism* should be made possible, by planning new information in the space, as well as along the educational path in **Braille code** for the visually impaired.

<sup>10</sup> ATTA, various authors: *North American American Adventure Travelers*, October 2017 Update, p.21

<sup>11</sup> McLuckie, M., Widstrand, S., Birnie, N. / *Rewilding Europe: Wildlife Watching Hides, An inspirational guide 1.0*, Nijmegen 2012, p.5

<sup>12</sup> Curtin, S.: *Managing the Wildlife Tourism Experience: The Importance of Tour Leaders*, in: *International Journal of Tourism Research*, 2009, p. 219

<sup>13</sup> Delf, J.: *Market research and potentials for sustainable Brown bear watching in Tara National Park*, Serbia, 2018

Suitable for everyone, including persons with hearing impairments, an audio guide should be prepared. It is recommended to use the same producer “izi.Travel” as for the **audio guides** of Montenegro Panoramic Roads, in this case for the Museum of Marko Miljanov: <https://izi.travel/en/dab0-museum-of-marko-miljanov/en> - Use of the system and the mobile guide app is free.

So far there is one incoming agency known to the author that is considering concentrating on this group of potential visitors.

### Inclusive Approach to Nature Experience



“The tour operator should respect the animals first  
—and the clients second.”

[www.onegreenplanet.org/animalsandnature/ecotourism-always-good-choice-animals-environment/](http://www.onegreenplanet.org/animalsandnature/ecotourism-always-good-choice-animals-environment/)

In the UNWTO survey of 2014, 23 National tourism authorities were asked about the opportunities to combine wildlife watching with other activities in their countries as well as about the types of activities that are normally combined with wildlife watching. *90% indicated that wildlife watching tourism is being combined with other activities.* Most commonly it is combined with *nature-related activities* (85%), followed by *cultural heritage* (70%) and *resort/beach holidays* (65%). Depending on the total length of stay, all such combinations are easily possible to organise in Montenegro.

### Conclusions for NP Biogradska gora

- **Combined travel experiences** will be preferred and more realistic to pure wildlife trips – which might be hard to deliver as well, as long as Montenegro’s bear population is not fully known and well tracked, but planned.<sup>14</sup> With the mountain culture, especially the **katun lifestyle** of the Bjelasica and Komovi areas, this is a naturally attractive combination.
- Montenegro is becoming better accessible by air, with affordable connections from the European source markets. The so far visitors are not yet informed of the potential for bear watching. This

<sup>14</sup> JPNPCG: *Nacionalni park Biogradska gora, Plan upravljanja 2016–2020.*, Podgorica 2015, p. 48

may rather be an opportunity to steer the demand towards **true wildlife and nature lovers** who prefer unknown places.

- The later promotion, after the phase of “innovators” and “first adopters”, and especially towards more individual bookings (Business-to-Consumer, B2C) is a sensitive phase – **any mass tourism style promotions must be avoided** and done in close cooperation with the NTOCG and JPNPCG.
- As there is talent for photography, filming and guiding in Montenegro, a combined trip with **photography, filming and wildlife education** can be a way to further diversify the offer.

#### 1.4 Opportunities

- To brand the NP stronger through its biodiversity – flora and fauna
- Listen to the markets: The interest of the international markets is much stronger than of the national market. This is not recognized in Montenegro
- To support the rangers’ interest to work also as nature and wildlife guides for the NP
- For younger generations from the surrounding municipalities, show new job opportunities in wildlife tourism (also as independent guides, if language skills and expertise are good)
- To connect the park better with the basics for community-based development such as the functioning local tourism organisations (LTOs) in Kolašin and Mojkovac and local community initiatives e.g. “Pokrenimo Kolašin” and the Beekeepers’ Association<sup>15</sup>
- To work with reputable, sustainability focused private businesses and steer others who are not. A new study has found that, with the right kind of companies, the positive influence in tourism could be expected in two key areas: (1) quality standards and (2) marketing and promotion. The impact on conservation are in three main areas of influence: (1) wildlife re-introductions, (2) environmentally sensitive tourism, and (3) financial contributions.<sup>16</sup>
- To follow the UNESCO-process and to support Natura 2000 (although this area is not among the sites yet, but should be included with the EU accession)
- To follow the EU full compensation policy in favour of large carnivores<sup>17</sup>
- All in all, a sustainable development strategy which includes the belt (zones) around the NP is necessary
- In cooperation with Parks Dinarides, to introduce new Key Performance: Indicators (KPI): The “Value not Volume” approach to Key Performance Indicators in tourism is essential for the long term prosperity of every offer, and especially critical for PAs. This could be introduced by adoption of the EUROPARCS or the Global Sustainable Tourism Criteria (GSTC) and following the certification process (In the Marketing plan, see Chapter 5.7).

#### 1.5 Threats

The key **threats for brown bears** in Europe are identified by IUCN as “Habitat loss due to infrastructure development, disturbance, low acceptance, poor management structures, intrinsic factors, accidental mortality and persecution.” The following are current or near future threats for the bear population in and around NP Biogradska gora:

- ✓ Illegal hunting and trapping

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<sup>15</sup> <https://www.facebook.com/pokrenimokolasin/> and <https://www.facebook.com/groups/869364606477693/>

<sup>16</sup> Spenceley, A., Snyman, S. (2017): *Can a Wildlife Tourism Company Influence Conservation and the Development of Tourism in a Specific Destination?* in: *Tourism and Hospitality Research* 17(1):52 ff.

<sup>17</sup> <https://www.bbc.com/news/science-environment-46153727>

- ✓ Residential and commercial development
  - ✓ Planned and significant degradation of numerous watercourses in the North of Montenegro, caused by the construction of hydroelectric facilities
  - ✓ New roads (e.g. highway construction and the Tara riverbed devastation)
  - ✓ More traffic
  - ✓ Utility and service lines
  - ✓ Logging and wood harvesting
  - ✓ Recreational activities
  - ✓ Other human activities
- Too much **private motorization in NPs** works against the core task of conservation and causes
    - ✓ Biodiversity damage and erosion
    - ✓ Fauna disturbed, starts to move elsewhere
    - ✓ Level of noise where peace is expected as a core quality
    - ✓ Visitor group conflicts
    - ✓ Safety (hiking/cycling/horseback trails crossed by adrenalin pumped jeep or quadbike drivers; the nature experience is secondary - should be shown to alternative places (fixed trails elsewhere; like for motocross)
    - ✓ Credibility losses to a PA and eco-minded service providers
  - Overcrowding, **overtourism**, “loving the places to death” can happen anywhere<sup>18</sup>! Today, the time between initial development and overtourism is significantly shortened.
  - At Montenegro destination level, there are already periods and places with alarming signs, and they are by far not limited to the coast. The double digit growth rates of NP visitor numbers are not only a good sign – their management has become a serious challenge.
  - The latest report of UNESCO and IUCN on Durmitor is talking about the “*over-visitation of the Durmitor National Park..*” being a *serious threat to the Outstanding Universal Value (OUV) of the property*.<sup>19</sup> The signs in the NP Biogradska gora speak the same language and call for restructuring of the visitor flows and their seasonality.
  - Overtourism consequences are
    - damage to nature
    - alienation of residents
    - degradation of tourist experiences
    - overloaded infrastructure
    - threats to culture and heritage

In PAs the problems have started to show in the peak months of July-August in bad parking situations, too many people on same trails, not enough quality infrastructure (like clean public toilets)...Preventing this should become now a core part of the discussions for the future of Parks Dinarides. The latest

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<sup>18</sup> <https://www.theguardian.com/environment/2018/nov/20/national-parks-america-overcrowding-crisis-tourism-visitation-solutions>

<sup>19</sup> Report February 2019: Joint World Heritage Centre/IUCN Advisory mission to the World Heritage property “Durmitor National Park” (Montenegro) 12-16 November 2018, p. 18, <https://whc.unesco.org/document/174707>

report of the World Travel and Tourism Council (WTTC)<sup>20</sup> “Coping with Success: Managing Overcrowding in Tourist Destinations” includes good insights.

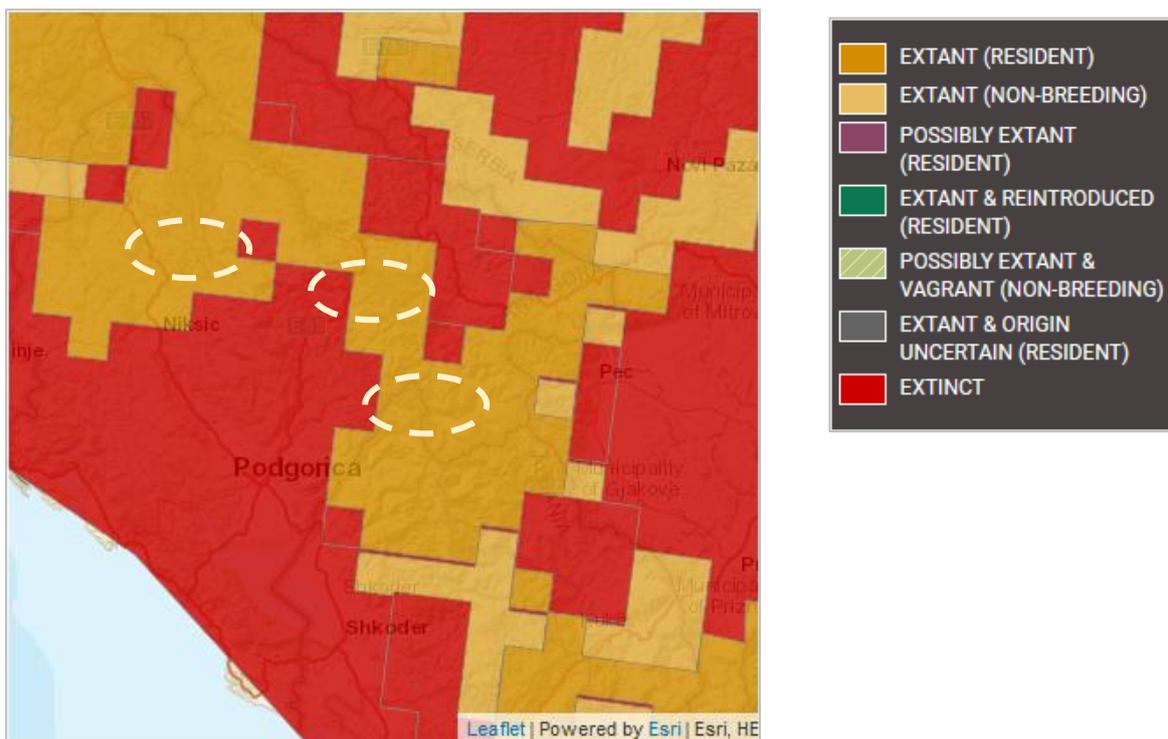
## II - Offer creation

### 2.1 Product framework

#### Brown bear watching, macro-locations

The IUCN mapping of the population shows that the more “robust” (larger) areas for brown bear in Montenegro are elsewhere than NP Biogradska gora – namely in and around the NP Prokletije and the NP Durmitor; the DNA expertise has shown that in and around the Piva Nature Park there should be some 40 individuals. Through the DNA approach, the *minimum* number of individuals which are present in an area at a certain time is defined. In 99 samples collected in 2018, exactly 24 individuals were recognized - 17 males and 7 females.<sup>21</sup> In NP Biogradska gora two individuals were identified in 2017.<sup>22</sup> This is one reason why it makes sense to link the initiatives and areas, and design tour offers through more than one park, including also the (often less frequented) zones in the “Nature Park” areas.

**Brown Bear Population and Possible Macro-Locations for Bear Watching in MNE<sup>23</sup>**



#### Micro-locations in NP Biogradska gora

In the park, ideal storytelling takes the guests “step by step” towards the main topic – therefore, the

<sup>20</sup> <https://www.wttc.org/-/media/files/reports/policy-research/coping-with-success---managing-overcrowding-in-tourism-destinations-2017.pdf>

<sup>21</sup> The DNA samples were collected only on the hunting association "Bajo Pivljanin" Piva hunting grounds, which is altogether near 80,000 ha big. The collection covered a surface of ca. 40,000 ha. The total territory of the Piva Nature Park is smaller, i.e. 32,477.90 ha. Source: Center for Protection and Research of Birds of Montenegro (CZIP)

<sup>22</sup> <http://www.rtcg.me/vijesti/drustvo/159647/mrki-medvjedi-u-np-biogradska-gora.html>

<sup>23</sup> <https://www.iucnredlist.org/species/41688/121229971>

background of the park and the forest walking path should be the general starting point. The hide will be a nature-based new service that visitors are not permitted to do on their own. This makes it an attractive means of generating income by providing privileged, paid-for access. The location and positioning of a hide is fundamental to its effectiveness for viewing and photographing wildlife. Therefore, the suggested main factors to consider where to build and keep a bear hide in the NP Biogradska gora:

- **Safety:** Even though the bear must be the “owner” of the space, the walk to the hide, its positioning and construction must be such that there is the least possibility of direct encounter. The location allows bear/s to be viewed without being disrupted or unnecessarily disturbed.

**Informative Bear Warning Signs on Hiking Trails in Alaska and Austria,  
found necessary also in Biogradska gora**



- **Accessibility vs. visitor management:** The hide must be accessible but not in any way visible to other visitors of the park, i.e. the path must stay invisible (Leave No Trace principles) and not marked. An idea is to put an informative warning sign, not in the immediate entry point towards the hide but in the vicinity. This raises the excitement and reduces the probability of other guests crossing that line.
- **Availability:** It’s important to make sure that everyone involved in the product (all NP staff, travel agencies, foreign tour operators, local guides) know the procedure how the hide is used. The best seasons must be clear and what opportunities there are in shoulder seasons (early spring, late autumn, or even winter, when the park so far has been closed).
- **Migration:** The location is good where the chances of viewing wildlife are highest. This will change for different species throughout the year. If the hide can be made mobile it can adapt to wildlife migration and prevent excess damage to the landscape.
- **Orientation:** Hides should be orientated correctly to enhance the experience they offer, considering the positioning of the sun at the times of day when wildlife is most likely to visit the hide location (typically sunrise and sunset). The angle of the sunrise or sunset in key seasons should be carefully considered for the purposes of photography.
- **User orientation:** Wildlife enthusiasts (the 1<sup>st</sup> priority) including overnight guests will prefer sunset while professional photographers will prefer dawn and sunset light. Users of the hide will typically stay in the facility for several hours, possibly overnight, and are prepared to pay for the experience.

- **Background view:** A backdrop that is not sky is preferred – here it will be forest.<sup>24</sup>

The hide should be designed and built

- with the main target group „Nature enthusiasts“ in mind
- designed for 8-12 people either in one hide or split between two at a single location
- slightly more comfortable than a photographer specific hide
- including toilet facilities (could be mobile) and a somewhat higher design specification
- emphasis is more on viewing than (professional) photographing
- windows tend to be panoramic (mirror glass) as opposed to thin observation slits<sup>25</sup>
- In the tendering and building phase, to pay attention as much as possible, to use local workforce. This will help build more „psychological local ownership“ towards the project.

### NP Biogradska gora Camera Trap Results



### From potential activities to offers

The diversification of brown bear watching should enable several different touristic offers which incorporate all aspects of NP Biogradska gora. These must follow standards of responsible wildlife tourism and combine biodiversity, mountain life and culture, unbroken authenticity, value for money to a package of memorable, positive experiences for high value visitors. Participatory conservation activities with trained wildlife ranger guides are needed.

The proposal what kind of activities could be introduced in the NP Biogradska gora has been initially discussed since summer 2018. The below listed ideas, that still need to be verified with the new NP management, have been shared for further consultations with the JPNPCG, Parks Dinarides and the PA4NP project. The NP Tara has today 21 developed offers for the park and local community enterprises.

- Ranger guided walk in the park
- Bear watching from bear hide, ranger guided
- Overnight in bear hide, ranger guided
- Other wildlife watching tour with ranger, length, which animals could be seen?
- Help with wildlife feeding with ranger
- Controlling / resetting camera traps with ranger
- Controlling / resetting Insect traps with ranger
- Tree planting with ranger

<sup>24</sup> More details in the construction guide *Wildlife Watching Hides, An inspirational guide 1.0*

<sup>25</sup> The “Rewilding Europe” focuses on supporting the development of this type of hide within all rewilding areas.

- Trail clearing / cleaning / marking with ranger
- Fish population support work
- Help building fence/s (beehive protection) – with the owner
- Beehive work demonstration & honey tasting – with owner
- Other activity, which?

Extended activities that are more connected with culture and culinary ideas could be workshops with (e.g. wood, wool) handicraft makers or cooking classes inspired by herbs, honey, and other local produce that are typical for the area.

## 2.2 Pricing

The product palette should always represent good value for money. The NPs should never be competing through pricing but quality; clients are usually happy to pay a little more for something that works well for them. But if it doesn't, a bad review goes around via social media very fast and lasting.

The price levels indicated in the NP Tara market analysis should be the main frame also for the pricing of the activities in Montenegro. Competitiveness must be grown through value and choice. The average trip price per person per day was estimated at **312 €** for bear watching tours offered in Europe in 2018. This is in line with the estimated price per person per day for wildlife watching calculated by the UNWTO (270 €) for standard tours 2012. Assuming the average profit margin for tour operators to be around 45%, the average cost estimation (operating and fixed cost) for a bear watching trip is approximately 170 € per day.

- In the MORT and NTOCG Progress Monitoring of the “Wilderness Hiking & Biking” project 2008-11, the average spending per day and per person of a nature-based tourist in Montenegro was 51€-100€ without air ticket - and the majority is spent at local level. This figure should gradually grow with quality and exclusivity of the product palette.
- The length of stay, i.e. how intense and good experiences the NPs can provide, will also decide on the level of local new income opportunities.
- As the *volume of potential customers needs to be limited* to minimize harmful impacts, all stakeholders need to be looking for ways to add value to the offers they create.<sup>26</sup>
- In the final price should be calculated **a contribution to corporate environmental responsibility**, i.e. a direct contribution from every guest's spending should be used for the cause of brown bear / wildlife conservation and co-habitation (damage prevention and compensation measures) in the wider area of the park. This must be made very transparent in the collection, reporting and use of the funding – the “feelgood” moment can be an additional reason for someone to book a tour.
- Price comparisons for offers, see in the next chapter.

## 2.3 Wildlife Conservation Tourism: Suggestions for Offers

As the probability of spotting wildlife, especially the mammals of the NP Biogradska gora is not yet high enough to speak about wildlife watching (or bear watching) tourism, these first offers should be created

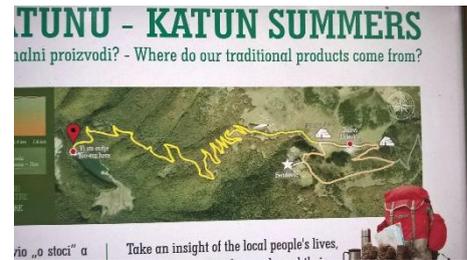
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<sup>26</sup> Compare: Delf, J., p. 8 and <https://slovenianbears.com/>

and communicated around the overall experience of nature and biodiversity, with elements of conservation and participation.

This is a draft of services that could be offered by the NP Biogradska gora and local entrepreneurs. All of them should be made available for booking at any time, directly or via several local incoming partners, and with individual guides that have joined the past workshops - or are interested to get involved. The rangers and locals who have gone through a first training are listed in ANNEX B below.

### 1) Activity: Introduction and Orientation Presentation by a NP Representative



**Description:** For introduction, a National Park representative will show on a map (on a wall) and explain with a visual presentation (PowerPoint and/or film) the history of the park, give basic information about the biodiversity - the flora and fauna which can be seen, the special characteristics about the virgin forest and the lake Biogradsko, cohabitation with the katuns etc. and the work of the rangers year-round. Safety and Leave No Trace notices should finish the presentation. The centre in Kolašin will feature new educational exhibition/contents, dedicated to the wildlife in NP Biogradska gora and the Visitor Center in the park needs to be updated and include also brown bear information. If this introduction precedes a guided walk or other wildlife related activity in the park, the program should be explained shortly, and questions answered.

**Location:** Alternatively, at the NP Biogradska gora Visitor Center in the park, or in the new space in Kolašin center.

**Duration:** 30-40 minutes

**Price:** To provide free of charge, if another activity is booked in the park. **Otherwise: 1€ donation per person to a conservation fund** that is made available in both locations and explains well what the use will be. In the coming years, the use should be attractively documented with data and pictures on these sites.

**Notes:** The introduction should be **booked and confirmed min. 3–4 days** in advance for groups. It can also be provided as a **regular event** in the summer season, for example 3 x a week for individual visitors, to come together at a fixed and known time.

## 2) Ranger Guided Wildlife & Biodiversity Hike



**Description:** After introduction (Activity 1), a ranger accompanied hike starting from the Visitor Center of the park. Filling of water bottles at the natural well, if necessary. The itineraries can be several, depending on the season and the daytime. For example, in low-visitation times, the main trail around the Biogradsko lake could be followed, with few side steps' possibility in places where there is either special flora or the possibility of seeing animal traces (of any kind, typical for the park). In busier times, other marked trails of the park should be used. The hike would be accompanied by a nature / tourist guide, also for eventually necessary translations; the role of the park ranger is to be the local expert for any seasonal/natural/historical phenomenon of the park. After the observation, transport back to accommodation or for a lunch / dinner.

**Location:** National Park Biogradska gora (no driving involved)

**Duration:** Depending on the fitness level of the participants, which must be checked in advance, 2-4 hours.

**Price:** Depending on the duration, to be discussed.

**Price comparisons:** 30-40€

- NP Tara: Early morning walk of 6-7 hours, 60€ for one person, 30€ for 2 or more people  
- NP Berchtesgaden, biologist (with a Master's degree in ecology / environmental biology) and certified hiking guide of the German Alpine Club, guiding to see golden eagles, marmots, chamois, ibex etc. Pricing starts from 80€ per group for a 2-hour guided hike (final price depends on the length of the tour).<sup>27</sup>

**Notes:** If the offer will be developed towards wildlife watching and photography, wildlife protection must be priority! I.e. in order not to change the animals' natural behaviour and moving in and out of the park, the seasons when a feeding spot inside the park would work for the purpose, are limited (for bears in autumn, before the winter hibernation time.) A decision *pro or contra* a bear hide and the feeding must be taken – not with the commercial interest, but with the necessary expertise, and protection tasks of the park in mind.

This activity could be extended with animal trace / observation/ scat reporting or even DNA collection.

**Prerequisites:** The JPNPCG application to be slightly redesigned like suggested in the Marketing plan. For DNA collection, possibility and the clear process to be discussed with JPNPCG, CZIP and the NP management.

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<sup>27</sup> <http://www.wildtier-fuehrungen.de/en/>

### 3) Wildlife Conservation Measures in the National Park (season-depending)



**Description:** These activities are variable, depending on the seasonal needs of the park and distances (within walking distance or involving a snowshoeing). One basic activity that could be offered at any time, is the setting up and checking of camera traps, replacing batteries when necessary. Help with wildlife feeding with a ranger could be also a winter activity (locations, how often and distances to be discussed with the park management). Meeting point of the Visitor Center, or especially in winter also at the new space in Kolašin; first 30min to spend with the introduction (Activity 1). Departure to a feeding site, where wildlife (carnivores or other animals, e.g. deer) feeding takes place, accompanied by a park ranger. Hiking - in winter also snowshoeing - through the forest. During the hike, careful observation of animal activity: Trace-reading (which animals, estimations how many, how fresh are the traces, which way their movement etc.) and explanations given by the ranger. According to directions given by the ranger, guests can distribute salt licks and/or feeding supplements for animals and/or engage in checking and replacing batteries and memory cards of camera traps. Checking for images which have been taken, on the camera's built-in display and their analysis. Return to the Visitor Center (in the park or in Kolašin) where guests can also leave their e-mail address, to be sent a link to images from future visits to 'their' camera traps. This could be also an Instagram account of the National Park Biogradska gora (which has not been established yet).

**Location:** National park Biogradska gora

**Duration:** In two variations: shorter one with 4 hours or 8 hours, depending on the season, area to cover, way of moving forward (walking or snowshoeing, 11km).

**Price:** To be discussed

**Price comparison,** NP Tara: 8 hours, 60€ for one person, 30€ for 2 or more people (including transport for up to 2 guests).

**Notes:** The number and locations of the feedings spots and camera traps depend on the season and the survey work planning. The National park should share the feeding schedule with cooperating agencies so they can plan reliably.

Local operators should provide a local registered mountaineering and/or tour guide to accompany this tour. For tours deeper into the park (mountainous areas). Local operators must provide necessary viewing equipment (binoculars) and winter evtl. snowshoes.

#### 4) “Carve, Cook, Cuddle” – Local Community Activities (Food Recipes, Handmade Souvenirs of Wood and Lamb Wool)



**Description:** Slow down, put away everything digital and try your practical skills with the guidance of a local host/cook or a handicraft expert! These are interesting and fun 1,5-3-hour activities (wood carving, cooking) or enjoying a full day (wool dyeing and katun life). Ideal for small groups (up to 6-7 people), small teambuilding events and families.

- Make or finish your own attractive, professional quality souvenir or personal gift of your visit with the local **woodcarver** Rajko Šćepanović: Guests can join his workshop in Kolašin – in summertime at the beautiful mountain pasture (*katun*) Goleš – and put their own finishing touches to their work of wood art. A typical activity would involve carving wood with bear motives. Duration: 1,5-2 hours.
- With Mimi in Hotel Brile, you will be welcomed to learn a few of her cooking secrets with seasonal herbs, fruit, berries or vegetables, domestic cheese, home-made baked bread. In **Mimi’s cooking class**, after a short introduction, each guest is given their workstation and pre-prepared materials to learn together, for example how to make a pesto of “bear’s garlic” – its fresh green leaves are springtime delicatessen not just for bears of the NP Biogradska gora!
- As a third activity alternative, the **Znuggle.me** local community network of women have created an offer for a **wool dyeing workshop in rural household (mountain katun)**, see details in ANNEX C. The season for this activity is May to September. The planning & booking logistics are organised by Montenegro Eco Adventures.



#### Locations:

- Wood carving with Rajko: June-September at the *katun* Goleš. During the rest of the year, in Rajko’s small workshop in Kolašin (5 min. walk from the center)
- Cooking Class with Mimi: Kolašin, Hotel Brile (at the center square of the town).
- Wool dyeing: Mokri do (33 km from Berane, 1-hour drive)

#### Prices & booking:

- Wood carving: 20 EUR per person, including the souvenir. Maximum group size in summer time at the katun Goleš: 6-7 persons. In Kolašin: 3-4 persons. E-mail Vesna, Rajko’s daughter: [vesna310@gmail.com](mailto:vesna310@gmail.com)
- Cooking Class: Upon request. Maximum group size: 8 persons. E-mail: [hotelbrile@t-com.me](mailto:hotelbrile@t-com.me)
- Wool dyeing: See ANNEX C. E-mail: [info@montenegro-eco.com](mailto:info@montenegro-eco.com)

**Price comparison**, NP Tara: 30€ per person (minimum group size 4 people).

**Notes:** Further potential providers of local community activities (with honey, nature photography... see Marketing plan.) These could be activated in the next phase of the project!

## 5) Wildlife & Leave No Trace Experiential Education Days



**Description:** For this activity, the target group would not be tourists but locals – especially the younger generations, and not limited to Kolašin. When done in the NP Biogradska gora, a day could start with the introduction as in Activity 1, and be continued with biodiversity lessons, and terrain work experiences like in Activities 2 and 3. At a next level, “junior nature experts” “junior rangers” or “junior guides” could be trained, in cooperation with experienced local guides and when in the park area, or zones – accompanied by a park ranger. Leave No Trace principles, awareness and practical skills could be trained in one day, or including an overnight stay, for more profound experience and even a Leave No Trace trainer certificate.

**Location:** NP Biogradska gora or extended, in further Protected Areas of Montenegro.

**Duration:** 1- 2 days

**Price:** Depending on the provider, duration and logistic needs

**Notes:** See for more ideas in the Marketing plan (Chapter 5.3.1., Internal promotion in Montenegro) This activity could be designed as a youth development / future employment program in all Protected Areas of Montenegro, and financed in coop with the Ministries of Education, Agriculture, Tourism...

Additionally, when there is interest by (**mostly foreign**) **volunteer** (biologist, student, scout) groups to work with the NPs, there should be an “off the shelf” short list of tasks that they could help realise. These can be small guest surveys, wildlife monitoring, small repairs, trail cleaning/marking etc. Such projects have been successful for example in NP Biogradska gora,<sup>28</sup> along the Coastal Transversal (PPT) hiking trail,<sup>29</sup> for Via Dinarica<sup>30</sup>, as well as in in Bar/Utjeha<sup>31</sup>, in cooperation with Pošćenje village.<sup>32</sup> The groups do not need more than one person responsible for communication and coordination, and eventually a free space for camping with shower and toilets – and they can cover own external cost (transportation, food, drinks etc.). As “next generation ambassadors” these young people are not only helpful in many practical things, but also good messengers of marketing.

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<sup>28</sup> Dutch Mammal Society Field Study Group: *Mammal Survey Biogradska gora Montenegro 2014 - Report 2015*. 15, Nijmegen April 2016

<sup>29</sup> <https://springcamp.me/>

<sup>30</sup> <https://viadinarica.com/en/join-us/volunteer>

<sup>31</sup> <https://www.youtube.com/watch?v=RUIuio6Gf4Yg&list=PL2lmiqC7848miXe8OwerTb3MgrvtEE8uZ&index=2&t=0s>

<sup>32</sup> <https://www.linkedin.com/pulse/tri-tima-belgijskih-volontera-u-po%C5%A1%C4%87enju-kirsi-hyvaerinen/>

## 2.4 Marketing 7P need: People & Process

Having the right people in the NP is crucial because they are an important part of the new offering – their expertise, behaviour and own organisation means quite as much as the presence of wildlife. They will deliver the new activities with the guests' active involvement and presence, so how this happens is also an essential part of what the guests are paying for.

### Role of Rangers – Payment – Exchange & Education

It cannot be underlined enough how important it is to involve the park rangers as active and rewarded coordinators of new wildlife and conservation activities in the parks. Therefore, the recommendation to the JPNPCG job systematization is to plan a “**ranger guide**” job profile level, which would allow these rangers to guide wildlife experiences and conservation activities – and get paid better, in a reliable manner. If this does not happen, the initial motivation levels will most probably drop, or the capable ones will move further to private businesses. As a rule of thumb, some 10% of new income from ranger guided activities should be steered directly to better salaries of the ones who do this work in the future.

The new ranger guides will need more practical guiding trainings in advance and opportunities to gain experience by working with specialised wildlife tour operators, with the local agencies and their outdoor guides. Therefore, education should not end with the 1<sup>st</sup> training, but be continued, before first guests can come, and to continue also hand in hand with the pilot tour operators.

The planned exchange with the National Park Black Forest, Germany, is an excellent idea and fully in line with the requirements of the new offers – it should be realised as soon as possible.

Further practical trainings are recommended in areas such as:

- field trip organisation and safety
- time management
- acting as interface between the “product” and the tourists
- field interpretation
- managing expectations
- group dynamics, social skills
- possible environmental impacts; responsible behaviour of the group

The language gap (Montenegrin-English) with some of the initially trained rangers must not be a show-stopper: The main guide of the group must then stay the facilitator to the participants. However, language courses should be one part of HR development plans of the parks.

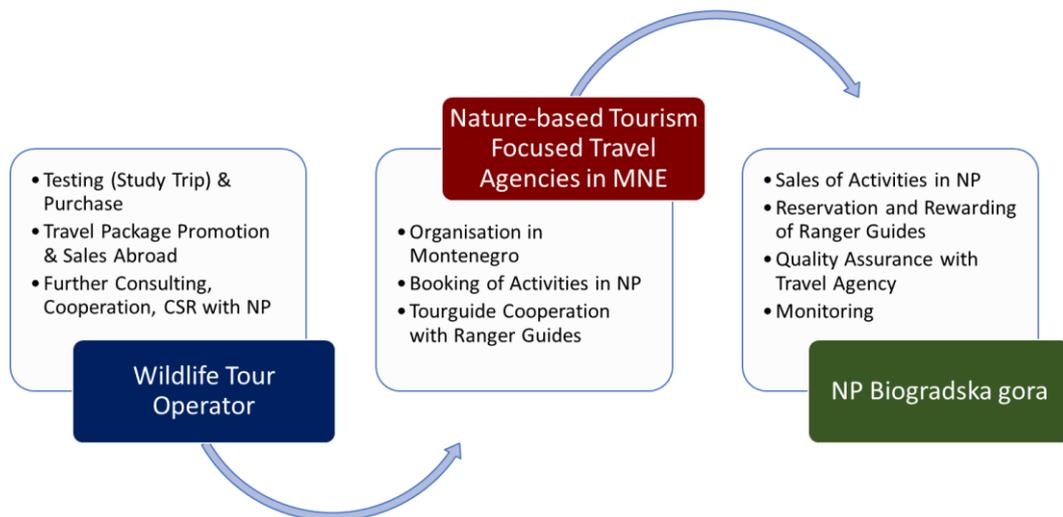
## III - Key conclusions for action planning - next steps

Depending on the maturity of a destination, usually in tourism development, these steps take a minimum of 3-4 years: From the first stages of awareness raising on both sides to good quality products sold and reliably delivered. Therefore, the so far activities within this project must be seen as the very first steps from „Awareness“ towards „Interest“. The action planning for 2019+ should concentrate on four key areas:

## 1) Good Product Realisation

- a. Discuss and finish the list of new activities and working model for them
- b. Plan a clear mechanism of how to book and pay the new activities and reward the ranger guides, within a B2B sales workflow (Figure below)
- c. Choose the type and ideal location for the bear hide in the park, involving bear management and wildlife tourism expertise (suggested requirements, Chapter 5.1 in the Marketing plan)
- d. To solve the parking problem: A planned project to move all individual cars, buses and vans down to the Kraljevo kolo location and introduce transportation trains up to the park instead.<sup>33</sup>
- e. To plan, design and build the visitor space in Kolašin with information focus on the wildlife in Biogradska gora NP, especially the bear (and ideally, showing GPS data tracks of the bears with a collar).
- f. To ban motorized vehicles (motorcycles, „quadbikes“) from the National Park trails which are marked and since years promoted to be used for hiking, biking, horseback riding and steer them to the 90% of Montenegro’s space which is not under protection. Radically reduce and control better private vehicles in the NP. This is not only important for the original and new target groups, but for the protection of the nature and very much also for the visitor safety and security. Described in the work plan 2016-2020 as „a significant offer growing year after year“<sup>34</sup> - the conflict of user interests is too strong to ignore.

### Recommendation for the Wildlife Tourism Sales Workflow (B2B)



## 2) Organisation, Capacities, Financing

- a. To keep the newly established decision-making and management bodies as well as the implementation steps of the brown bear management plan closely connected with the product development and marketing of the wildlife tourism offers (for the whole country).<sup>35</sup>
- b. Plan a next stage of practical trainings with the NP ranger guides to get them to the next level of expertise in wildlife guiding.

<sup>33</sup> The planned solution should have been ready for the current summer season.

<sup>34</sup> JPNPCG: *Nacionalni park Biogradska gora, Plan upravljanja 2016–2020.*, Podgorica 2015, p.24

<sup>35</sup> Parks Dinarides: *Conclusions of the Brown bear population management in Montenegro workshop*, Podgorica, 26-27 March 2018

- c. JPNPCG to get Montenegro's rangers into the International Ranger Federation.<sup>36</sup>
- d. In cooperation with the NP Tara, produce a „Rangers' Handbook“ and quick references for wildlife guiding.
- e. Implement the JPNPCG planned exchange program with the NP Black Forest.
- f. Train and dedicate a marketing person for local B2B coordination and to support e-marketing work in close cooperation with JPNPCG marketing (this should be done for all 5 NPs.)
- g. Choose from the sources of financing the best suitable ones with the best chances to succeed.
- h. Start with the full compensation policy of wildlife damage, according to the EU regulation.
- i. For Parks Dinarides: Approach potential international sponsors (e.g. European outdoor gear producer such as Halti, Karhu-both FIN, Fjällräven-SWE, Karhu, Jack Wolfskin, Vaude-both GER, Patagonia-US...)

### 3) Marketing

- a. Set up a working group for the way of presentation at the CMT Stuttgart 2020, for next study trips (with domestic media, travel agencies, guides, and with foreign tour operators in 2020) and agree on the responsibilities.
- b. Define and decide on the new souvenir acceptance, branding, sales and income use mechanisms.
- c. Develop new content and functionalities for the website, social media and app – involving a staff member from all 5 parks.
- d. Plan public awareness campaign, based on the current survey results (attitudes regarding brown bear).

### 4) International co-operation, relations with other projects

- a. Foster working linkages for cooperation in the country and the region (e.g. JPNPCG, NTOCG, MORT, with other National Parks and the nearby Nature Parks, Natura2000 working group, RDA, other NGOs - such as CZIP experts – EU IPA projects. and nature-based tourism businesses)
- b. Build new co-operations internationally (GSTC, GEN, ATCF, relevant new tour operators, media, ecotourism events - such as the yearly European Ecotourism Conference, organised by the European Ecotourism Network (EEN), which could one day also go together with the Parks Dinarides' international conference)

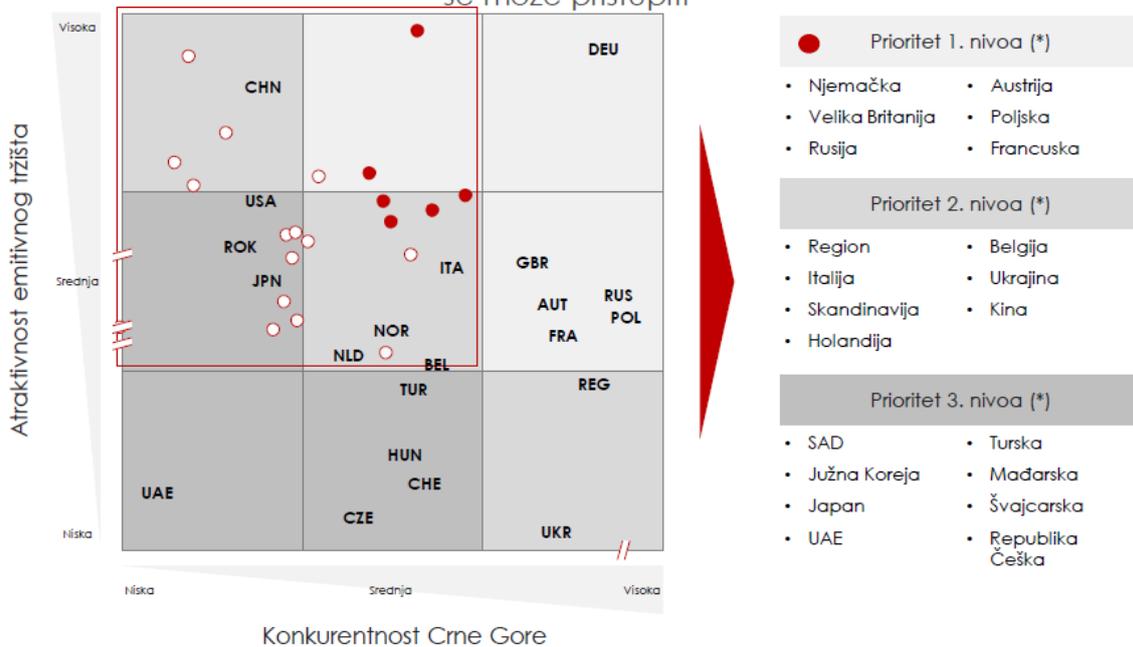
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<sup>36</sup> <https://www.internationalrangers.org/members-map/>

## ANNEX A: Montenegro's Priority Target Markets, Segments and Products 2018-2022<sup>37</sup>

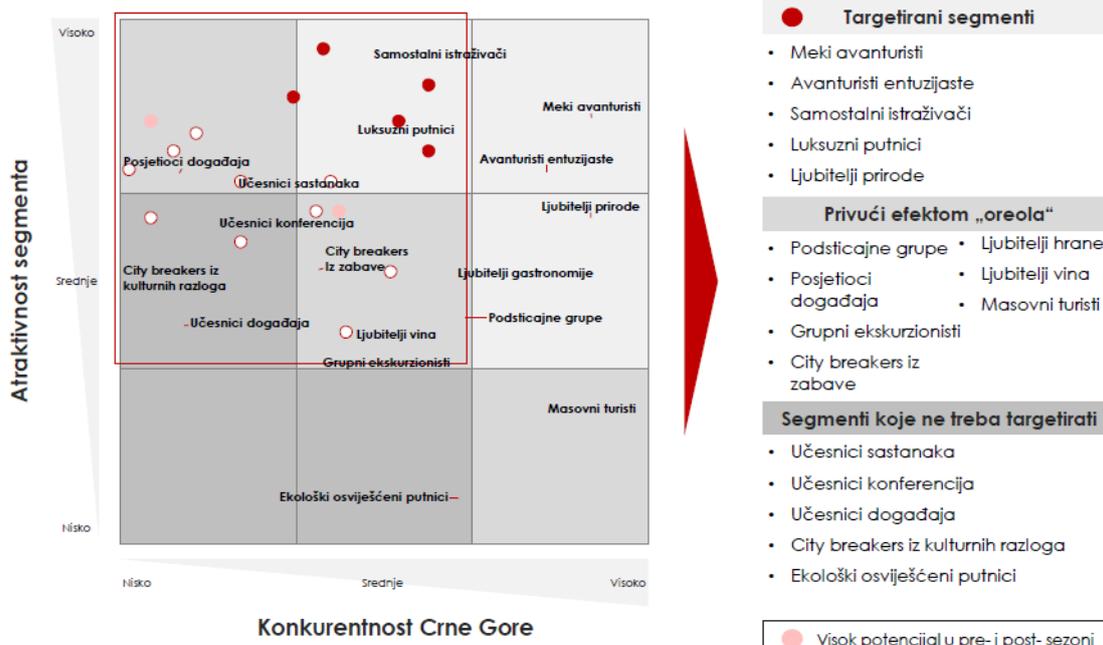
STRATEGIC MARKETING PLAN FOR TOURISM IN MONTENEGRO 2018-2022

Crna Gora treba da se fokusira na odabrana zapadnoevropska tržišta, iako će usklađenost između raspoloživog budžeta i prioriteta odrediti tržišta kojima se može pristupiti



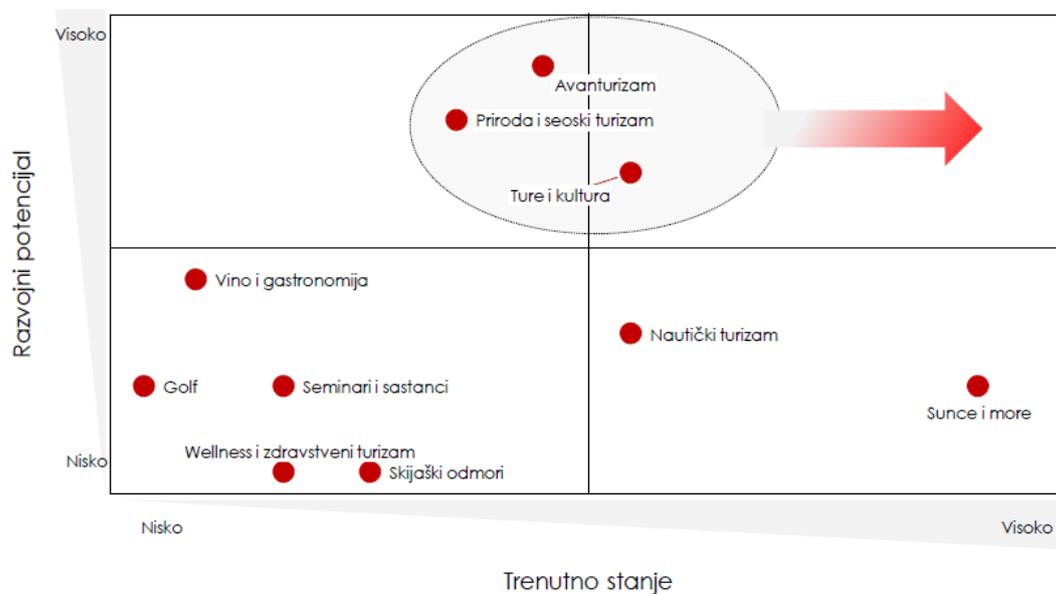
STRATEGIC MARKETING PLAN FOR TOURISM IN MONTENEGRO 2018-2022

5 segmenta su identifikovana kao ciljni, ali 2 su strateška: meki i tvrdi avanturisti



<sup>37</sup> THR, MORT, NTOCG: Presentation of the Strategic marketing plan for tourism in Montenegro 2018-2022, Podgorica, November 2017

Procjena je pokazala da postoje 3 proizvoda u kojima Crna Gora može da bude naročito konkurentna



<sup>38</sup> THR, MORT, NTOCG: *Presentation of the Strategic marketing plan for tourism in Montenegro 2018-2022*, Podgorica, November 2017

## ANNEX B: Name List of Rangers and Locals in the 1st Training (2018)

### Rad sa rendzerima kao ekspertima u parku

#### NP Biogradska Gora

Milija Zečević  
Jovan Bogavac  
Aleksa Rnković  
Rade Mitrović  
Miodrag Vlahović



Miladin Kasalica – NP Durmitor  
Siniša Avramović – NP Durmitor  
Miljan Grubač – Piva Nature Park  
Ivan Krunić – Piva Nature Park  
Vladimir Čalasan – Piva Nature Park  
Dragan Pantović – Piva Nature Park  
Mitar-Mile-Grbović – Pošćenje  
Rajko Vojinović – Pošćenje  
Ranko Jauković – Pošćenje  
Mihailo Vukićević – Durmitor Adventures  
Strahinja Vojinović – Durmitor Adventures



KREIRANJE USPJEŠNIH TURISTIČKIH PONUDA ZA  
"WILDLIFE TURIZAM" U CRNU GORU  
u okviru projekta "Zaštićena područja za prirodu i ljude"

TRAINING: BASIC SKILLS IN GUIDING WILDLIFE TOURISM & "LEAVE NO TRACE"

### OSNOVNE VJEŠTINE VODIČA "WILDLIFE" TURIZMA & "NE OSTAVLJAJ TRAG"



NP Biogradska Gora, 30.10.2018.g.

## ANNEX C: Wool dyeing workshop by local community in rural household (mountain katun) with Znuggle.me



### Description:

Departure from Berane at 9h. Arrival in katun around 10h15. Coffee and cake.

10h45: Demonstration (and brief practise) of wool washing at the source, wool carding and wool spinning.

12h: preparation of plant dye baths (onion peels, berries, leaves, pomegranates, depending on the season).

13h: Local snacks and coffee.

13h20: Wool dyeing with natural sheep wool from the region. Wool put to dry.

14h30: Traditional light lunch.

15h15: Wool balls making, crochet demonstration and training.

15h45: crochet practise under supervision, every participant will be making a kitchen clothes with own dyed wool.

17h: end of the workshop. Participants will take their work back home.

18h15: arrival back in Berane.

**Option 1:** Arrival the night before and staying over until the following day.

Includes additionally: 2 dinners, 2 breakfasts and 2 overnight stays in tiny katun.

**Option 2:** Arrival by jeep with licenced tour guide / translator.

Availability: from 25<sup>th</sup> of May until 15<sup>th</sup> of September.

**Booking:** Activity can be booked via Montenegro Eco Adventures ([www.montenegro-eco.com](http://www.montenegro-eco.com)).

This activity can be done with a licenced tour guide or self-guided.

It can be done as part of a katun road experience (by foot) or as a stand-alone activity (by jeep).

This activity should be booked and confirmed 5 days in advance for tour groups.

Location: Mokri do (33 km from Berane – 1-hour drive)

PRICES (excl. VAT)	Workshop only	Option 1: Self-guided (by foot during a katun road adventure with 2 nights on site)	Option 2: With a licenced tour guide – by jeep or mini-bus from Berane for the day
1 person	54 EUR	+ 53 EUR	+ 161 EUR
2 persons	33 EUR	+ 53 EUR	+ 80 EUR
3 persons	26 EUR	+ 53 EUR	+ 53 EUR
4 persons	23 EUR	+ 53 EUR	+ 40 EUR
5 persons	21 EUR	+ 53 EUR	+ 32 EUR
6 persons	20 EUR	+ 53 EUR	+ 27 EUR

## ANNEX D: Key Screening Questions for Tourism in Protected Areas<sup>39</sup>

Directions to some of the key questions (regarding appropriate target groups, activities, who should provide them, involvement of local communities etc.) have been given in this report. However, for a qualified judgement and development many questions remain and should be answered and actioned, with JPNPCG and the new management of NP Biogradska gora:

1)	Does the NP and its surrounds or region have the planning laws, regulations and infrastructure in place to manage the levels of anticipated visitation sustainably?	Yes / No → Action, When → Responsible
2)	Are all the values of the site well known and documented as the basis for both planning and monitoring of impacts?	Yes / No → Action, When → Responsible
3)	What constraints on tourism development or use flow from the mission and objectives of the protected area?	Known / Unknown → Action, When → Responsible
4)	What kind and scale of infrastructure is appropriate and where should it be located?	Known / Unknown → Action, When → Responsible
5)	What level of biophysical impacts, if any, is acceptable given the mission and objectives of the protected area?	Known / Unknown → Action, When → Responsible
6)	What level of impacts to biodiversity and the physical environment is acceptable given the mission and objectives of the protected area?	Known / Unknown → Action, When → Responsible
7)	How can communities within and adjacent to the NP sustainably participate in the NP protected area wildlife tourism development?	Planned / Unplanned → Action, When → Responsible
8)	What kinds of services and engagement should be offered by surrounding local communities?	Planned / Unplanned → Action, When → Responsible
9)	How will tourism- and visitor-generated funds be secured and distributed for the NP work - for conservation - for communities?	Planned / Unplanned → Action, When → Responsible
10)	How can NP management determine and plan for an acceptable level of impacts and appropriate experience opportunities?	Known / Unknown → Action, When → Responsible
11)	How will management actions and their outcomes be monitored?	Known / Unknown → Action, When → Responsible
12)	How can policy be influenced within conservation planning and tourism sectors to address these issues?	Known / Unknown → Action, When → Responsible

<sup>39</sup> Leung, Y.-F., Spenceley, A., Hvenegaard, G., and Buckley, R. (eds.) (2018). *Tourism and Visitor Management in Protected Areas: Guidelines for sustainability* Best Practice Protected Area Guidelines Series No. 27, Gland, Switzerland: IUCN. xii + 128 pp., p.3, in: <https://portals.iucn.org/library/node/47918>

## ANNEX E: Marketing plan literature and online sources

- Adventure Travel Trade Association (ATTA, various authors): North American Adventure Travelers, October 2017 Update, p.3 ff.
- Beier, M., Wagner K.: Wann sind Crowdfunding-Kampagnen im Tourismus erfolgreich? HTW Chur, 2014
- Carpathian Large Carnivore Project Annual Report 2002, Feb 2003, in:  
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- Curtin, S., Kragh, G.: Wildlife Tourism: Reconnecting People with Nature, in: Human Dimensions of Wildlife: An International Journal, Bournemouth, 2014, p.547
- Curtin, S.: Managing the Wildlife Tourism Experience: The Importance of Tour Leaders, in: International Journal of Tourism Research, 2009, p. 219
- Curtin, S.: See Change: Tourism & Hospitality in a Dynamic World From 'Sandals and Beards to Sophisticated Urbanites': The Opportunities and Management Dilemmas of a Dynamic Wildlife Tourism Sector, Bournemouth 2009
- Delf, J.: Market research and potentials for sustainable Brown bear watching in Tara National Park, Serbia, 2018
- Dutch Mammal Society Field Study Group: Mammal Survey Biogradska gora Montenegro 2014 - Report 2015.15, Nijmegen April 2016
- EUROPARC Federation: Sustainable Tourism in Protected Areas, Regensburg 2015, p.14ff.
- European Commission: Montenegro 2018 Report, SWD (2018) 150 final, p.79-80
- GEF/UNDP PIMS 4279 / Emerton, L.: The Economic Value of Protected Areas in Montenegro, 2011
- Gugić, G., presentation at the 4<sup>th</sup> International Conference of Parks Dinarides, Budva, Montenegro, 7<sup>th</sup> Nov 2018
- <http://adventuretravelconservationfund.org/>
- <http://cartography-huber.com/k23/company>
- [http://ec.europa.eu/growth/sectors/tourism/offer/sustainable/indicators\\_en](http://ec.europa.eu/growth/sectors/tourism/offer/sustainable/indicators_en)
- <http://emeets-erasmus.net/>
- <http://koalicija27.me/2018/04/12/shadow-report-2018/>
- <http://mojgrad.me/lokalna-samouprava-kolasin>
- <http://nparkovi.me/en/>, JPNPCG Brochure: Active Experience National Parks of Montenegro
- <http://pscg.me/clubs/#>
- <http://sdt.unwto.org/content/about-us-5>
- <http://webmarketingtoday.com/articles/25-Free-Email-Tools/>
- <http://westernbalkansfund.org>
- <http://www.emailtooltester.com/newsletter-tools/>
- <http://www.explorer.co.me/our-offer/summer/quad-safari-eng/off-road-3-days>
- <http://www.onegreenplanet.org/animalsandnature/ecotourism-always-good-choice-animals-environment/>
- <http://www.outdoorconservation.eu/members-detail.cfm?member=18>
- <http://www.outdoorconservation.eu/project-detail.cfm?projectid=20>
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