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**A FENNTARTHATÓSÁG KIKÖTŐJE: HAJÓZÁSI ÉS TENGERI
TURIZMUS MONTENEGRÓBAN**

**HARBOURING SUSTAINABILITY: NAUTICAL AND MARINE
TOURISM IN MONTENEGRO**

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1. INTRODUCTION

1.1 Sustainability

Sustainable tourism development principles and management strategies are universally applicable (UNWTO, 2005), encompassing all segments of tourism across diverse destinations. These principles pertain to the environmental, economic, and socio-cultural facets of tourism expansion, and achieving a harmonious equilibrium among these three dimensions is essential for ensuring its enduring sustainability. In the case of Montenegro, the nautical tourism sector faces multifaceted challenges that require comprehensive solutions. The rapid expansion of marinas, resorts, and other infrastructure has led to concerns about overdevelopment, highlighting the need for a strategic and environmentally conscious approach to infrastructure growth that respects the pristine natural beauty of the country's coastal and marine areas.

Sustainable tourism encourages responsible behavior among tourists and industry stakeholders. It emphasizes the importance of ethical choices and practices. Ultimately, the goal is to ensure that tourism provides benefits to the destination and its communities without compromising the well-being of future generations. (Garrod, 2017)

In addition to these environmental challenges, the economic viability of nautical tourism needs to be carefully balanced with sustainability goals to ensure long-term success. Sustainable development practices should extend to promoting off-peak tourism to alleviate the strain on local resources during peak seasons while diversifying tourism activities can contribute to a more sustainable and resilient tourism sector. Effective regulations that are consistently enforced are essential to maintain environmental standards and reduce the sector's ecological footprint. Public awareness and education are vital for tourists and industry stakeholders to adopt responsible practices that protect the marine environment and respect local cultures. Lastly, collaborative engagement among government authorities, industry players, local communities, and tourists is crucial to integrating sustainable development practices into the fabric of nautical tourism in Montenegro, ultimately preserving the country's natural and cultural heritage while fostering a thriving and sustainable industry for the future.

In this context, the nautical tourism sector in Montenegro faces a number of challenges to its sustainability. These challenges include:

- Environmental impact: The influx of boats, cruise ships, and associated infrastructure can lead to environmental pressures such as water pollution and damage to marine ecosystems.

- Infrastructure and services: Inadequate infrastructure and service facilities can affect the sustainability of the sector, as they may not be able to meet the growing demands of nautical tourists.
- Seasonality: Heavy reliance on seasonal tourism can be detrimental to local economies, so it is essential to diversify the offering to ensure year-round appeal.
- Sustainable practices: Ensuring sustainable practices throughout the sector, from marina operations to tourism activities, is an ongoing challenge.
- Regulatory framework: Aligning government policies and regulations with sustainability goals is critical, but can be complex due to differing interests and priorities.
- Local community pressures: Excessive numbers of tourists can strain local resources and services, affecting the daily lives of local people.
- Housing and pricing issues: High demand for accommodation can drive up housing prices, making them unaffordable for local residents.

Throughout the paper, we will evaluate how the examined subjects (projects) are addressing these challenges and identify necessary improvements to overcome the problems.

1.2 SDGs in Nautical Tourism

In the journey towards sustainability, a significant milestone has been the establishment of the Sustainable Development Goals (SDGs) by the United Nations as part of its 2030 Agenda for Sustainable Development. These SDGs encompass a wide spectrum of objectives, all aimed at addressing the pressing global challenges and forging a path towards a more equitable and sustainable world. Notably, nautical sustainable development, particularly within the realm of marine and coastal tourism, offers a unique opportunity for alignment with several of these SDGs. (<https://sdgs.un.org/goals>, 2015)

This alignment between nautical sustainable development and the SDGs has the potential to significantly enhance the overall image of a destination. In an age where travelers are increasingly attuned to the environmental impact of their choices and the broader consequences of their actions on local communities and ecosystems, the careful selection of destinations and modes of travel has become a growing trend. Travelers are not only seeking enjoyable experiences; they are actively seeking destinations and activities that are both responsible and sustainable, reflecting a commitment to a more conscientious approach to

tourism. (Ministry of Sustainable Development and Tourism of Montenegro, 2018) Here is what we focus on in this study in alignment with some of the key SDGs and how it is related to Nautical Tourism.

SDG 14: Life Below Water - "Conserve and sustainably use the oceans, seas, and marine resources for sustainable development": Nautical tourism development can contribute to sustainable practices that conserve marine environments, including coral reefs, mangroves, and marine life. Marine-based tourism activities should adhere to regulations and best practices for reducing pollution and protecting marine ecosystems.

SDG 6: Clean Water and Sanitation - "Ensure availability and sustainable management of water and sanitation for all": Nautical tourism destinations should promote responsible water use and wastewater management to protect local water resources.

SDG 8: Decent Work and Economic Growth - "Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all": Nautical tourism creates job opportunities for local communities, including roles in marinas, tour operations, and related businesses. Economic growth from nautical tourism can contribute to overall economic development, enhancing livelihoods in coastal regions.

SDG 11: Sustainable Cities and Communities - "Make cities and human settlements inclusive, safe, resilient, and sustainable": Nautical tourism destinations should prioritize sustainable urban planning and development, as well as community engagement.

SDG 12: Responsible Consumption and Production - "Ensure sustainable consumption and production patterns": Sustainable nautical tourism encourages responsible consumption of marine resources, emphasizing the importance of protecting ecosystems while enjoying them.

SDG 13: Climate Action - "Take urgent action to combat climate change and its impacts": Nautical tourism businesses can adopt eco-friendly practices, such as reducing greenhouse gas emissions from boats and facilities. Sustainable marina designs and practices can mitigate the industry's impact on climate change.

SDG 15: Life on Land - "Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss": Nautical tourism businesses can play a role in raising awareness about the importance of terrestrial ecosystems and the need for their protection.

SDG 17: Partnerships for the Goals - "Strengthen the means of implementation and revitalize the global partnership for sustainable development": Collaboration between governments, local communities, businesses, and non-profit organizations is essential for ensuring that nautical tourism aligns with the SDGs.

It's important to note that nautical tourism development and operations need to be in line with these SDGs, focusing on sustainability and minimizing negative impacts on the environment and local communities. Achieving these goals involves a combination of government policies, industry initiatives, and responsible practices by tourists, tour operators, and marina owners. Alignment with the SDGs is essential for ensuring the long-term viability of nautical tourism as a sustainable form of tourism.

1.2.1 SDGs alignment with research objectives

Based on the results of the assessment in this study, we have compared how some of the research objectives align with the selected Sustainable Development Goals (SDGs) and gained valuable insights.

In the research, we have found that the assessment and recommended steps needed to be taken to mitigate the environmental impact of nautical tourism activities on marine ecosystems and biodiversity in Montenegro are in alignment with SDG 14 - ***Life Below Water***. SDG 14, focuses on the conservation and sustainable use of the oceans, seas, and marine resources. To achieve SDG 14 by 2030, governments should identify the areas of greatest risk and the most comprehensive and cost-effective adaptation strategies. (United Nation, 2014) In that context, the research examines the impacts of greenhouse gas emissions from boats and facilities, and how sustainable marina design and practices can mitigate these impacts. The text emphasizes the importance of conserving biodiversity and suggests establishing marine protected areas or underwater reserves to protect the local ecosystem. Showing the country's commitment to strengthening capacities for green nautical tourism.

Another sustainability goal we found in alignment with our objectives is SDG 8 - ***Decent Work and Economic Growth***. As Emphasized in the case of the Social aspects this objective is ensuring that local communities have access to decent employment opportunities while investigating the economic feasibility of nautical tourism. This objective is in line with SDG 8, which advocates for sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all. (United Nation, 2014) The research acknowledges that financial results and economic performance are distinct concepts. Economic performance

encompasses a broader impact on human and natural resources. Therefore, the employment aspect is also included as an economic indicator, allowing for the assessment of the indirect impacts of the projects.

A further focus of the study is to raise awareness of sustainability issues, including the environmental impact of marine tourism, among stakeholders, including tourists, industry stakeholders, and the local community. The aim is to educate individuals about the importance of environmental conservation and sustainable practices by providing information and promoting understanding of these issues. This aligns with the purpose of SDG 4 ***Quality Education***. Education for sustainable development and sustainable lifestyles, human rights, and gender equality must be included in order to ensure that all learners have the knowledge and skills necessary for the promotion of sustainable development. Although research may not directly address the objectives of SDG 4, there is potential for synergies and alignment with the broader goals of promoting education, capacity building, lifelong learning, and partnerships for sustainable development within the context of sustainable tourism.

In conclusion, the research objectives are closely aligned with the selected SDGs. The study acknowledges the significance of balancing economic growth with environmental conservation and social equity. It proposes solutions that contribute to achieving these goals and emphasizes the need for measurement and evaluation. The study suggests establishing indicators and metrics to monitor the impact of the proposed solutions on the targeted SDGs. This approach ensures that the research contributes not only to academic knowledge but also to practical implications for sustainable development in Montenegro's nautical tourism sector.

1.3 Research questions of the study

This study examines Montenegro as a promising nautical destination along the Adriatic Sea, focusing on its key stakeholders in marine and nautical tourism: Porto Montenegro, the Bay of Luštica, and Kotor. The research will address specific research questions and hypotheses, providing insights into the current status of nautical tourism in Montenegro. Additionally, it will offer a comparative analysis of global nautical tourism trends, contextualized within the Montenegrin context. The research questions are given bellow.

1. What are the key drivers for the development of nautical and marine tourism in Montenegro and its neighboring regions?"
2. How does the current state of infrastructure and services in Montenegro affect the sustainability of nautical and marine tourism?"

3. What are the environmental impacts of nautical and marine tourism in Montenegro and what measures are in place to mitigate them?"
4. What is the economic impact of nautical and marine tourism on local communities and businesses in Montenegro?"
5. To what extent do government policies and regulations support the sustainable development of nautical and marine tourism in Montenegro?"
6. What are the perceptions and attitudes of tourists and local residents towards the sustainability of nautical and marine tourism in Montenegro?"
7. What strategies can be implemented to improve the sustainability of nautical and marine tourism in Montenegro and the surrounding region?"

Encompassing all three fundamental segments of nautical tourism categorization, namely, ports of nautical tourism, charter, and cruising (LUKOVIĆ, 2007), it is imperative to recognize the complex nature of nautical tourism. Although inherently linked to the sea and navigation, its scope extends beyond its maritime aspect alone. Luković emphasizes the importance of considering all elements closely associated with nautical tourism when defining it. The aim of this study is to identify the aspects of nautical tourism that require development, highlight those that are considered unsustainable, and address the challenges faced. In an increasingly climate-challenged world, it is essential to safeguard and responsibly develop our resources in line with sustainable development principles and investments.

2. LITERATURE REVIEW

2.1 The Triple Bottom Line Approach

The Triple Bottom Line (TBL) is a multi-dimensional framework that assesses the performance and accountability of organizations across three key dimensions: economic, social, and environmental. It is closely aligned with the principles of sustainable development and emphasizes the importance of transparency and corporate responsibility. (James E. Stoddard, 2012) TBL goes beyond traditional economic indicators and requires public disclosure of a wide range of indicators that assess social, economic, and environmental impacts.

A key element of TBL requires that corporate performance should be geared not only to benefit its “shareholders” but all of its “stakeholders” including groups such as the local community within which business operations are conducted. (James E. Stoddard, 2012)

This broader perspective includes the local communities in which a business operates and emphasizes the need for companies to make a positive contribution to the areas in which they operate. TBL is a tool for organizations wishing to assess and improve their sustainability and social responsibility practices. It encourages companies to measure their success not only in terms of financial profitability but also in terms of their contribution to social well-being and environmental protection. By adopting TBL principles, companies aim to create a more balanced and sustainable impact on the world, recognizing the interconnectedness of economic, social, and environmental factors in the modern business landscape. After doing extensive research with emphasis on the TBL approach to development it was found that although there is some evidence of sustainability in individual segments, this approach has not been used. This makes this research all the more important and adds to its value.

2.1.1 Economy (Profit)

Tourism and economics share a close bond, with the tourism industry making significant contributions to a country's economy, notably through employment rates and GDP contribution. The increase in activities within hospitality and tourism businesses serves as a tangible demonstration of the industry's impact on the economy of specific regions or countries. (Latifah, 2023) The economic aspect is often the most straightforward to evaluate in a TBL assessment. It involves measuring traditional financial indicators like sales revenue, profit margins, return on investment, or shareholder value models. (Tyrrell, 2013).

In Montenegro, tourism development stands as a paramount economic priority, leveraging the nation's abundant resources to drive growth. This strategic focus on tourism not only stimulates various sectors such as transportation, commerce, banking, agriculture, and construction but also fosters positive economic outcomes, including reduced unemployment, improved living standards, and regional development. (MONTENEGRO, 2007)

When considering nautical tourism specifically, this economic linkage becomes even more pronounced. Nautical tourism, which encompasses activities such as yachting, cruising, and marine recreation, contributes significantly to Montenegro's tourism sector and overall economy. The development of marinas, yacht charters, and related services not only enhances tourism infrastructure but also creates employment opportunities and boosts local businesses. Furthermore, the influx of tourists attracted to Montenegro's coastal areas for nautical activities contributes to the growth of hospitality and leisure industries, further bolstering the economy. Thus, the synergy between tourism, economics, and nautical tourism underscores the importance of strategic development initiatives that maximize economic benefits while ensuring sustainability and responsible management of marine resources.

The economic significance of nautical tourism is highlighted by the Adriatic region's appeal to yachting enthusiasts from economically prosperous countries. This leisure activity, which is popular among affluent individuals, incurs high expenses, with a single marina entry costing as much as accommodating thirty conventional tourists. Many Mediterranean countries are investing in expanding their nautical tourism infrastructure, including constructing marinas, moorings, and supporting amenities. These investments highlight the economic potential of nautical tourism, prompting the government to enhance facilities to attract high-spending visitors and stimulate economic growth in coastal regions.

Tourism can exert both positive and negative effects on the economy, influencing foreign exchange earnings, individual income levels, employment opportunities, pricing, and rates, distribution of benefits, ownership and control dynamics, development patterns, and government revenue streams. (Erik, 1978) While some of these aspects have been addressed in this paper, a closer examination of their significance on the ground is warranted.

As we delve deeper into the interconnectedness of various economic indicators with both the community and the environment, it becomes increasingly apparent that the Triple Bottom Line (TBL) represents a fusion of interdependent components. Their mutual interaction and collaboration yield numerous sustainability advantages, highlighting the importance of

considering economic, social, and environmental factors holistically in decision-making processes.

2.1.2 Environment (Planet)

Environment or a P for a Planet in the context of sustainable development, the environmental dimension is of paramount importance. It encompasses various practices and strategies aimed at preserving the natural environment and reducing the negative impacts of business activities. Some key aspects of this environmental dimension include water, energy, materials, green buildings and infrastructure, and waste management:

Water conservation in sustainable businesses, particularly those in the tourism and marine sectors, prioritizes water conservation. This includes implementing measures to reduce water consumption, reusing water where possible, and adopting environmentally friendly water management practices. Water is a precious resource, and its responsible use is critical to maintaining the ecological balance in regions where tourism and nautical activities take place. Energy conservation is another important aspect of environmental sustainability. Destinations and nautical tourism operators can promote energy-efficient practices such as the use of LED lighting, the installation of energy-efficient appliances, and the use of renewable energy sources such as solar and wind power. Reducing energy consumption not only lowers operating costs but also minimizes the carbon footprint associated with energy use.

Usage of environmentally friendly products. Sustainable companies pay attention to the materials and products they use. This includes selecting environmentally friendly, non-toxic, and biodegradable products, including cleaning supplies and amenities. The aim is to minimize the negative environmental impact of these materials, particularly in sensitive ecosystems and coastal areas. Green building and infrastructure - Sustainable development in tourism and nautical tourism go hand in hand with green building and infrastructure practices. This includes the adoption of environmentally friendly building designs, the use of sustainable materials, and environmentally sound construction and maintenance practices. Green infrastructure policies and management ensure that development is compatible with the conservation of natural habitats and ecosystems. Effective waste management is a cornerstone of environmental sustainability. Destinations and nautical tourism operators can implement recycling programs, promote waste reduction, and reduce single-use plastics. Responsible waste management not only preserves the natural beauty of these destinations but also, in the case of nautical tourism, prevents harm to marine life.

The National Sustainable Development Strategy (NSSD) of Montenegro is in line with the internationally recognized principles of sustainable development as outlined in key agreements such as the Rio Declaration, Agenda 21, the Johannesburg Declaration and Plan of Implementation, and the UN Millennium Declaration. (MONTENEGRO, 2007) These principles are further elaborated in the document "Visions of Sustainable Development of Montenegro", where we can find the principles in direct connection to environmental development:

- Integration of environmental concerns into development policies.
- Internalization of environmental costs (i.e. conversion of external costs of environmental degradation into internal costs of polluters/users) through the implementation of polluter/user pays principles.

By integrating these environmental aspects into their operations, tourism and nautical tourism businesses can help preserve the environment, reduce their carbon footprint, and provide a more responsible and sustainable experience for visitors. In doing so, they not only enhance the long-term health and appeal of their destinations but also meet the growing demand for environmentally responsible and sustainable tourism experiences.

2.1.3 Social (People)

Nautical tourism, which involves activities such as sailing, yachting, and boating, is an integral part of the travel and tourism industry. Ensuring its sustainability and positive impact on the surrounding communities is essential. The social aspect of the triple bottom line in nautical tourism addresses specific elements that are relevant to this sector, as follows.

Community Charity (Percentage of Gross Revenues Provided for Local Charitable Contributions). Nautical tourism businesses operating in coastal regions often allocate a percentage of their gross revenues to support local charitable contributions. This may involve contributions to marine conservation efforts, support for local fishing communities, or donations to organizations that promote water safety and environmental protection. By giving back to the community and local causes, nautical tourism businesses demonstrate their commitment to the well-being of the areas in which they operate.

Community Health, Safety, and Security (Traffic Congestion, Security on Property, Health Measures on Property). Nautical tourism destinations can experience traffic congestion, particularly during peak seasons. To address this issue, businesses can work with local authorities to manage traffic effectively, ensuring minimal disruptions to residents. On-property

security measures, both for guests and local community members, are crucial to maintaining safety. Health measures on the property, such as sanitation and safety protocols, help protect the health of all individuals involved, fostering a sense of well-being within the community.

Openness to the Public and Local Culture (Openness to the Nonguest General Public).

In nautical tourism, businesses often welcome non-guests to enjoy various amenities and experiences on their properties. This openness fosters inclusivity and allows local residents and visitors to engage with the unique maritime culture and heritage of the area. Nautical tourism providers can collaborate with local artisans, promote cultural events, and support educational initiatives related to the maritime heritage. Embracing and preserving the local culture not only enhances the authenticity of the nautical tourism experience but also benefits the local community by creating economic opportunities.

From the perspective of nautical tourism, these social aspects within the triple bottom-line framework emphasize the importance of fostering positive relationships with coastal communities, prioritizing safety and security, and contributing to the preservation of maritime culture and environments. By doing so, nautical tourism businesses can create a sustainable and mutually beneficial environment that supports the well-being of both their operations and the local community.

2.2 Policy Alignment

The implementation of adequate policies and regulations is imperative in the Nautical Tourism industry to guarantee resilience and long-term sustainability. Destinations heavily reliant on tourism ought to implement distinct policies that deal with the sector's difficulties. The appropriate policy should encompass the following elements: endorsement of a safeguarded network of marine and coastal parks and reserves, including beach parks and accompanying regulations, such as a ban on the sale/use of plastics, the closure of sites and areas during the breeding season, or even a cap on the number of visitors to popular attractions. (Marković, 2020) Furthermore, the competent authority should be empowered to ensure a definite mandate for sustainable and resilient tourism and should receive a suitable budget to achieve this objective. An authority of this nature ought to possess a skilled workforce and be adequately equipped with appropriate data to make decisions that adopt a long-term outlook when assessing alterations in both climate and disaster risks.

In Montenegro, legislation concerning the sustainable growth of nautical tourism and the maritime sector may consist of several legal frameworks and regulations. Presented here are

important laws and acts that have relevance for ensuring the sustainable development of nautical tourism and the maritime sector within Montenegro.

The Law on Coasts and Marine Resources governs the management and usage of coasts and marine resources. This is essential to maintain the standard of the marine environment and plan the infrastructure for nautical tourism. (Government Of Montenegro, 2014)

The Nature Protection Law outlines the procedures for conserving and safeguarding natural resources, such as the marine ecosystem. This legislation might include precautions to safeguard underwater ecosystems and enhance biodiversity. (Ministarstvo prostornog planiranja, 2014)

The Maritime Law: This legislation governs maritime activities, encompassing nautical tourism, navigation safety, and safeguarding the sea from pollutants. It could additionally contain directives regarding vessel registration, sea safety, and other nautical industry aspects. (Government Of Montenegro, 2021)

In relation to the tourism sector of Montenegro, the Tourism Law regulates nautical tourism and the broader tourism industry. Specific to the latter, this legislation may stipulate measures to foster sustainable tourism and establish tourism service standards. (Ministarstvo ekonomskog razvoja, 2021)

Specifically focused on environmental protection, the Law on Protection of the Sea from Pollution governs the prevention and mitigation of pollution in the seas surrounding Montenegro. This legislation is crucial in maintaining sea cleanliness and preventing pollution. It could entail rules regarding the disposal of waste from boats and marinas. (Ministarstvo saobraćaja i pomorstva, 2024)

Nautical Tourism Development Strategy: This strategic document outlines the growth of nautical tourism in Montenegro, including guidelines for sustainable development, infrastructure projects, and destination promotion. (Ministarstvo ekonomskog razvoja, 2022)

Plans for regional and local sustainable development are also considered. Regional and local authorities frequently adopt sustainable development plans concerning nautical tourism. Such plans may entail precise directives and aims to safeguard the coastal environment.

2.3 Marine Protected Area

Another important regulation is the recent implementation of the Marine Protected Area (MPA) as a protected area in Montenegro's coastal waters. This regulation concerns specific areas within marine and oceanic ecosystems, which are legally protected with the objective of conserving biological diversity and maintaining the ecological integrity of the marine environment. These areas of the ocean are ecologically significant and comprise multiple habitats, such as coastlines, coral reefs, marine reserves, and other crucial underwater ecosystems. The safeguarding and preservation of Marine Protected Areas (MPA) hold considerable promise for expanding tourism offerings, mitigating seasonality, sustaining sea and land quality, and, consequently, boosting revenue and jobs. In summary, the experience and implementation of MPA in various EU countries suggest that sustainable tourism and environmental conservation following this methodology is considerably more financially viable compared to the mass-tourism approach.

The European Union study (Debyser, 2023) concludes that zero-pollution municipalities (MPA) have both direct and indirect impacts on tourism. This includes an increase in the number of tourists visiting the area, longer stays by visitors, extension of the tourism season beyond peak tourist periods, and promotion of eco-tourism and specialized forms of tourism. Such developments can lead to increased tourist spending and higher rates of income remaining within the local community, thereby creating a more valuable tourism product (Debyser, 2023). The planned safeguarding of a minimum of 2,300 hectares in three locations in Montenegro shall deliver substantial advantages for nautical tourism. Investigation has demonstrated that activities like diving, angling, and visiting reserved locations are highly preferred by boaters. The magnificence of nature, landscape, and ecological protection significantly influence the gratification of boaters with the location.

In summary, safeguarding Marine Protected Areas (MPA) can bolster nautical tourism's growth, generate a higher income, augment employment opportunities, and cultivate a variety of tourist offerings, while counteracting the problem of seasonality in coastal tourist destinations. Furthermore, this underlines the significance of conserving the environment and the appeal of natural resources for tourists.

3. RESEARCH METHODOLOGY

3.1 Triple Bottom Line Indicator Set Used

"It is necessary to understand the multidimensional nature of the triple bottom line to fully appreciate the scope of its coverage." ("The Triple Bottom Line: Overview and Application to Tourism") Despite TBL facing heavy criticism and being regarded more as a "metaphor" in the measurement of multidimensional impacts as per (Vanclay, 2002) it is unarguable that its use is more than welcome if used in the proper way. For this purpose of making the data more understandable and with an emphasis on its impact, we will quantify the gathered information. Quantifying TBL allows us to conduct empirical analyses of the performance of the tourism industry. It takes sustainability assessment beyond conceptual discussions and provides a data-driven approach to assessing economic, social, and environmental impacts. The use of a common metric for quantification is also crucial. It ensures that economic, social, and environmental outcomes are assessed on an equal footing. This promotes a more balanced assessment, highlighting not only profit but also the broader contributions and responsibilities of the tourism sector. In the context of researching nautical tourism, a major challenge was to develop a methodology that could effectively address accuracy, feasibility and practicality within a single process. Achieving accuracy meant relying on well-established lists of items specifically tailored to the Triple Bottom Line (TBL) for nautical tourism. These lists consisted of previously established indicators and metrics for assessing the economic, social, and environmental dimensions of nautical tourism sustainability.

Feasibility played a critical role in this research, given the average ability and willingness of respondents to make choices among sometimes complicated combinations of TBL items in the context of nautical tourism. Given the need for respondents to make informed decisions about the sustainability of nautical tourism, the research was designed to strike a balance between the comprehensiveness and practicality of respondent responses.

Creating a rating system to assess the sustainability of nautical tourism in a destination involves assigning scores or ratings to each indicator to measure performance. Here is a simplified rating system using a scale of 1 to 3, with explanations.

Rating system

We will apply a rating system consisting of the *Good*, *Medium*, and *Bad* categories. A "*Good*" rating is assigned when an indicator has a significantly positive impact or if its effects are

distributed equitably among all industry stakeholders. A "*Medium*" rating is given when there is a limited positive impact that doesn't apply to all industry participants. "*Bad*" ratings are granted to indicators where the negative impacts are more substantial than the positive ones.

Table 1. TBL Key indicators & Associate Measures

Dimension	Indicator	Measures
Economic	Employment	Number, type, and duration of jobs; Gender equity
	Business Viability	Investments; Expenditure; Tourist Arrivals; Tourist Satisfaction, etc.
Social	Community Engagement	Community programs; Charitable contributions; Volunteer hours
	Quality of Life	Community attitudes to tourism; Resident empowerment; Congestion and crowding
Environmental	Energy Efficiency	Energy consumption; Use of renewable energy; Carbon emissions
	Waste Reduction	Waste generation; Recycling rates; Waste reduction initiatives

Source: Own editing based on (Agyeiwaah, 2017)

3.2 Evaluating the sustainability of nautical tourism in Montenegro

The evaluation will be done thorough assessment using the Triple Bottom Line (TBL) indicators, the evaluation follows a grading system mentioned above, that classifies performance as one of the following.

Bad, indicating a lack of sustainability efforts or significant negative impacts. Medium, which indicates the presence of some sustainability measures but there is potential for improvement. Good which will reflect strong sustainability efforts and positive impacts.

This assessment considers the economic, social, and environmental aspects, with essential components being data collection, analysis, and stakeholder involvement. A comprehensive report is produced detailing strengths and areas requiring improvement, along with specific recommendations to promote sustainability and mitigate harmful impacts. Continuous monitoring and regular reassessment are recommended to monitor progression over time.

3.3 Economic Impact of the Nautical Projects in Montenegro

According to Jennings (2004), the economic aspect of TBL is often mistaken and misunderstood as related to the financial results of a destination, even though these two concepts have different meanings. While the financial aspect is concerned with monetary gains and losses, TBL focuses on social, environmental, and economic impact along with financial sustainability. Therefore, it is important to distinguish and evaluate both aspects separately for a comprehensive understanding of a destination's overall performance. Financial results mainly relate to the allocation of funds, investments, and expenses as part of business activities. The economic aspect encompasses a broad impact and management of both human and natural resources by society, aiming for an improved standard of living and overall satisfaction. In conclusion, we find that the economic performance of the organization exceeds mere financial aspects and is intricately connected to the environment, social well-being, and sustainable development. Thereby besides having included Business Viability as an economic indicator, we have also added an Employment aspect giving us the ability to assess the indirect impacts the mentioned projects have.

3.3.1 On-Site Observation

Throughout on-site observations, we closely examined various key activities, aiming to compare and evaluate different aspects that define each destination. This includes looking into community attitudes towards tourism, assessing congestion and crowding levels, and also considering less obvious but equally important factors like waste management, energy use, and pollution control. By immersing ourselves in the daily life of Porto Montenegro, Luštica, and Kotor, we have been able to directly witness how these places balance tourism growth with taking care of their environment. From watching how waste is handled to checking tourists' satisfaction and pollution control methods while exploring how sustainable practices are integrated into the daily operations of these areas. This approach helps us to understand not only the practical but also the broader sustainability efforts of these destinations.

3.3.2 In-depth interviews

The interview was conducted online via WhatsApp video calls, as the participant is presently situated in Tivat, Montenegro.

Through in-depth interviews, we obtained qualitative data that provided rich insights into the participants' behaviors, attitudes, and perceptions, particularly in relation to the sustainability of nautical tourism. As the researcher, I had the flexibility to delve into different aspects and adjust the course of the interview as needed. This method offers independence and adaptability, allowing for different strategies tailored to the research needs.

The interview with Fedor, Fedor is the F&B Manager at The Chedi Luštica Bay Hotel, (one of the key stakeholders in Luštica), responsible for overseeing daily operations, setting targets for department leaders, monitoring execution, creating financial plans, and ensuring exceptional guest experiences. His role involves meticulous attention to detail and a commitment to maintaining the highest standards in F&B services. The interview explored the hotel's comprehensive approach to sustainability and community engagement. Fedor discussed various initiatives, including waste segregation, reduction of plastic usage, and local sourcing of products. He emphasized the hotel's commitment to sustainability across all aspects of its operations, from energy efficiency to employee engagement and community involvement. The interview demonstrated that The Chedi is a pioneer in sustainable practices within Montenegro's hospitality industry and emphasized the necessity for businesses to adopt a sustainable mindset for the future. Fedor concluded by acknowledging that while The Chedi is not yet fully "green," it is on a dedicated path toward achieving that goal, which he believes is essential for all businesses to pursue.

3.3.3 Structured interviews

Due to the scarcity of publications on the sustainability of nautical tourism in the destinations studied, this research collected additional data through structured interviews. These interviews provided an invaluable source of information and insights from various stakeholders including locals, residents, and tourists.

The selection of interviewees was randomly done to ensure a diversity of perspectives, and they were not pre-informed about the specific areas of the study. The interviews employed a blend of semi-structured and open-ended questions, affording participants the scope to freely convey their perceptions and viewpoints. The researchers also utilized techniques such as

probing and paraphrasing to encourage comprehensive and intricate responses from the participants.

All interviews were conducted virtually and subsequently translated by the author. On average, the interviews lasted around 4 to 5 minutes.

This method of data collection, utilizing interviews, enabled us to gather invaluable and firsthand information that supplemented our research findings. As a result, our understanding of the sustainability of Nautical Tourism in the selected destinations was enhanced and rendered more comprehensive.

3.3.4 Netnography

Netnography was chosen as a research method for assessing tourist satisfaction in the selected destinations because of its suitability for analyzing online user-generated content. In this context, it allowed for the collection and analysis of large amounts of data from platforms such as TripAdvisor, and Google reviews where tourists share their experiences. This provides a massive advantage in terms of data requirements, such as large-scale data collection, where netnography enables the collection of a significant volume of data, which is particularly beneficial when assessing tourist satisfaction across multiple destinations.

Netnography can also provide real-time insights by analyzing online reviews and comments, giving us real-time insight into tourists' experiences and ensuring that your research is based on the most up-to-date feedback. And, of course, in-depth qualitative analysis, where netnography enables the qualitative analysis of reviews, which is crucial for understanding the sophisticated factors that influence tourist satisfaction, such as the quality of services or the authenticity of the destination.

3.3.6 Online Observation

Observation as a data collection and analysis method enables researchers to gather objective data from multiple perspectives and across time, in the natural setting of the phenomenon being studied. Technical terms will be explained upon initial usage throughout. The growing use of social media has greatly expanded the possibilities for conducting online observations. When using this data collection technique in online observation, researchers engage with internet-based (virtual) communities to gather first-hand data in an interactive manner.

During the observation, the data collected pertains to nautical projects and the researched destinations, including their websites and strategic plans. Additionally, this study examines

specific keywords on social media, such as "Porto Montenegro," "Kotor," "Luštica Bay," and particular phrases like "nautical tourism" or "overtourism."

3.7 Operationalization

The applied methods of the Multimethod Approach are summarised in the Table2.

Table 2. Multimethod Approach

Aspects	Respondent / Source of Information
<i>Economic Aspect</i>	• Structured Interview ✓ Local people ✓ Tourists • Content analysis from past research and statistics
<i>Social Aspect</i>	• Structured Interview ✓ Local people ✓ Tourists • Netnography ✓ Comments on TripAdvisor posts with keywords "Luštica Bay", „Kotor" and "Porto Montenegro" • Online observation associated with geotag Figure of Kotor during the Peaks Season
<i>Environmental aspect</i>	• In-depth interview ✓ With Chedi Hotel Manager • Online Observations ✓ National Policies ✓ Netnography ✓ Comments on TripAdvisor ✓ Content analysis from past research, reports, and news

Source: According to the table made by (Latifah, 2023), with own editing of the author

This framework offers a structured approach to analyze the sustainable tourism aspects of the study. The framework includes the following variables:

1. Economic Impact, which centers around evaluating the economic effects of nautical tourism on the local community. The aim is to measure its influence on business viability and employment indicators, which are essential in assessing the economic sustainability of tourism in the chosen destinations.

2. Social Impact is another factor to be considered. This variable explores the social implications of nautical tourism, specifically in relation to the quality of life of the local community. Analyzing this aspect facilitates the assessment of tourism's overall effect on residents' well-being.
3. The environmental variable focuses on the impact of nautical tourism on the neighboring environment. This involves aspects such as Waste Management, Energy Conversion, and Pollution Management, which are essential for understanding the environmental sustainability of these locations.

4. RESEARCH FINDINGS

4.1 Secondary research

4.1.1 Business Viability of Nautical Projects

The evaluation of business viability takes into account measures such as investments, expenditure, tourist arrivals, and tourist satisfaction. The evaluation of business viability integrates these measures to determine the overall financial health and competitiveness of a tourism-related enterprise.

Investments

Porto Montenegro



Picture 1. Porto Montenegro harbor, Source: <https://www.portomontenegro.com/>

A total investment of 794.5\$ million has been made in the development of the luxury village and marina Porto Montenegro (Picture 1), surpassing the agreed investment of 450\$ million. Between July and December last year, 40.3\$ million was invested in the project of the company Adriatic Marinas. The Investment Corporation of Dubai (ICD) and other investors have invested substantial funds in the development to metamorphose it into a premium superyacht marina and high-end residential hub. We may say that in the case of Project Porto Montenegro, investment can be considered and graded as “*Good*”.

Luštica Bay

Over £380 million has been invested in the Luštica Bay complex thus far (Picture 2), with approximately 10% of the entire development completed. This project marks Montenegro's first greenfield investment and has an estimated value of £1.5 billion. This investment which is the largest one ever in the history of the country represents a significant stepstone for further nautical development and is graded “*Good*”.



Picture 2. Luštica Bay harbor, Source: <https://lusicabay.com/>

Kotor

Port Of Kotor as it's led by the government and municipality of Kotor, port of Kotor has been seeing some better times in the last couple of years (Picture 3). Currently, it is led by the government-owned enterprise Luka Kotor which has structured investments stretching over a couple of years. As per the published business plan by Luka Kotor, (2018). This investment should amount to up to 5 million Euros stretched over the period of 6 years, 2019-2026. Bearing in mind the value of the investment, the management of Port of Kotor decided that the financing of the plan would be realized by a combination of two sources of financing: own participation,

through the provision of funds from regular operations, alongside credit support from the bank. By implementing the proposed investments, the "Port of Kotor" will establish a climate suitable for accommodating the latest generation of cruise ships without restrictions on length and draught and will increase the capacity of the maritime part of the port. Moreover, the standard of port services will experience a considerable enhancement. The financing strategy involving a combination of own funds and bank support is a practical approach to achieving these goals. Additionally, the enhancement of port services suggests an overall positive impact on the region and the cruise industry. We will rate the investment aspect of the Port of Kotor as “*Good*”.

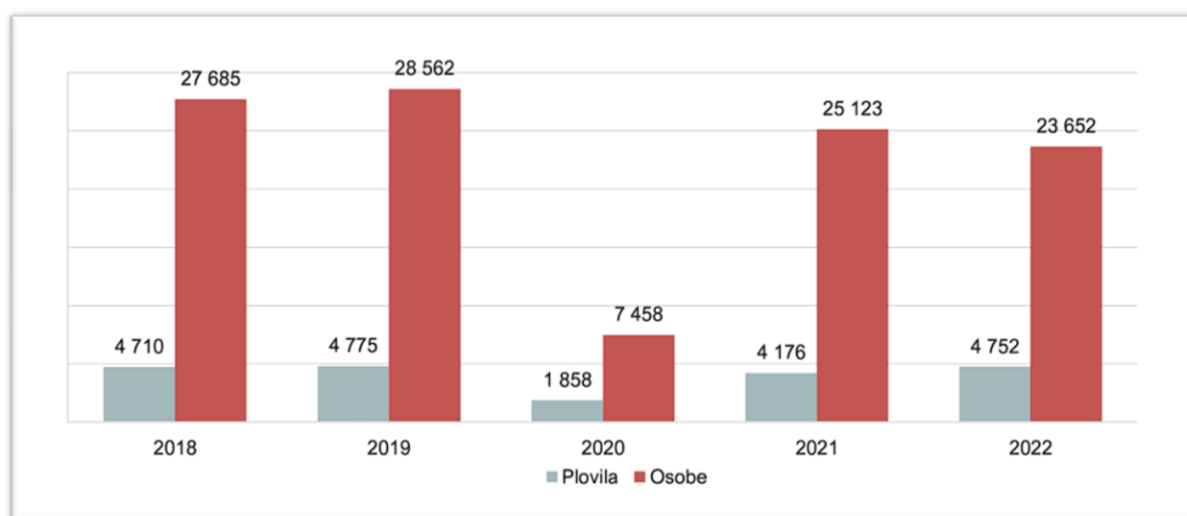


Picture 3. Kotor harbor, Source: <https://pixabay.com/>

Tourist Arrivals

Regarding the data we got from the Statistical Office of Montenegro (MONSTAT) which represents the competent body for the production of official statistics in the case of Montenegro, from 2007 to 2022, along the 295 km long stretch of the Montenegrin coast, more than 2000 commercial berths were developed and made operational, meaning that over the period observed, the number of foreign vessels in nautical tourism which entered the Montenegrin territorial sea, increased by more than 100%, from 2145 vessels in 2007 to 4752 vessels in 2022, while the number of tourist arrivals connected with leisure boats increased by 300%, from 9 145 to 28 562. According to the type of foreign vessels for leisure, sports, and recreation, the largest number of motor yachts entered the territorial sea of Montenegro (40.9%), followed by sailing yachts (39.0%) and other vessels (20.2%).

Figure 1. Number of foreign vessels and number of persons on the vessels



Source: (MONSTAT, Uprava za statistiku, 2023)

Of these 4752, 4,092 vessels arrived by sea, and 660 were brought by land. The number of persons arriving on these vessels in 2022 was 23, 652. In terms of nationality, most of the persons on board were from the United Kingdom (6.6%), Germany (4.6%), the United States (4.5%), Croatia (4.1%), Italy (3.3%), France (2.6%), Austria (1.7%), the Scandinavian countries (1.3%), Switzerland (1.2%) and other countries (70.1%). (MONSTAT, Uprava za statistiku, 2023)

While on the other side regarding the port of Kotor we see that in 2022, there were 435 round trips (cruises) made by foreign ships in Montenegro. With 433 568 passengers on board. Most of those round trips were made by vessels under the flags of Malta (25.7%), Bahamas (24.6%), Panama (13.6%), Italy (8.5%), Croatia (5.5%), France (5.1%), Norway (4.8%), Marshall Islands (3.0%), Belgium (2.8%), Bermuda (2.8%).

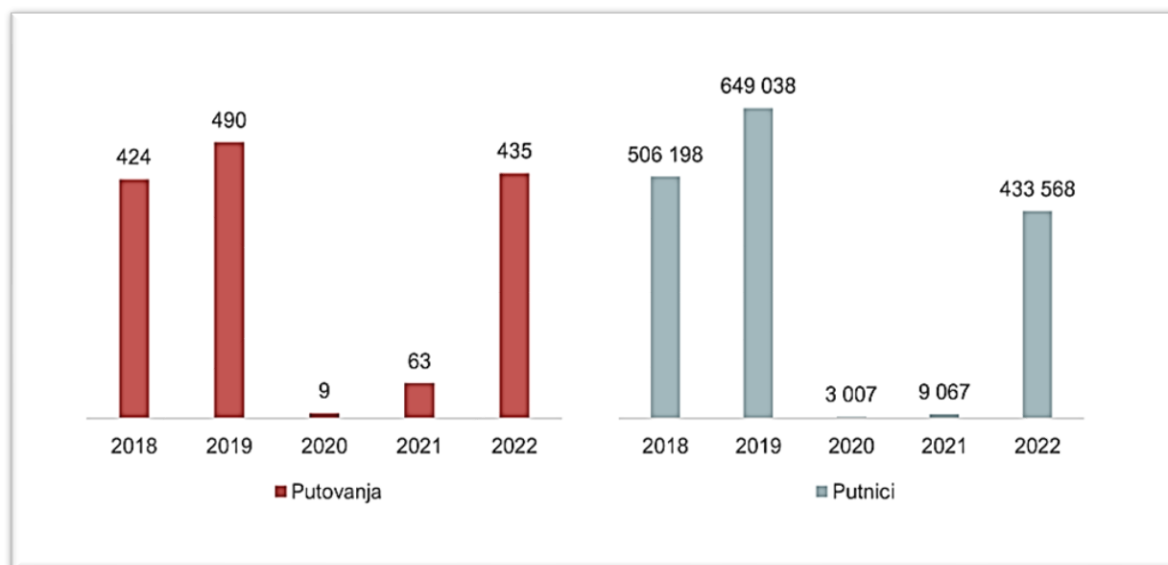
Expenditure

4.2.1 Kotor

The data gained from the business plan of the “Port of Kotor” set commences in 2023 and extends through 2026, presenting the number of vessels visiting the Port of Kotor and the associated income figures. In 2023, the port received 228 ships, yielding a total income of €1,356,885.81. This indicated the initiation of a pronounced upward trend in the number of visiting ships and income. The constructive trajectory is expected to persist into 2024, as the number of ships visiting the port escalates to 319, generating an income of €1,899,640.14. The Port of Kotor's growing popularity among maritime traffic is evidenced by a significant increase

in ship visits and income. In 2025, 415 ships arrived at the port, generating €2,467,984.86 in income.

Figure 2. Number of voyages and number of passengers on cruises of foreign ships in Montenegro



Source: (MONSTAT, Uprava za statistiku, 2023)

This demonstrates a steady upward trend in both the number of ships and the revenue they contribute to the port. In 2026, the port hosted 457 ships, further confirming its status as an important maritime destination. The overall income amounted to £2,716,747.26, consolidating the port's vital role in maritime activities. In summary, the aforementioned figures depict a positive forecast for the Port of Kotor, where the consistent rise in visiting ships and profits is believed to reflect a larger volume of maritime traffic, with positive economic implications for the entire region and particularly the local community.

According to information from TO Kotor, the average daily expenditure of a cruising tourist ranges from £35 to £50. This includes entry tickets to visit ramparts, museums, cathedrals, and other landmarks, purchase of souvenirs, and beverages, and the group fee for tour guide services. When comparing these updated figures to the total revenues of Kotor in the range of 21 to 23 million €, we observe that the Port of Kotor still faces a gap in development and passenger spending. This underlines the urgency of implementing significant changes, particularly in terms of development strategies, organizational enhancements, and the port's future ownership structure.

We must take into consideration that while the inflow of tourists in this coastal city is huge their expenditures are still very limited. Therefore, we will rate tourist expenditure in the case of Kotor as “*Medium*” (2).

4.2.2. Luštica Bay

In the context of luxury estates targeting high-income tourists, the financial situation differs from standard tourism destinations. These luxury estates, which have a strong focus on nautical and marine tourism, cater to a specific audience willing to spend more. While it may be challenging to determine the exact average spending, we were able to access the consolidated financial report of the Orascom group, which was publicly disclosed on the Montenegro Stock Exchange. According to this report, the annual income of this luxury estate, which includes revenues from marine and nautical services, as well as income from other organized events within the marina, amounted to £3.5 million. This figure illustrates the substantial income potential associated with luxury estates that attract high-income tourists. We may grade this indicator as “*Good*”, despite the limited berths, (200) and project progress (10%), the income is relatively strong, indicating successful revenue generation strategies.

4.2.3 Porto Montenegro

As noted in the case of Luštica Bay, Porto Montenegro is comparable but on a grander scale. The resort with marina berths that can accommodate even 250-meter superyachts, generated €32 million in revenue this year. About 20-25% of this revenue is directly or indirectly linked to nautical and marine tourism. This highlights the substantial contribution of nautical tourism to the total income of Porto Montenegro, reinforcing its position as a leading destination for maritime leisure.

The direct and indirect benefits from this sector generate considerable revenue, leading to the conclusion that Porto Montenegro performs well in terms of sustainability and positive impacts, with a noteworthy influence on income derived from marine and nautical tourism and can be rated as “*Good*”.

4.2 Primary research

4.3.1 Tourist Satisfaction

Tourist satisfaction is a crucial aspect of the nautical and marine tourism industry, as well as tourism in general. It reflects how well a destination, such as Luštica Bay, Porto Montenegro, or Kotor, meets the expectations and needs of visitors, ultimately influencing their

overall travel experience. Measuring tourist satisfaction involves gathering feedback from tourists to evaluate their level of contentment and identify areas that may need improvement. This information is invaluable for tourism providers and destination managers in enhancing their offerings and ensuring visitors have memorable experiences.

Table 3. Tourist Satisfaction

How would you rate the destination's environmental sustainability efforts, such as waste management, energy conservation, and preservation of natural resources?	3.00
Please rate the cleanliness and environmental sustainability efforts in Montenegro.	3.10
Do you think that nautical tourism is environmentally friendly?	3.10
How would you rate the accessibility of information and support for tourists in Montenegro?	3.23
How satisfied were you with the cultural and community events or activities you participated in?	3.40
If you visited Montenegro for nautical tourism (By boat, cruiser, yacht), please rate the service quality at the ports or marinas you used.	3.77
How would you rate the cultural experiences and interactions you had in Montenegro?	3.80
Do you often travel?	3.80
How satisfied were you with your overall experience in Montenegro?	4.03
Rate the cultural experiences in visited destination(s).	4.03
How would you rate the friendliness and hospitality of the local people?	4.10
Is environmental protection important for you?	4.33
Please rate the beauty of Montenegro, as worth of visiting it.	4.63

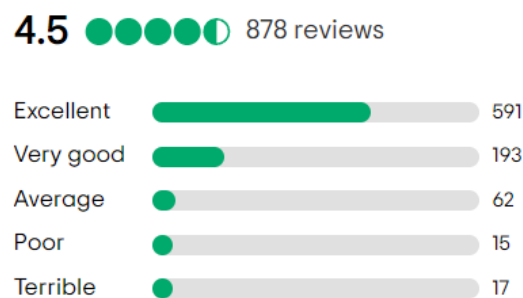
Source: Own findings of the author gained through online survey

To collect this data, we utilized the nethnography technique alongside with in-depth interviews on site in which 32 participants took part. The questions pertained to all three aspects of TBL, and respondents were asked to rate the assessed indicators on a scale of 1 to 5, where 1 indicated *Unsatisfactory* and 5 signified *Excelent* performance. This data represents the collective opinions of the survey participants regarding these aspects of the destination. It can be used to identify areas for improvement, strengths that can be promoted, and the overall perception of these destinations as nautical hotspots, which can be utilized for further analysis and action planning.

Porto Montenegro

Porto Montenegro boasts a remarkable reputation and high customer satisfaction, as demonstrated by a TripAdvisor rating of 4.5 out of 5 based on 878 reviews. The majority of visitors have awarded the facility outstanding ratings, with 591 labelling it as "Good" and 193 as "Very Good".

Figure 3. TripAdvisor Review for Porto Montenegro



Source: (Trip Advisor, n.d.)

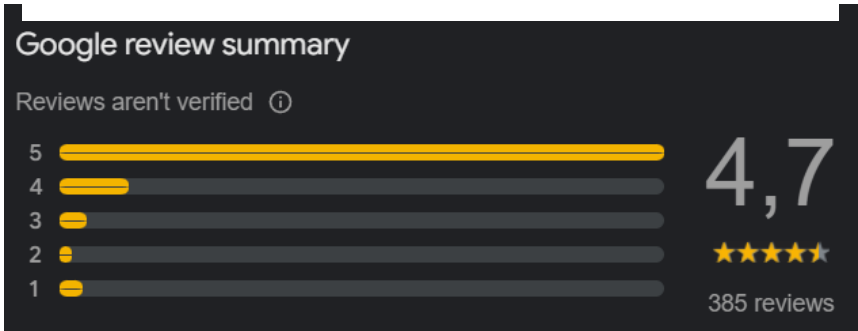
While a small percentage of reviews have been classified as "Poor," or "Terrible," the majority of guests seem to have had an enjoyable experience. Positive ratings indicate that Porto Montenegro is a sought-after and well-regarded destination for nautical and marine tourism. Visitors are likely to appreciate the marina's extensive range of offerings and services, making it a desirable choice for those seeking a top-notch nautical experience. While a small percentage of reviews mention concerns such as high prices and limited options for budget-conscious travelers, while also mentioning lack of authenticity. Porto Montenegro in this aspect deserves a grade of "Good".

Luštica Bay

Luštica Bay has received mixed reviews on TripAdvisor. With 283 excellent reviews and 69 very good reviews, it's clear that many tourists have had highly satisfying experiences. While some visitors appreciate the beautiful coastline, others express concerns about the development rating destination average (15) and a smaller number of poor (7) and terrible (4) ratings, the overall impression seems to be favorable. Many reviewers point out issues related to access to the beach, security procedures, and limited space between buildings. Some have described the place as being more suitable for people with a high income. Several reviews mention the lack

of trees and greenery, giving it a somewhat sterile and artificial feel. Based on this we will rate Luštica as *Good* in terms of tourist reviews and satisfaction.

Figure 4. Google Review Of Luštica Bay

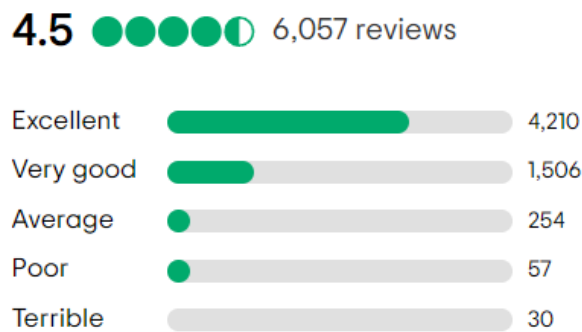


Source: (Google, 2024)

Kotor

Kotor has received substantial feedback from tourists, as evidenced by its TripAdvisor ratings. The presence of 4,210 excellent reviews and 1,506 very good reviews reflects the exceptionally positive experiences of a significant number of visitors. This favorable reputation is likely due to the city's stunning architecture, breathtaking landscapes, and overall safety. However, it is worth noting that there are a significant number of average reviews (254), indicating scope for potential improvement in certain areas. Additionally, the number of poor (57) and terrible (30) reviews is relatively low, indicating a limited number of serious negative experiences.

Figure 5. TripAdvisor Review for Kotor



Source: (Trip Advisor, n.d.)

After examining the content of the less favorable reviews, several recurring concerns emerge, including concerns about garbage, over-tourism, and unpleasant odors. To maintain and enhance Kotor's positive reputation among travelers, it is important to address these areas

of concern. The overall grade for Kotor, based on TripAdvisor ratings and tourist feedback analysis, is deemed “*Medium*”.

4.3.2 Employment

Evaluating the employment aspect of nautical tourism in Montenegro is a vital part of the sustainability assessment, based on the Triple Bottom Line (TBL) framework. The analysis of the number, types, and duration of jobs created by the nautical tourism industry is essential to determine its sustainability and socio-economic impact. This employment aspect holds key importance. The Montenegrin nautical tourism sector has experienced a substantial surge in job opportunities. Statistical data denotes an upward trend in ship visits, which has led to an augmented demand for diverse services, such as hospitality, marina operations, and tour guides, among others.

Community Attitude

From the responses provided by the locals in the mentioned destinations, it's evident that the influence of tourism on the local job market and employment opportunities varies. Here's a summary of the responses:

- **Positive Impact:** 31 responses indicated a positive effect of tourism on the local job market and employment opportunities.
- **No Significant Impact:** 17 responses suggested that tourism had no significant impact on local employment.
- **Negative Impact:** 4 responses mentioned a negative effect of tourism on employment.

These responses highlight the complexity of the relationship between tourism and employment in these destinations. While a majority of locals perceive tourism as a positive contributor to job opportunities, some others may not have experienced substantial benefits or may even see adverse effects. The local perspective could be influenced by various factors, including the type of employment available, the sustainability of the tourism sector, and the seasonality of jobs in the industry.

Luštica Bay

Job Creation wise Luštica Bay, alongside other established businesses within the area, has played a pivotal role in generating employment for over 600 individuals. This figure is expected to rise in the approaching years, particularly as the development program continues to progress.

Approximately 30% of the jobs created by Luštica Bay and other businesses in the area are of a seasonal nature. These seasonal positions are primarily related to the tourism and hospitality sector and are often influenced by the fluctuating demand for nautical and marine tourism during different times of the year. Seasonal jobs tend to be prevalent during the peak tourist seasons, typically in the summer months when the number of visitors is at its highest. These roles often include positions such as lifeguards, waitstaff, tour guides, and additional hotel and resort staff to accommodate the surge in tourists. When examining gender equity in Luštica Bay, it's evident that the development is aligned with the broader trend of promoting equal opportunities for all genders. In various sectors of hospitality and management, the estate maintains a high level of gender equity. This commitment to gender diversity is an essential aspect of fostering an inclusive and fair work environment.

Vocational training and internships are also on offer, Luštica Bay demonstrates a clear and commendable commitment to the local community with its vocational training programs for various positions in the hospitality sector, including in cookery, as well as in restaurant and hotel management. In addition, the estate offers internship opportunities to hotel management school students, contributing to human capital development and promoting sustainability efforts. Job creation is a crucial element of economic sustainability, and the significant expansion in employment opportunities can be rated as "Good."

The overall rating for the employment aspect at Luštica Bay would be Good. There is room for improvement in some areas of the company's employment practices, such as ensuring a clearer and more transparent job application process. Additionally, providing further training and professional development opportunities for employees could enhance their overall job satisfaction and productivity. However, the company exhibits positive management practices by providing fair compensation packages and prioritizing employee safety measures. Luštica Bay has had a favorable impact on local employment owing to its creation of numerous jobs across multiple industries. Though there is scope for job seasonality reduction, the initiative's dedication to gender equity and its provision of diverse job opportunities foster a positive employment atmosphere. To enhance its employment impact and promote economic stability within the local community, Luštica Bay should concentrate on mitigating the seasonality of jobs and providing prospects for permanent positions.

Kotor

The current workforce of "Luka Kotor" A.D. includes 59 employees in permanent positions. This project aims to employ an additional 12 individuals in permanent positions and 6 in temporary positions (seasonal). The gender structure of the workforce at Luka Kotor consists of 47 (79.66%) male employees and 12 (20.34%) female employees. The functioning of the Kotor enterprise is based on teamwork. Working in a team provides significant advantages, as joint effort achieves results that surpass individual contributions (synergy effect), and each team member achieves more than in traditional working conditions outside the team. To enhance personnel development, continuous training, organization, and attendance of numerous seminars, trainings, workshops, and paid visits to foreign companies that engage in the same activity are necessary. (A.D. «LUKA KOTOR», 2018) Rating, “*Good*”.

Porto Montenegro

Porto Montenegro is a noteworthy employer in Montenegro, with an approximate workforce of 800 to 1,160 employees, comprising both permanent and seasonal staff. The projected expansion of employment opportunities to over 3,000 positions after the completion of Porto Montenegro indicates a considerable economic benefit for the local community. A high number of seasonal workers, around 150-200, indicates Porto Montenegro's dependence on short-term employment. Additionally, the lack of information regarding gender equality implies that it may not be a current priority. Thereby this aspect of TBL in the case of PM will be rated “*Medium*”.

To attain a higher rating, Porto Montenegro ought to concentrate on generating long-term employment opportunities, delivering heightened job security to the local workforce. Moreover, by tackling gender inequality issues and advocating for diversity within its employment policies, the company can improve its overall employment prospects.

4.3.3 Community Engagement

Overall, it's clear that tourism plays a crucial role in shaping the local job market and employment landscape, but achieving a balance between its benefits and potential challenges is a critical consideration for sustainable development.

Porto Montenegro

After conducting extensive online research, we have completed a comprehensive analysis of community engagement initiatives implemented by Porto Montenegro. We examined several activities, but a few have been of particular interest to us.

Community Programs

Environmental Preservation through Beach Cleaning at Plavi Horizonti: This community program, in collaboration with the non-governmental organization "Naša akcija" and the Petrović family, aims to promote environmental preservation. Its primary goal is to raise awareness about the overwhelming use of plastic waste and highlight the significance of cleaner and healthier surroundings. Participation of community members and employees underscores the need for collective action to combat environmental concerns, particularly in the context of preserving beaches.

Charitable Contributions

Fundraising Food Market, this event functions as a charitable program to raise funds for buying footwear and sports equipment for socially vulnerable children. The funds raised provide essential supplies for school and sports activities, directly contributing to enhancing the lives of children.

Volunteer Hours at Grabovac Home for the Elderly: The visits to Grabovac Home for the Elderly, where hotel volunteers spent time with the residents and donated board games, bedding, and food, depict volunteer hours dedicated to community well-being. The volunteers' presence and contributions provide social support and promote social inclusion for the elderly.

Educational Visits to Institutions: These educational visits to secondary schools and universities are a way of volunteering time to promote education. The specialists from the "Regent" Hotel are aiding the advancement of future professionals in the hospitality and tourism sectors by imparting practical knowledge and advice to students.

These initiatives by Porto Montenegro fall into diverse categories of community engagement and confirm their commitment to corporate social responsibility (CSR). The aforementioned activities make a significant contribution towards the improvement of the community and the environment, simultaneously aligning with CSR principles. Such activities positively impact the well-being of diverse segments of society whilst also heightening the public perception of Porto Montenegro. By involving both employees and community partners, Porto Montenegro actively promotes collective action and social inclusion. Overall, their community engagement efforts reflect a high level of commitment to giving back and fostering a positive relationship with the local community. Community Engagement Rating: "Good".

Luštica Bay

Since its founding, Luštica Bay has supported and collaborated in more than 200 initiatives, dedicating over two million euros to various Corporate Social Responsibility (CSR) projects.

Charitable Contributions

In the sphere of sports, the proactive endorsement of the sports sector in Montenegro is pivotal to the community's desire to cultivate a fitter and more dedicated future for future generations. Sponsorship encompasses a range of initiatives, namely the Yacht Club Delfin, Tivat Aikido Club, Mawashi 2015 Karate Club, Tivat Archery Club, Teodo Basketball Club, Partizan Handball Club, and Sloga Football Club. In addition to these initiatives, the dedication to corporate social responsibility was reinforced by providing a grant of £500,000 to the National Coordination Body for Infectious Diseases during the COVID-19 pandemic.

Additionally, the involvement in a noteworthy community blood donation campaign was a collaborative endeavor. The collective effort of Luštica Development, The Chedi Hotels, and Mamule Island personnel has led to the gathering of 51 units of essential life-saving fluid, donated to the Boka Kotorska region. It is worth noting that this blood donation drive was the biggest of its kind ever to occur in Tivat Municipality. Overall, their dedication to corporate social responsibility and community engagement deserves a high rating, reflecting their positive influence on the community and alignment with principles of good corporate citizenship. We would rate it as “*Good*”.

Kotor

It's understandable that for Kotor, being a company governed and controlled by the government, determining its charity and community engagement initiatives might not be directly under its purview. Such matters are often influenced and directed by the local government and its policies. While the company may not have an active role in these aspects, it's essential to recognize that it operates within the framework set by the local authorities. Therefore, the rating for Kotor in this regard would be contingent on the broader context and the local government's role in promoting social responsibility and community well-being. It might be more suitable to provide a neutral rating, signifying that their approach is shaped by external factors beyond their direct control.

4.3.4 Quality of life

On the mentioned indicators: attitudes towards tourism, residents empowerment, and congestion we have covered, we conducted a brief survey among the residents of the mentioned destinations. the survey questions cover different aspects of the community's perspective on tourism, ranging from overall satisfaction to its impact on the environment, culture, and sustainability. The results reflect diverse opinions within the community, showing both positive and negative perceptions of the influence of tourism on their lives. Here are the responses we obtained.

Kotor

In the case of Kotor, we have surveyed 52 people, local residents.

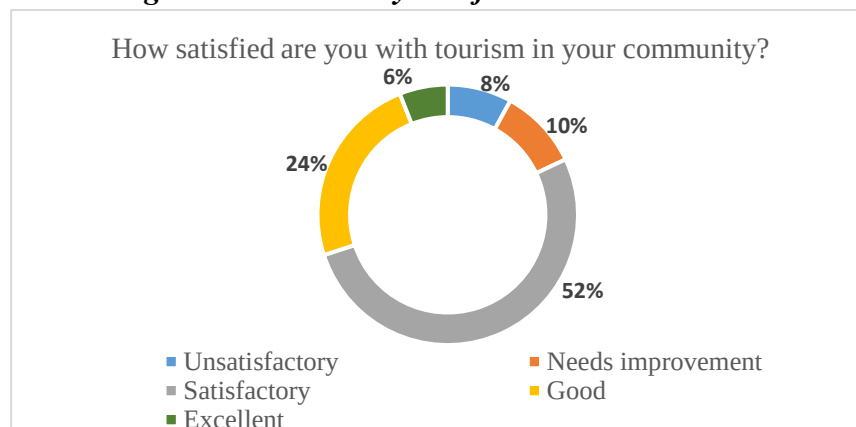
We had two types of questions:

- **Rating Scale Questions:** Participants were asked to rate their level of agreement or satisfaction using a numerical scale ranging from 1 to 5. In the rating scale questions (ranging from 1 to 5), respondents would provide a numeric answer indicating their level of agreement or satisfaction.
- **Influence Questions:** Participants were presented with three options to choose from. "positive influence," "negative influence," or "no influence." This type of question assesses the perceived impact of tourism on the local community.

Questions with the summary of answers:

1. How satisfied are you with tourism in your community? *This question seeks to gauge the general satisfaction of the Kotor community with regard to tourism.*

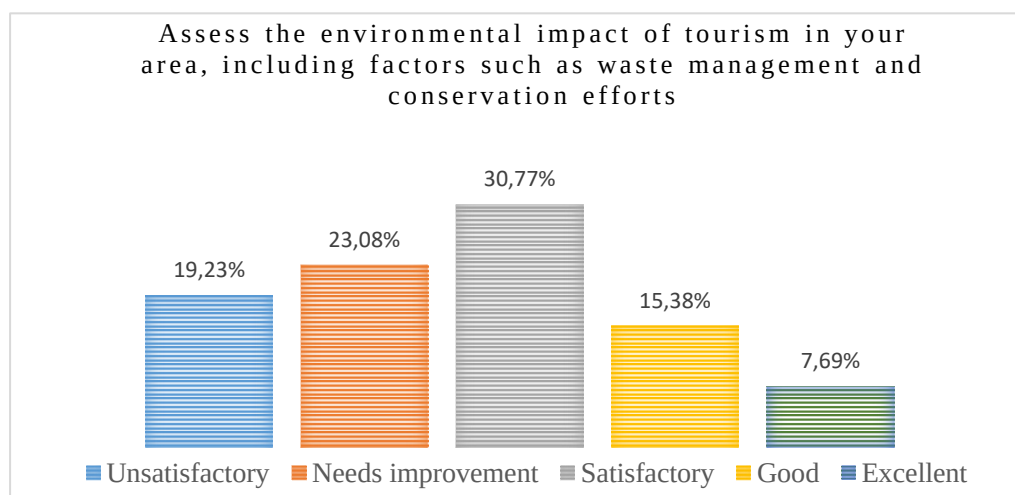
Figure 6. Community satisfaction with Tourism



Source: Own Research of the Author, Online Survey and Statistical analysis

2. Evaluate the impact of tourism on the environment in your region, considering factors such as waste management and conservation efforts. In this query, respondents are tasked with assessing the environmental impact of tourism with regard to elements such as waste management and conservation efforts. A higher rating indicates a more favorable perception of the environmental impact of tourism.

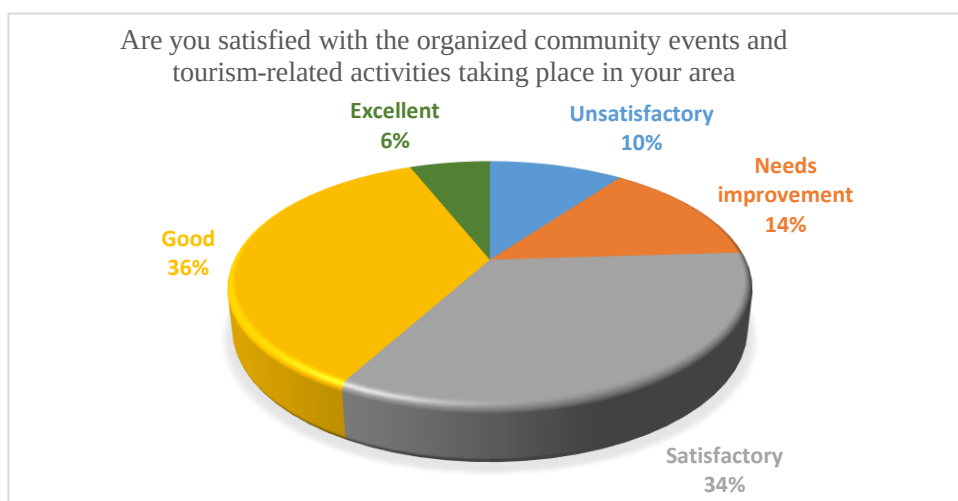
Figure 7. Environmental Impact of Tourism



Source: Own Research of the Author, Online Survey and Statistical analysis

3. Are you satisfied with the organized events and tourism-related activities taking place in your area? (Such as food festivals, wine days, and other similar events.) *In this survey, participants rated their contentment with organized events and tourism activities in their neighborhood. This may include festivals, wine tastings, and other events typically arranged for tourists.*

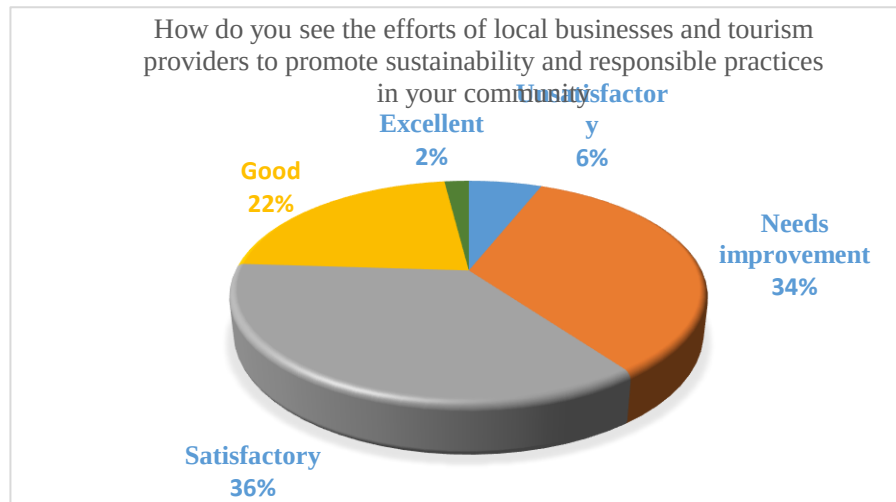
Figure 8. Community Events in Destination



Source: Own Research of the Author, Online Survey and Statistical analysis

4. How do you assess the efforts of local businesses and tourism providers in promoting sustainability and responsible practices in your community? *This item examines whether respondents feel that tourism providers and local businesses in Kotor are taking measures to support sustainability and responsible practices in the community.*

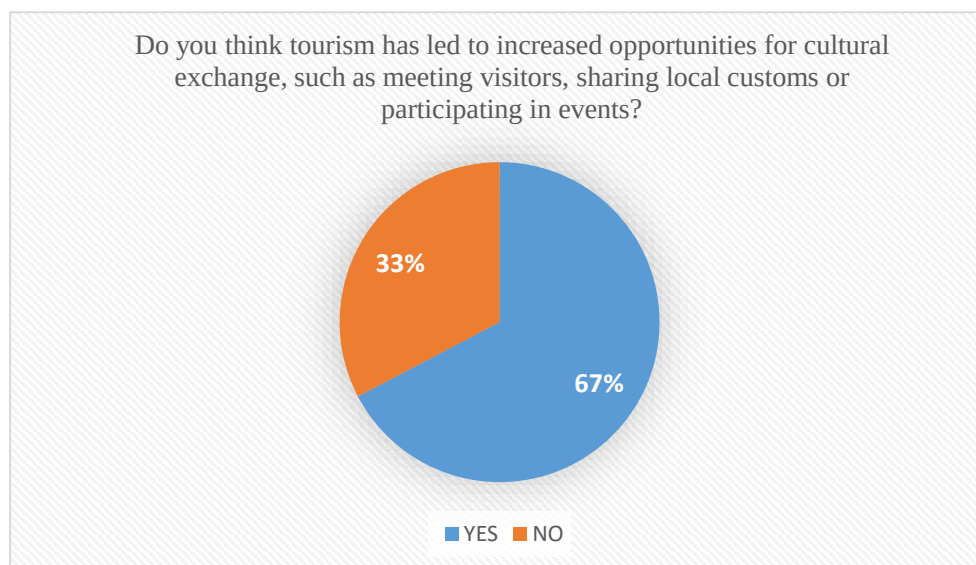
Figure 9. Effort of local stakeholders in nautical tourism towards



Source: Own Research of the Author, Online Survey and Statistical analysis

5. Do you believe that tourism has led to increased opportunities for cultural exchange, such as meeting visitors, sharing local customs, or participating in events? *This question investigates whether tourism has increased the scope for cultural exchange within the Kotor community. This can include interactions with tourists, sharing local customs, and taking part in cultural events.*

Figure 10. Effect of Tourism on Culture



Source: Own Research of the Author, Online Survey and Statistical analysis

Positive Impacts

While nautical tourism has generated economic advantages for the local community by providing income and employment opportunities. A large portion of the residents have secured jobs in the tourism industry such as hotels, restaurants, or tour guides, resulting in a beneficial impact on the town's economy. Furthermore, business growth has been promoted due to it. The surge in tourism demand has brought about a surge in businesses catering to their needs, including souvenir shops, local artisans, and eateries. This expansion creates opportunities for entrepreneurs and stimulates the local economy. Moreover, the tourism inflow boosts infrastructure investment, facilitating improvements to transport, roads, and public assets. Such enhancements not only improve the tourist experience but equally benefit the local populace.

Negative Impacts

On the other side, we must be aware of over-tourism that has led to overcrowding, particularly during peak tourist season, making it less enjoyable for local residents to navigate their own town. This overcrowding can disturb the day-to-day lives of residents, especially in the historic city center. Additionally, the surge in housing demand from tourists has resulted in a rise in real estate prices. It has become increasingly difficult for local residents to locate affordable housing, particularly in the city center, where they have historically resided. Overwhelmed by mass tourism, the local culture and authenticity suffer. Businesses prioritize the tourists, thereby eclipsing the conventional way of life and cultural traditions of the local community. The environmental consequences of overtourism can be substantial. Overcrowding and pollution resulting from tourism can harm the environment and negatively impact residents' quality of life. The local ecosystem, including the Picturesque Bay of Kotor, may suffer from escalating waste and environmental degradation. Furthermore, the local infrastructure, such as roads, public services, and resources, may become overextended owing to the sheer volume of tourists, potentially depriving inhabitants of these fundamental facilities.

Efforts to alleviate the impacts of over-tourism in Kotor comprise visitor caps for cruise ships, promotion of sustainable tourism practices, and enhancing visitor awareness regarding responsible tourism. Achieving a balance between the positive and negative impacts of tourism on the local community is an ongoing challenge, necessitating meticulous preparation and management to guarantee that residents can still enjoy their standard of living while extending a warm welcome to visitors.

The rate of Quality of life in Kotor is "*Medium*." Taking into consideration the positive and negative effects tourism has on its community we may see that opinions are different while local residents' lifestyle is undoubtedly suffering.

Luštica Bay and Porto Montenegro

Exploring the factors that contribute to the high quality of life offered in these exclusive destinations, we concluded. These exclusive destinations have been thoughtfully designed by renowned architects to blend harmoniously with their natural surroundings on the Adriatic coast. The Village Residences, The Marina Apartments, the Sky Villas, and the Private Homes all feature open-plan layouts, a Mediterranean design, and a focus on environmental compatibility, and residents' comfort.

What sets these properties apart is their resolute dedication to fulfilling the needs and wishes of their inhabitants. The emphasis is on offering a luxurious, comfortable lifestyle that prioritizes exceptional quality. The available facilities offer abundant space for unwinding, mingling, and amusement while preserving a subtle equilibrium between solitary and communal lifestyles. provide access to a variety of on-site amenities, including cafes, shops, gyms, golf courses, and bars, contributing to an enhanced overall experience.

From the perspective of quality of life, the revised text can be rated as "*Good*." It provides a clear description of the features and attributes that contribute to the high quality of life in Porto Montenegro and Luštica Bay. It also highlights the avoidance of over-tourism, which is a positive aspect of quality of life. However, our online research of the database has not been able to provide more detailed data on the particular activities or measurements.

4.3.5 Environment

The environmental impact of these nautical destinations, including Porto Montenegro, Luštica Bay, and Kotor, remains a topic of ongoing research and debate. While they have made significant efforts to prioritize environmental sustainability, there are varying opinions on the effectiveness of these initiatives. Researchers continue to assess the long-term environmental impact and whether these exclusive destinations strike the right balance between development and ecological preservation. The verdict on their environmental impact remains an area of active investigation and discussion.

Kotor

In Montenegro, there is currently a lack of comprehensive data on pollution generated by cruise ships, although some research has been conducted focusing on specific pollution sources. Nevertheless, the available general data highlight the severity of the issue of pollution caused by cruise ships. For instance, as stated by (Nikčević, 2019) it has been estimated that a single cruise ship carrying 3,000 passengers generates daily air pollution equivalent to that of 12,000 cars. Additionally, such a cruise ship discharges between 10.2 and 12 tons of waste, 55 to 85 liters of hazardous waste, 60,000 to 120,000 liters of black water (sewage), 1,020,000 liters of grey water (wastewater from sinks and showers), and 25,000 liters of bilge water (water that accumulates in the lowest part of the ship). This all has an enormous impact on the environment in the case of Kotor and such matters are already being topics of discussion among local government. However not much has been done to subdue it.

In response to queries regarding its analysis of the impact of tourism specifically cruise-ship tourism on the bay's biodiversity, the Environmental Agency informed BIRN/CIN-CG that it has "identified potential impacts, but further analysis has yet to be conducted." The agency's general environment report for 2016 mentioned "potential impacts" on the bay's ecosystem. Sea pollution arises from wastewater, solid waste, air pollution (mainly caused by acidifying substances), and noise. (Otašević, 2019)

As detailed in a case study conducted by Ilija Knezevic, (2022)., which examined air pollution in the Port of Kotor, the unique geographical characteristics of the Bay of Kotor have made it a popular destination for tourists. In fact, in 2017, it was ranked as the third busiest port in the Adriatic Sea. Notably, the pollution in this area exhibits a distinct seasonal pattern, a common trait among Mediterranean ports. During the period from May to November, cruise ships were responsible for a significant portion, specifically 82.6%, of the overall air pollution in the region. This underscores the pressing need to address and manage the environmental impact of cruise ship-related pollution in the Bay of Kotor.

Other environmental challenges Kotor is facing due to the large cruise ships influx:

- Ecosystem damage, according to reports, cruise ships also cause harm to the seabed by dragging the anchor along it, resulting in a detrimental impact on organisms such as sponges, coral, sea stars, and other mud-dwelling species.

- Wastewater discharges the passage indicating that cruise ships release wastewater into the bay, introducing foreign substances that disrupt the natural balance of the bay and negatively affect the local ecosystem, including seagrass, clams, and seabed vegetation.
- Impaired photosynthesis the activities of cruise ships, such as the frequent handling and movement of anchors, can alter the distribution of light in the water. This alteration negatively impacts the ability of plants to conduct photosynthesis, thereby endangering several types of algae and seaweed.

This denotes a considerable absence of comprehensive data on cruise ship pollution in Montenegro. The report reveals alarming estimations of daily air pollution, waste, hazardous waste, and various discharges from cruise ships. Despite acknowledging the possible impacts of these issues on the ecosystem of the bay, no further analysis or action has been taken. The significant increase in the number of cruise ships has caused harm to the seabed and disturbed light distribution, posing a threat to marine life and adversely impacting local ecosystems.

In conclusion, the Bay of Kotor's efforts towards environmental sustainability concerning cruise ship tourism have been found to be “*Bad*”, as the negative impacts on air and water quality, waste management, and ecosystem health remain largely unaddressed. Further, proactive measures are necessary to reduce environmental damage and safeguard the fragile ecosystem of the bay.

Porto Montenegro

Porto Montenegro demonstrates a commitment to environmental sustainability through various initiatives.

Energy Efficiency: The use of solar panels for water heating and electric vehicles reflects a dedication to reducing the carbon footprint. These practices align with the principles of renewable energy and reduce greenhouse gas emissions.

Green Key Certificate: The acknowledgment of receiving the World Tourism Organisation's Green Key certificate signifies their engagement in environmental issues and sustainability. This recognition is typically awarded to accommodations with a proven record of environmental responsibility.

Waste Management: Porto Montenegro has established an integrated waste management system. Recycling corners for organic waste, paper, glass, and plastic show a commitment to reducing waste and promoting recycling. The collection and disposal of black and grey water indicate responsible practices in managing wastewater. (SUPERYACHTNEWS, 2020)

Overall, Porto Montenegro's efforts in environmental sustainability appear to be commendable. They have adopted renewable energy sources, promote waste reduction and recycling, and have received recognition for their commitment to environmental responsibility. These actions contribute to a more environmentally friendly approach in their operations and contribute positively to the surrounding area's ecosystem and sustainability. Considering the information provided, the grade for environmental sustainability in Porto Montenegro is “Good”.

Luštica Bay

Luštica Bay's dedication to environmental sustainability is unmistakable through its creative methods for conserving energy and using eco-friendly practices. The implementation of insulated concrete in construction maintains thermal efficiency, hence reducing the energy demands for climate control. The district heating system, operating on water heat pumps, guarantees a carbon-neutral approach for indoor temperature regulation, ultimately reducing the ecological impact of the development. As well as its structural features, Luštica Bay illustrates its devotion to renewable energy by producing electricity through wind turbines. This pledge to eco-friendly energy contributes to a decrease in carbon footprint, aligning with the international sustainability objectives.

Additionally, endeavors to diminish energy usage extend to lighting with low-consumption bulbs positioned all over the development. Giving priority to energy-efficient electrical appliances supports their energy-saving initiatives. Luštica Bay is committed to promoting sustainable transportation through the installation of electric vehicle charging points, which encourages residents to adopt eco-friendly modes of transport. This provision helps in reducing greenhouse gas emissions within the development.

The development's waste management practices lay an emphasis on responsible waste separation, and the sourcing of food from local traders in reusable containers further highlights their commitment to sustainability. Eliminating single-use plastic straws and stirrers, as well as implementing plans to prohibit the use of single-use plastic water bottles, exemplifies Luštica Bay's commitment to reducing plastic pollution and preserving the local environment. In general, Luštica Bay's comprehensive approach to environmental sustainability is aligned with worldwide efforts to mitigate climate change and safeguard the natural beauty of the Montenegrin coast, making it an outstanding example of sustainable development.

Overall, Luštica Bay serves as an outstanding example of sustainable development, contributing positively to climate change mitigation and the protection of the Montenegrin coast's natural beauty. Grade, “Good”.

5. CONCLUSION & RECOMMENDATION

In the preceding section, a comprehensive analysis was conducted to investigate the multifaceted influence of nautical tourism on various dimensions within the specified destinations. This analysis took into account both the positive contributions and potential drawbacks of nautical tourism. A systematic approach was employed to assign scores to each indicator, with a rating of "Good" assigned a score of 3, "Medium" a score of 2, and "Bad" a score of 1. This approach enabled a comprehensive assessment of the impact of nautical tourism across economic, social, cultural, and environmental spheres.

5.1 Tripple Bottom Line Evaluation

Upon aggregating the scores across all key elements and computing the average, we were able to gain a nuanced understanding of the overall impact of nautical tourism within the given destinations. This methodological framework allowed us to discern the complex interplay between nautical tourism and the broader socio-economic and environmental landscape, shedding light on both the benefits and challenges associated with this form of tourism.

Table 4. TBL Key Indicator Analysis

Aspects	Measures				Score		
Economic					Kotor	Luštica Bay	Porto Montenegro
Business viability	Investment	Good	Good	Good	3	3	3
	Expenditure	Medium	Good	Good	2	3	3
	Satisfaction	Medium	Good	Good	2	3	3
	Tourist Arrival	Good	Good	Good	3	3	3
Employment	Number	Good	Good	Good	3	3	3
	Type&Duration of Jobs	Good	Medium	Medium	2	2	2
	Gender equity	Good	Good	Medium	3	3	2
Total Score:					2.57	2.85	2.71

Social					Kotor	Luštica Bay	Porto Montenegro
<i>Quality of Life</i>	Community attitudes to tourism	Medium	Good	Good	2	3	3
	Congestion and crowding	Bad	Good	Good	1	3	3
	Volunteer hours	N/A	Good	Good	N/A	3	3
	Charitable contributions	N/A	Good	Good	N/A	3	3
	Community programs	N/A	Good	Good	N/A	3	3
Total Score:					1.5	3	3
Environmental					Kotor	Luštica Bay	Porto Montenegro
<i>Waste Management</i>	Recycling	Bad	Good	Good	1	3	3
<i>Energy Conversion</i>	Renewable Energy Usage	Bad	Good	Good	1	3	3
<i>Pollution Management</i>	Reduction in Carbon emission	Bad	Good	Good	1	3	3
Total Score:					1	3	3

Source: Own editing of the author based on (Agyciwaah, 2017)

Economic aspects

Kotor

From this table, we may see that when it comes to the Economic aspect Kotor has overall the smallest average rating 2,57 with Tourist Expenditure as well as Tourist Satisfaction making the biggest impact on this grade. Kotor, with its UNESCO World Heritage status, shines economically due to a steady influx of tourists, contributing significantly to Montenegro's economy. However, the town grapples with the downside of its popularity, as overcrowding

and congestion adversely affect the quality of life for both residents and visitors. We may consider these two indicators interconnected, in particular, the more satisfied tourists are with a destination, the more they will recommend it to others, the more they will generate new tourists for the destination, the more they will enhance the destination's reputation, the more they will accept higher prices and, consequently, the more they will generate higher profits for the destination. (Wang, 2017). Besides this Kotor's rating is also influenced by its Job market, while having immense potential for employment, its influence is very limited due to seasonality. While Cruising destinations have somewhat longer season than traditional tourist hotspots, its seasonal employment model limits diversified job opportunities for the local population, which is a critical issue requiring long-term solutions. Compared to other two nautical destinations Luštica Bay and Porto Montenegro with somewhat better gradings.

Luštica Bay

The financial stability of Luštica Bay shines as a beacon of success. This luxury resort, strategically positioned to attract high-income tourists, boasts a strong financial profile. The Orascom Group's consolidated financial report, published on the Montenegrin Stock Exchange, shows an annual income of £3.5 million. This remarkable figure underlines the significant income potential associated with high-end properties catering to an affluent clientele. Its financial stability is indeed commendable, especially when taking into account factors such as the limited number of berths (200) and the ongoing development of the project at 10%. From perspective of satisfaction many visitors praise the beautiful coastline and amenities; however, concerns are voiced regarding access to the beach, security procedures, and the limited presence of greenery. Luštica Bay is sometimes viewed as more suitable for those with high incomes.

Despite these challenges, the overall impression leans toward the favorable side, indicating a generally content tourist base. Luštica Bay's role in job creation and its commitment to gender equality are notable features of its economic sustainability. More than 600 people have benefited from the employment opportunities created by the estate, and this number is expected to increase as development continues. However, approximately 30% of the jobs created are seasonal, in line with the fluctuating demand in the tourism and hospitality sector during peak tourist seasons, and this is what takes toll on Luštica rating from the perspective of employment in this economic aspect. On the other side its commitment to promoting gender equity in the workforce is evident, and further initiatives bolstering its dedication to human

capital development like offering vocational training programs and internships contribute to an inclusive and fair work environment, a key aspect of economic sustainability.

Porto Montenegro

Porto Montenegro with its 2,71 grade in Economic aspect represents a remarkable case of substantial investment, with a total of \$794.5 million committed to its development, far exceeding the originally agreed investment of \$450 million. Porto Montenegro also plays a pivotal role in local employment, providing a livelihood for approximately 800 to 1,160 employees, both permanent and seasonal, which makes them one of the biggest employers in the country. And while it is a significant contributor to the local workforce, its reliance on seasonal employment (approximately 150-200 jobs) highlights the need for more sustainable, long-term employment opportunities. In addition to that, the lack of information on gender equality suggests that this may not be its current focus. Therefore, the employment aspect of Porto Montenegro is rated as 'medium', indicating positive impacts but also areas for improvement. To achieve a higher rating, just like Kotor and Luštica Bay, Porto Montenegro should prioritize the creation of more permanent jobs and address gender equality within its workforce. Porto Montenegro enjoys an excellent reputation among tourists, as can be seen in the research above. Overall, the economic sustainability of Porto Montenegro is robust, characterized by significant investment, substantial employment opportunities, and high levels of tourist satisfaction. While there are areas for improvement, the economic impact of the destination is commendable.

Social aspects

Porto Montenegro & Luštica Bay

When it comes to community involvement and social responsibility in the case of Luštica Bay and Porto Montenegro, we can see that there is a certain continuity. We can also see that the private sector and large companies managing these two destinations are aware of their role in the community and take this responsibility seriously. These results seem realistic and expected. As also mentioned by (Lund-Durlache, 2015) the tourism industry, much like in other sectors, the integration of Corporate Social Responsibility (CSR) has evolved into a fundamental element of company strategies. In order to thrive in the coming years, tourism companies need to consistently integrate and implement CSR initiatives as an essential part of their operations. In the case of Luštica Bay, its commitment to community involvement and corporate social

responsibility is evident through its support and collaboration in over 200 initiatives and its contributions of over two million euros to various CSR projects. Its charitable contributions also include support for sports initiatives, which are in line with the community's aspirations for a healthier and more engaged future.

Fedor, F&B Manager at The Chedi Luštica Bay, highlights the hotel's important role in promoting community involvement and social responsibility within its operations. Positioned as a cornerstone of the local community, The Chedi places a strong emphasis on hiring local talent and organizing events to promote tourism and support small businesses in the region. By prioritizing local hiring and facilitating community-focused initiatives, the hotel aims to promote economic growth and opportunity in the area.

The Chedi also encourages its staff to actively participate in environmental conservation efforts, such as outdoor clean-ups and reforestation projects, instilling a culture of environmental awareness and community pride in its employees. In addition, the hotel actively works with local producers, contractors and businesses to promote sustainable development and contribute to the prosperity of the local economy. Through strategic partnerships and sponsorship of community events, The Chedi integrates sustainability into its business model, benefiting not only Luštica Bay but Montenegro as a whole.

The Chedi demonstrates its commitment to social responsibility through philanthropic endeavors, including direct donations and educational programs aimed at enriching the local community. By engaging in activities that promote social cohesion and economic prosperity, the hotel seeks to create a positive impact beyond its own operations and solidify its position as a responsible corporate stakeholder in Montenegro's prominent nautical hub.

Both Luštica Bay and Porto Montenegro prioritize the provision of a high quality of life for their residents. These destinations serve not only as nautical tourism hotspots but also as luxury residential areas, ensuring that the well-being and satisfaction of residents remain paramount. With a focus on luxury amenities, upscale infrastructure, and exclusive services, both Luštica Bay and Porto Montenegro are dedicated to providing residents with a premium living experience. From waterfront residences and state-of-the-art facilities to vibrant social scenes and cultural offerings, these destinations are dedicated to enhancing the quality of life for their discerning residents. In this context, both Luštica Bay and Porto Montenegro demonstrate a clear commitment to prioritising the quality of life for their residents. This commitment is reflected in a number of key indicators of community well-being and social development, which can be rated as "*Good*".

Kotor

In Kotor, nautical tourism has undeniably brought about economic advantages for the local community, providing income and job opportunities, as mentioned previously.

A significant portion of residents has found employment in various sectors catering to tourists, thereby bolstering the town's economy. This, in turn, has spurred business growth, giving rise to an array of new enterprises to meet the demands of visitors. Local businesses such as souvenir shops, eateries, and artisanal stores have flourished, creating entrepreneurial opportunities and stimulating the overall economy. Additionally, the influx of tourists has spurred investments in infrastructure, leading to enhancements in transportation, roads, and public assets. These improvements not only enhance the tourist experience but also benefit the local populace.

But as it was stated by (Ministry of Sustainable Development and Tourism, 2016) The growth of cruise tourism is of importance for the economy of one state, in this case of Montenegro, only if this growth is sustainable. The concept of sustainable growth and development implies balancing economic, social, and environmental requirements in order to ensure the meeting of the needs of the present generation, without jeopardizing the possibility of future generations to meet their own needs. (Klein, 2011)

However, alongside these positive impacts, the dark side of the tourism surge must be acknowledged. Over-tourism, particularly during the peak season, has led to overcrowding, making it less enjoyable for local residents to navigate their own town. This congestion can disrupt the daily lives of inhabitants, especially in the historic city center. The heightened demand for housing from tourists has driven up real estate prices, making it increasingly challenging for local residents, especially in the city center, to find affordable housing. Overwhelmed by mass tourism, the local culture and authenticity can diminish as businesses prioritize tourists, potentially overshadowing the conventional way of life and cultural traditions of the community.

Environmental aspects

Kotor

The impact of cruise ship pollution on air and water quality, waste management, and the overall health of the ecosystem remains a pressing concern. The available data, though limited, underscores the severity of these issues. Furthermore, while there is a recognition of the potential impacts on the bay's biodiversity, comprehensive analysis and decisive actions to mitigate these problems have been notably lacking.

The city has no recognized marine reserves, ships can use cheaper sulfur-based oil, and there are no restrictions on noise, which is known to harm organisms such as fish, dolphins, and turtles. Kotor's location at the end of the Boka Kotorska Bay, surrounded by large mountains - means that gases emitted by cruise ships linger longer, damaging local air quality. ("A rising tide: 'over-tourism' and the curse of the cruise ships")

The seasonal pattern of pollution, with cruise ships contributing significantly during the tourist season, emphasizes the need for more proactive measures to manage and minimize the environmental consequences of cruise ship-related activities. The disruptions caused to the seabed, water quality, and the overall ecological balance by these vessels require immediate attention and sustainable solutions.

Considering these challenges and the absence of comprehensive actions, the environmental sustainability of cruise ship tourism in Kotor is currently in a precarious state, meriting a "*Bad*" rating. To safeguard the delicate ecosystem of the bay and promote a healthier coexistence between tourism and the environment, concerted efforts and stringent policies are essential.

Porto Montenegro

Despite being graded as Good in its fight for environmental preservation and sustainability, Porto Montenegro is not only a good example but also the leader in Montenegro when it comes to sustainable practices. Similar may be said in the case of Luštica Bay. Porto Montenegro has a strong commitment to environmental sustainability. They have implemented several notable initiatives to reduce their environmental impact. A key focus is energy efficiency, with the use of solar panels for hot water and electric vehicles, in line with renewable energy principles and helping to reduce greenhouse gas emissions.

Their commitment to environmental responsibility is underscored by the World Tourism Organisation's Green Key certification. This certificate recognises their proven track record in environmental responsibility and sustainability, a notable achievement in the hospitality sector. Porto Montenegro also has a comprehensive waste management system in place, with recycling facilities for organic waste, paper, glass and plastic. Their responsible collection and disposal of black and grey water reflects their commitment to environmentally sound wastewater management.

In conclusion, Porto Montenegro's efforts towards environmental sustainability are commendable. They actively use renewable energy, focus on waste reduction and recycling, and have received recognition for their commitment to environmental responsibility. These actions make a positive contribution to the surrounding ecosystem and demonstrate a genuine commitment

to sustainability. Porto Montenegro therefore deserves a 'Good' rating for its environmental sustainability practices.

Luštica Bay

Luštica Bay's commitment to environmental sustainability is evident in its innovative approaches to energy conservation and environmentally friendly practices. They focus their sustainability on waste management and recycling but also on their construction materials, i.g. they use insulated concrete in their construction processes, improving thermal efficiency and reducing the need for energy-intensive air conditioning. In addition, the district heating system, powered by water heat pumps, ensures a carbon-neutral approach to indoor temperature control, significantly reducing the environmental impact of the development. The commitment to renewable energy is further exemplified by the use of wind turbines to generate electricity, in line with global sustainability objectives and reducing the carbon footprint.

The focus on energy reduction extends to lighting with the use of low-consumption light bulbs throughout the development. Energy-efficient electrical appliances are also prioritized to support the energy-saving initiatives. Luštica Bay promotes sustainable transport by installing electric vehicle charging points to encourage residents to choose greener modes of transport and effectively reduce greenhouse gas emissions.

In terms of waste management, they emphasize responsible waste separation and their use of reusable containers for locally sourced food underlines their commitment to sustainability. Their initiatives to eliminate single-use plastic straws and stirrers and their plans to ban single-use plastic water bottles demonstrate a proactive approach to reducing plastic pollution and preserving the local environment.

Such positive examples may be seen in the case of Chedi Hotel, as mentioned before key stakeholders in Luštica Bay, and one of the leading environmentally concise and friendly companies in Montenegro.

Here are some of its positive practices:

Waste Segregation

The hotel has implemented a robust waste segregation program, with 70% of waste being segregated. This initiative aims to minimize landfill waste and promote recycling and proper disposal practices.

Reduction of Plastic Usage

The Chedi has significantly reduced its use of plastic, with a 70% reduction overall and a nearly 90% reduction in plastic usage within the F&B department. This includes initiatives such as the use of reusable glass water bottles in place of single-use plastics.

Local Sourcing

Approximately 90% of kitchen and bar supplies are sourced locally, even at higher prices, in order to support local businesses and reduce the carbon footprint associated with transportation. The emphasis on local sourcing extends to the wine list, with 70% sourced regionally and 30% from Montenegro.

Energy Efficiency

The hotel has implemented a number of energy-saving measures, including the use of movement detectors in worker areas to minimize unnecessary energy usage and a sophisticated lighting system in guest areas to balance ambiance with electricity conservation. Additionally, during winter periods, unused buildings and public areas are taken "off-the-grid" to reduce energy consumption.

Water Conservation

Measures such as installing more efficient sinks and implementing water filtering systems aim to minimize water consumption and reduce waste. Furthermore, the hotel implements a policy of food waste segregation across the entire premises. The food waste is then supplied to local farms, where it is used as cattle feed.

In summary, Luštica Bay's comprehensive approach to environmental sustainability aligns perfectly with global efforts to combat climate change and protect the natural beauty of the Montenegrin coast. Its commitment to sustainability is indeed commendable and sets a high standard for sustainable development.

5.2 SDGs Alignment Results

SDG 14 outlines targets for preserving marine ecosystems and ensuring sustainable ocean management. These targets include reducing marine pollution, managing ecosystems, mitigating ocean acidification, regulating fisheries, conserving coastal areas, eliminating harmful fishing subsidies, and adhering to international maritime law. However, Montenegro's progress report towards these targets lacked data for the specified indicators. However,

information similar to the required indicators was available for five metrics, providing a limited perspective on progress. In the future, these indicators will be used to assess Montenegro's progress in achieving **SDG 14** objectives.

SDG 14 targets a range of objectives, such as preventing and reducing marine pollution (14.1), sustainably managing marine and coastal ecosystems (14.2), mitigating the impacts of ocean acidification (14.3), regulating fisheries effectively (14.4), conserving coastal and marine areas (14.5), eliminating subsidies that contribute to overfishing (14.6), providing access for small-scale fisheries (14.b), and adhering to international maritime law (14.c). While some of them being mentioned and in direct connection with the Nautical Tourism direct and indirect influence on marine environment. (Government of Montenegro, 2022)

The establishment of a wastewater treatment plant (WWTP) in 2014 is significant for areas with high nautical tourism activity, such as Kotor. This is emphasized in the study, which highlights the environmental and infrastructural problems faced by the area. Kotor Bay's pristine waters and scenic beauty attract tourists, especially those interested in nautical activities. However, the increase in tourism and related infrastructure often results in higher levels of pollution and environmental degradation, which poses a threat to the delicate marine ecosystems.

By addressing marine pollution through the WWTP, Montenegro not only protects its coastal environment but also enhances the attractiveness of destinations such as Kotor for nautical tourism. Clean and unpolluted waters are crucial for activities such as sailing, yachting, and recreational boating, which are essential to the tourism experience in Kotor. Therefore, initiatives such as the WWTP not only fulfil SDG target 14.1 but also indirectly support sustainable nautical tourism by preserving the natural beauty and ecological integrity of coastal areas like Kotor.

Considerable progress has been also made towards achieving SDG target 14.2, which focuses on the sustainable management of marine and coastal ecosystems. The enactment of the Law on Protection of the Marine Environment in 2019, which is centered on an ecosystem-based approach, represents a significant milestone. This legislation facilitated the Initial Assessment of the Marine Environment's Status and the formulation of objectives for attaining good ecological status (GES). Furthermore, the completion of the Draft Marine Ecosystem Monitoring Programme in late 2021, in accordance with EU directives, illustrates continuous endeavours to preserve and improve GES.

Despite these advancements, the implementation of measures related to spatial management and construction outlined in the National Sustainable Development Strategy (NSSD) 2030 has made little headway. Coastal areas, especially ecologically valuable zones, continue to be vulnerable to pressures from the construction industry. Furthermore, the special nature reserves of Dražin vrt and Sopot in the Bay of Kotor have been granted extended preventive protection. This expansion has added 4,764.7 hectares to the protected areas, marking the first time that marine ecosystems, including the narrow coastal land area, have been protected. Despite this progress, Montenegro's protected marine area remains at only 0.98%. Indicator 14.5.1 is not currently monitored nationally. It assesses the mean percentage of each key biodiversity area covered by protected areas. (Government of Montenegro, 2022)

Frigure 11. Assesment of SDG 14 Trend

The assessment for SDG 14 is shown in the figure below:

Available indicators	Trend 2016–2021	SDG targets	Status
Index TRIX		14.1	
14.2.1 Use of an ecosystem-based approach		14.2	
pH value		14.3	
MSY assessment, data on reported catch	 	14.4	
Area of marine protected areas		14.5	
		14.6	
		14.b	
		14.c	
		SDG 14	

Source: (Government of Montenegro, 2022)

In relation to nautical and marine tourism, sustainable management practices are crucial for preserving the natural beauty and ecological integrity of coastal areas. This is vital for attracting tourists and ensuring that marine and coastal ecosystems remain healthy and vibrant, providing visitors with enriching experiences while safeguarding the environment for future generations to enjoy.

Although research may not be directly related to education, there may be potential connections and alignment with the objectives of **SDG 4**.

Research in education may involve raising awareness about sustainability issues, such as the environmental impact of nautical tourism, among stakeholders including tourists, industry players, and local communities. By providing information and promoting

understanding of environmental conservation and sustainable practices, your research contributes to educating individuals.

Capacity-building activities, such as training programs or educational initiatives, may also be involved in promoting sustainable tourism practices among industry stakeholders. Your research enhances the knowledge and skills of individuals involved in the tourism sector, contributing to building capacity for sustainable development, which aligns with the objectives of SDG 4.

The research findings and recommendations may inform ongoing learning and adaptation within the tourism industry, encouraging continuous improvement and innovation in sustainability practices. Your research contributes to the advancement of sustainable tourism development, which is essential for achieving SDG 4, by promoting lifelong learning and knowledge-sharing among industry stakeholders.

Collaboration and partnerships with various stakeholders, including government authorities, industry players, academia, and civil society organizations, may be necessary to address sustainability challenges in the nautical tourism sector. By fostering partnerships and engaging multiple stakeholders, your research contributes to creating synergies and leveraging collective action towards achieving SDG 4 and other sustainable development goals.

5.3 Recommendation for Further Development of Nautical Destinations

As we have registered the weaknesses of all our examined subjects, we will now try to put emphasis on possible solutions.

Luštica Bay

- We have concluded that Luštica Bay met its limits in the case of the Seasonal workforce, beside that we also suggested some additional efforts towards environment preservation.
- Biodiversity conservation: To further protect the local ecosystem, Luštica Bay could consider establishing marine protected areas or underwater reserves. These areas can help conserve marine life and provide a unique attraction for tourists interested in ecotourism. (Marković, 2020)
- Diversify the tourism offer: Luštica Bay can work on diversifying its tourism offerings to attract visitors throughout the year. This could include promoting off-season events such as cultural festivals, wellness retreats or adventure sports. (Ćorluka, 2019) state,

for example, that the most commonly advocated strategies include variations in product mix, market diversification, price differentials and government policies.

- Local community engagement: Encourage greater engagement with the local community. This could include promoting cultural and historical exchange programmes between residents and tourists. This would help bridge the gap between the two and create a more immersive and authentic experience for visitors.
- Skills training programmes: Invest in training and skills development programmes for the local workforce to make them more versatile and able to work in different roles. This can help to reduce reliance on seasonal employment. (Organization, 2010)

Porto Montenegro

In case of Porto Montenegro we have also encountered few weak points regarding the Gender Equity in employment, and also as in case of Luštica Bay seasonality.

- Raise awareness: Educate industry stakeholders about the importance of gender equality. Highlight the benefits it brings to business, society and the economy.
- Eliminate gender bias: Develop and enforce policies that prevent discrimination and bias in hiring, promotion and pay. Ensure transparent pay structures and equal pay for equal work.
- Provide training and skills development: Provide training and skills development programmes that enable women to excel in all roles within the industry, including leadership positions. Encourage women to pursue careers in male-dominated fields.
- Leadership and mentorship: Promote female leadership in tourism organizations through mentorship programs and leadership development initiatives. Encourage women to become role models and mentors for the next generation.
- Flexible working arrangements: Implement flexible work arrangements, such as part-time options, remote working or job sharing, to meet the needs of both women and men, especially those with caring responsibilities.
- Family-friendly policies: Offer family-friendly policies, including parental leave, on-site childcare facilities, and lactation rooms, to support working mothers and fathers.
- Develop a gig work platform: Create a gig work platform for seasonal workers to register and be available for hire during peak demand, streamlining the hiring process.

- Work with local institutions: Partner with local vocational schools, colleges, and universities to establish internship and work-study programs to provide a talent pool during peak seasons.

Kotor

Overtourism

- Implement a reservation or visitor limit system for popular tourist sites, especially during peak seasons, to reduce overcrowding and improve visitor experience.
- Consider imposing visitor limits on cruise ships to reduce environmental and social impacts.

Environmental protection

- Develop and enforce regulations on boat traffic, especially large cruise ships, to minimise pollution in the bay and preserve the local ecosystem.
- Promote and support marine reserves or protected areas to protect marine life and the environment.
- Explore opportunities to use renewable energy sources, such as wind turbines, to reduce the carbon footprint.
- Increase berthing capacity: In order to reduce dependence on anchorages, consideration should be given to expanding and improving berthing facilities in the port of Kotor. This could include extending existing berths or building new ones to accommodate more cruise ships. This would help minimise the need for ships to anchor, thereby reducing emissions and air pollution damage.
- Improve manoeuvring procedures: Implement more efficient and less polluting manoeuvring procedures for cruise ships. Work on simplifying and streamlining the navigation process, especially during busy seasons. This would help reduce emissions from complex manoeuvres.
- Incentivise cleaner ships: Encourage cruise lines to use cleaner and more environmentally friendly ships. This could be achieved by offering preferential berthing rates or other incentives to ships that meet higher environmental standards. The use of clean technologies could significantly reduce air pollution.
- Monitoring and reporting: Establish a robust system for monitoring and reporting air pollution emissions from cruise ships. Cruise lines should be required to accurately

report their emissions, and regular monitoring can ensure compliance. Penalties for exceeding emission limits can further incentivise cleaner practices.

- **Environmental fees:** Consider introducing environmental fees for cruise ships based on their emissions and environmental impact. These fees can be reinvested in projects to reduce air pollution and other environmental damage.
- **Working with cruise lines:** Work with cruise lines to develop and implement best practices to reduce emissions at the Port of Kotor. Cruise lines can contribute by using shore power when docked, managing waste responsibly and minimising engine idling.
- **Alternative energy sources:** Explore the use of alternative energy sources for port operations and cruise ships, such as shore power (cold ironing) to reduce the use of on-board generators when docked. This would significantly reduce air pollution.
- **Public awareness:** Raise public awareness of the environmental challenges associated with cruise ship emissions. Engage local communities and tourists to support cleaner practices and promote responsible tourism.

Waste management

- Establish and enforce strong waste disposal and recycling regulations.
- Discourage the use of single-use plastics through bans and awareness campaigns.
- Encourage responsible waste separation by residents, businesses and tourists.

Limitations of the study

This research aims to provide insights into the sustainability of nautical tourism in Montenegro and its associated destinations. However, it is important to acknowledge certain limitations inherent in the study. One limitation pertains to the availability and reliability of data, particularly concerning the environmental and socio-economic impacts of nautical tourism activities. Although we have made efforts to collect comprehensive data from various sources, there may still be gaps or inconsistencies that could affect the accuracy of our analysis.

The subjective nature of sustainability assessment also challenges the effectiveness of sustainability initiatives and practices. Although objective criteria and standardized frameworks, such as the Triple Bottom Line approach, have been applied, there may still be inherent biases or limitations in the assessment methodology. Achieving consensus on

evaluation criteria and outcomes can be challenging due to divergent perspectives on what constitutes sustainability among different stakeholders.

The generalisability of the results is possibly limited to the specific context of Montenegro and the destination. Although the study's insights may offer valuable lessons for other coastal destinations facing similar sustainability challenges, the unique socio-economic, environmental, and cultural contexts of each destination may require tailored approaches to sustainable tourism management.

Future Research Direction

Future research in sustainable tourism, particularly in the realm of nautical and marine tourism, presents a rich opportunity to deepen our understanding of critical sustainability issues and advance innovative solutions. Exploring cutting-edge technologies and novel practices holds promise for enhancing the sustainability of nautical tourism operations. By investigating advancements in areas such as renewable energy, waste management, and eco-friendly infrastructure, researchers can identify strategies to minimize the environmental footprint of marine tourism activities.

Moreover, there is a pressing need for comprehensive studies that delve into the socio-cultural impacts of nautical tourism on local communities. Such research endeavors could delve into the complexities of cultural preservation, community engagement, and the socio-economic dynamics inherent in tourism development along coastal regions. Understanding how nautical tourism influences local cultures, traditions, and livelihoods is essential for crafting sustainable tourism strategies that strike a balance between economic growth and cultural preservation. In addition to socio-cultural considerations, future research should examine the role of governance mechanisms and policy frameworks in fostering sustainable nautical tourism practices. By conducting comparative analyses of diverse destinations, researchers can glean valuable insights into effective policy interventions and regulatory measures that promote environmentally responsible tourism development. Furthermore, exploring stakeholder engagement processes and participatory decision-making mechanisms can facilitate collaboration among various stakeholders, ensuring that tourism initiatives align with local needs and priorities.

By addressing these key research areas, scholars and practitioners can contribute to the advancement of sustainable nautical tourism practices, ultimately fostering greater harmony between tourism development, environmental conservation, and community well-being.

SUMMARY

This research provides us with valuable insights into the benefits and barriers associated with the development of sustainable nautical tourism in the above destinations. We used the Triple Bottom Line (TBL) model to detect noteworthy obstacles, including community engagement issues and cultural erosion due to over-tourism in the case of Kotor, as well as pollution and waste management challenges due to the large influx of cruise ships. This study has provided us with a thorough understanding of the issues that need to be addressed.

Crucially, the findings highlight that there are many viable solutions that can help to mitigate these negative impacts and emphasize the positive aspects of tourism in these areas. In contrast, we also investigated two exclusive destinations, Luštica Bay and Porto Montenegro, which serve as examples of how effective destination management and corporate social responsibility (CSR) practices can bring out the best in a nautical tourism destination. It is worth bearing in mind, nonetheless, that even these locations are not completely resistant to challenges. Seasonality, which affects both tourism and job availability, has a slightly unfavorable impact on the overall image of the destination.

Additionally, the research highlights the significance of government influence on the development of tourism. It is crucial to align policies with the strategic growth of a destination to guarantee sustainable expansion.

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