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UNIVERSITY OF MONTENEGRO | FACULTY OF MARITIME
STUDIES KOTOR

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PDV 30/31-03951-6



Kotor, 21.02.2025.

Broj 01-604

UNIVERZITET CRNE GORE
Odbor za doktorske studije
Senat Univerziteta
PODGORICA

Poštovani,

U prilogu dostavljam odluku Vijeća Pomorskog fakulteta Kotor, obrazac D2 i ostalu potrebnu dokumentaciju u vezi formiranja komisije za ocjenu doktorske disertacije »Aktivnosti u zaleđu morske luke koje determinišu njenu konkurentnost u intermodalnom transportu s osvrtnom na Jugoističnu Evropu« kandidata mr Dalibora Pelevića.

Posebno napominjem da je (u smislu proteka vremenskog roka između sjednice Vijeća i dostave ovih materijala na dalji postupak) kandidat predao doktorsku disertaciju 1.11. 2024. godine u kojem trenutku je imao prihvaćen naučni rad shodno čl. 38 Pravila doktorskih studija. Vijeće je utvrdilo predlog komisije za ocjenu doktorske disertacije na sjednici od 6.11. 2024.. Doktorska disertacija je poslata Odboru za doktorske studije radi evaluacije dana 21.11. 2024. godine, nakon čega je shodno mišljenju Odbora broj 01/2-586271 od 12.12. 2024. godine, rad trebalo korigovati. Nakon korekcije, dobili smo mišljenje Odbora broj 01/2-523 od 27.01. 2025. godine da nema elemenata koji bi ukazivali na plagiranje pa se može nastaviti procedura. Nakon dobijanja ovog mišljenja kandidat i mentor su napravili dogovor da se sačeka do objavljivanja naučnog rada i da procedura tada bude nastavljena. Obrazac D2 je dostavljen Fakultetu dana 20.02. 2025. godine na dalji postupak.

Srdačno,

DEKANICA

Prof.dr Tatijana Dlabac

Tatijana Dlabac



Na osnovu čl. 64. Statuta Univerziteta Crne Gore i čl. 38, 41. stav 1 Pravila doktorskih studija, Vijeće Pomorskog fakulteta Kotor na sjednici održanoj dana 6. 11. 2024. godine, donijelo je

ODLUKU

1. Utvrđuje se da su ispunjeni uslovi iz Pravila doktorskih studija za dalji rad na doktorskoj disertaciji „Aktivnosti u zaleđu morske luke koje determinišu njenu konkurentnost u intermodalnom transportu s osvrtnom na jugoistočnu Evropu“, doktoranda mr Dalibora Pelevića.
2. Predlaže se Odboru za doktorske studije i Senatu Univerziteta Crne Gore da formira komisiju za ocjenu doktorske disertacije „Aktivnosti u zaleđu morske luke koje determinišu njenu konkurentnost u intermodalnom transportu s osvrtnom na jugoistočnu Evropu“, doktoranda mr Dalibora Pelevića u sastavu:
 - **dr Nikša Grgurević, vanredni profesor Univerziteta za poslovni inženjering i menadžment Banja Luka, oblast Međunarodna ekonomija, predsjednik,**
 - **doc.dr Ranka Krivokapić, Pomorski fakultet Kotor, oblast Menadžment u pomorstvu, član,**
 - **dr Mimo Drašković, redovni profesor Pomorskog fakulteta Kotor, oblast Menadžment u pomorstvu, mentor.**
3. Odluka se sa pratećim materijalima dostavlja Odboru za doktorske studije i Senatu Univerziteta Crne Gore.

O b r a z l o ž e n j e

Doktorand mr Dalibor Pelević uradio svoju doktorsku disertaciju „Aktivnosti u zaleđu morske luke koje determinišu njenu konkurentnost u intermodalnom transportu s osvrtnom na jugoistočnu Evropu“, istu predao i uputio molbu Komisiji za doktorske studije i Vijeću Pomorskog fakulteta Kotor da predlože sastav Komisije za ocjenu disertacije.

Na osnovu podnijete dokumentacije i saglasnosti Komisije za doktorske studije, Vijeće je donijelo odluku kao u dispozitivu.

Odluka se sa pratećim materijalima dostavlja Odboru za doktorske studije i Senatu Univerziteta Crne Gore.

VIJEĆE POMORSKOG FAKULTETA KOTOR

Broj 01- 3821
Kotor, 6.11. 2024.

DEKANICA
Prof.dr Tatijana Dlabač



ISPUNJENOST USLOVA DOKTORANDA

OPŠTI PODACI O DOKTORANDU			
Titula, ime, ime roditelja, prezime	mr Dalibor Borislav Pelević		
Fakultet	Pomorski fakultet Kotor		
Studijski program	Menadžment u pomorstvu i logistika – doktorske studije		
Broj indeksa	2/M-2018		
NAZIV DOKTORSKE DISERTACIJE			
Na službenom jeziku	Aktivnosti u zaleđu morske luke koje determinišu njenu konkurentnost u intermodalnom transportu s osvrtom na Jugoističnu Evropu		
Na engleskom jeziku	Activities in hinterland of sea port that determine its competitiveness in intermodal transport with a view to Southeastern Europe		
Naučna oblast	Društvene nauke. Menadžment u pomorstvu		
MENTOR/MENTORI			
Prvi mentor	dr Mimo Drašković, redovni profesor	Pomorski fakultet Kotor, Univerzitet Crne Gore	Menadžment u pomorstvu i logistika
Drugi mentor			
KOMISIJA ZA PREGLED I OCJENU DOKTORSKE DISERTACIJE			
dr Mimo Drašković, redovni profesor	Pomorski fakultet Kotor, Univerzitet Crne Gore	Menadžment u pomorstvu i logistika	
dr Nikša Grgurević, vanredni profesor	Fakultet za menadžment Herceg Novi, Univerzitet Adriatik Bar	Međunarodna ekonomija	
dr Ranka Krivokapić, docent	Pomorski fakultet Kotor, Univerzitet Crne Gore	Menadžment u pomorstvu i logistika	
Datum značajni za ocjenu doktorske disertacije			
Sjednica Senata na kojoj je data saglasnost na ocjenu teme i kandidata	15.10.2020.		
Dostavljanja doktorske disertacije organizacionoj jedinici i saglasnost mentora	1.11.2024.		
Sjednica Vijeća organizacione jedinice na kojoj je dat prijedlog za imenovanje komisija za pregled i ocjenu doktorske disertacije	6.11.2024.		
ISPUNJENOST USLOVA DOKTORANDA			
Spisak radova doktoranda iz oblasti doktorskih studija koje je publikovao u časopisima sa (upisati odgovarajuću listu)			

Rad na SSCI listi:

1. **Pelevic, D.,** Delibasic, M., Aksentijevic, S. (2024), "Economic perspectives of small container ports in Southeast Europe", *International Journal of Scholarly Papers Transformations in Business & Economics (TIBE)*, VILNIUS UNIVERSITY, Kaunas-Vilnius, Republic of Lithuania.

Link I dokaz za JCR: https://mjl.clarivate.com://search-results?issn=1648-4460&hide_exact_match_fl=true&utm_source=mjl&utm_medium=share-by-link&utm_campaign=search-results-share-this-journal

Pored časopisa na SSCI listi, doktorand je publikovao i jedan rad u časopisu rangiranom na ESCI listi:

2. **Pelevic, D.** (2021), "Development of Logistics Routes of Intermodal Transport in the Eastern Adriatic", *Montenegrin Journal of Economics*, Vol. 17, No. 4, pp. 193-202.

DOI: 10.14254/1800-5845/2021.17-3.16

Link: https://mnje.com/sites/mnje.com/files/193-202_-_pelevic_-_rrr.pdf

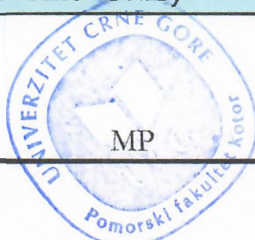
Dokaz za JCR: https://mjl.clarivate.com://search-results?issn=1800-5845&hide_exact_match_fl=true&utm_source=mjl&utm_medium=share-by-link&utm_campaign=search-results-share-this-journal

Obrazloženje mentora o korišćenju doktorske disertacije u publikovanim radovima

Doktorand Dalibor Pelević objavio je nekoliko radova u kojima je koristio saznanja i zaključke iz djelova doktorske disertacije. Posebno se ističe rad "Economic perspectives of small container ports in Southeast Europe" objavljen u časopisu *Transformations in Business & Economics*, koji se nalazi na SSCI listi. Nalazi iz istraživačkog djela doktorske disertacije su korišćeni kao smjernice za pisanje i konačno oblikovanje rada. Takođe, određeni rezultati istraživanja iz doktorske disertacije su našli primjenu i u radu "Development of Logistics Routes of Intermodal Transport in the Eastern Adriatic", objavljenom u časopisu *Montenegrin Journal of Economics*, koji se nalazi u Q1 SCOPUS baze naučnih radova. Prethodno iznijeto govori u prilog ozbiljnosti i kvalitetu doktorske disertacije kandidata Dalibora Pelevića, koja je predmet ovog izvještaja.

Datum i ovjera (pečat i potpis odgovorne osobe)

U Kotoru,



DEKAN
J. Halilović

Prilog dokumenta sadrži:

1. Potvrdu o predaji doktorske disertacije organizacionoj jedinici
2. Odluku o imenovanju komisije za pregled i ocjenu doktorske disertacije
3. Kopiju rada publikovanog u časopisu sa odgovarajuće liste

4. Biografiju i bibliografiju kandidata
5. Biografiju i bibliografiju članova komisije za pregled i ocjenu doktorske disertacije sa potvrdom o izboru u odgovarajuće akademsko zvanje i potvrdom da barem jedan član komisije nije u radnom odnosu na Univerzitetu Crne Gore



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PIB 02016702

PDV 30/31-03951-6



BUREAU
VERITAS



Kotor, 1.11. 2024.

Broj 01-3763/1

Pomorski fakultet Kotor Univerziteta Crne Gore, izdaje sljedeću

POTVRDU

Potvrđuje se da je doktorand mr Dalibor Pelević dana 1.11. 2024. godine predao na ocjenu svoju doktorsku disertaciju pod nazivom »Aktivnosti u zaleđu morske luke koje determinišu njenu konkurentnost u intermodalnom transportu s osvrtnom na Jugoistočnu Evropu «.

SEKRETAR
Vera Popović

UNIVERZITET CRNE GORE			
POMORSKI FAKULTET KOTOR			
Primjeno	01.11.2024.		
Org. jed.	Broj	Prijava	Vrijednost
01-	3763		

POMORSKI FAKULTET KOTOR
KOMISIJI ZA DOKTORSKE STUDIJE
VIJEĆU FAKULTETA

PREDMET: Predaja doktorske disertacije

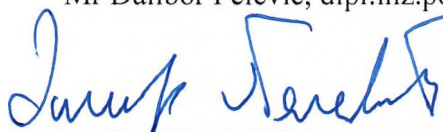
Poštovani,

Predajem svoju doktorsku disertaciju pod nazivom "Aktivnosti u zaleđu morske luke koje determinišu njenu konkurentnost u intermodalnom transportu s osvrtom na Jugoistočnu Evropu", u pisanoj i elektronskoj formi sa pratećim izjavama. Takođe predajem i pisanu saglasnost mentora, biografiju i kopije naučnih radova. Molim da predložite sastav komisije za ocjenu moje doktorske disertacije i sprovedete dalji postupak.

Srdačno,

Doktorand,

Mr Dalibor Pelević, dipl.inž.pomorstva



Biografija

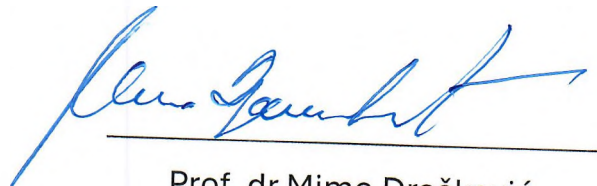
Dalibor Pelević je rođen 20.9.1981. na Cetinju, Crna Gora. Završio je Osnovnu školu „Blažo Jokov Orlandić“ u Baru i gimnaziju „Niko Rolović“ u Baru, smjer prirodno-matematički. 2000. upisuje Pomorski fakultet Univerziteta Crne Gore. Diplomira na odsjeku za Upravljanje 2004. (smjer-pomorsko brodrastvo) sa prosječnom ocjenom u toku studija 8.45 i ocjenom 10 na diplomskom ispitu. Magistarske studije upisuje 2005. na Fakultetu Organizacionih Nauka Univerziteta u Beogradu. Studije završava sa prosječnom ocjenom 10 i akademski naziv Magistra nauka stiče 2010. Nakon završenog pripravničkog staža u špediterskoj firmi „Zenšped Bar doo“, zasniva radni odnos u firmi „Bar Container Service doo“ 2007. Firma „Bar Container Service doo“ je od 2007-2014 bila agent brodara Mediterranean Shipping Comany S.A. Geneva za Crnu Goru. 2014. MSC otvara predstavništvo u Crnoj Gori gdje zasniva radni odnos u MSC Montenegro doo na poziciji direktora komercijale i intermodala. 2017. biva unapređen u rukovodioca kancelarije a 2021. u izvršnog direktora i na toj se poziciji i danas nalazi. Od 2015. posjeduje licencu za zastupanje pred carinskih organima Crne Gore izdatu od strane Uprave Carina Crne Gore a licencu za organizatora drumskog prevoza tereta Centra za stručno obrazovanje Crne Gore posjeduje od 2016. Od 2018. radi kao saradnik u nastavi na Univerzitetu Adriatic Bar. Poziciju zamjenika predsjednika koordinacionog odbora za tranzitni saobraćaj u Privrednoj komori Crne Gore pokriva od 2021. Doktorske studije na Pomorskom fakultetu Kotor, Univerziteta Crne Gore upisuje 2018. Autor je 12 naučnih i konferencijskih radova u zemlji i inostranstvu. Rekreativno se bavi boksom, plivanjem trčanjem i vožnjom kajaka. Oženjen je i ima jedno dijete.

Spisak naučnih i konferencijskih radova

1. **Pelevic, D.** (2019), "The significance of container depots in reduction of transportation costs with emphasis on the market of Serbia and Montenegro, the gateway Bar port", *II International conference SER on New trends and best practices in socioeconomic research*, Igalo, Montenegro. Book of Abstracts, p. 56.
2. **Pelevic, D.** (2020), "Logistics activities through the port of Bar as an export product of Montenegro", *III International conference SER on New trends and best practices in socioeconomic research*, Igalo, Montenegro. Book of Abstracts, p. 32-33.
3. **Pelevic, D.** (2021), "The port of Bar as an economic interest of Montenegro and Serbia", *IV International conference SER on New trends and best practices in socioeconomic research*, Igalo, Montenegro. Book of Abstracts, p. 49-50.
4. **Pelevic, D.** (2021), "Possibilities of connecting a seaport with dry ports in the hinterland in order to attract regional cargo: Case study – Port of Bar", *International journal for traffic and transport engineering*, Vol. 11(3), pp. 359-374.
5. **Pelevic, D.** (2021), "Development of Logistics Routes of Intermodal Transport in the Eastern Adriatic", *Montenegrin Journal of Economics*, Vol. 17, No. 4, pp. 193-202.
6. **Pelevic, D., Vukcevic, N., Maras, V.** (2022), "Development of small container ports. Case Study – Port of Bar", *Journal of Maritime Sciences*, Vol. 23, No.1, Kotor, Montenegro.
7. **Pelevic, D., Vukcevic, N., Maras, V.** (2022), "Gross domestic product in the hinterland of seaport as a basic precondition of intermodal activities in the seaport. Case study – Southeast Europe", *Ist international conference on advances on science and technology – COAST 2022*, Herceg Novi, Montenegro, pp. 714-723.
8. **Pelevic, D., Draskovic, M., Krivokapic, R.** (2022), "Implementation of modern information solution for greater efficiency of intermodal transport through Port of Bar. Case Study - NAVIS", *International conference on advances in traffic and communication – ATCT 2022*, Sarajevo, Bosnia and Herzegovina, pp. 15-20.
9. **Pelevic, D.** (2022), "The economy of Serbia as the main partner in the development and valorization of Montenegro capital infrastructure facilities", *V International conference SER on New trends and best practices in socioeconomic research*, Igalo, Montenegro. Book of Abstracts, p. 50-51.
10. **Pelevic, D., Vukcević, N., Draskovic, M., Maras, V.** (2023), "Transport Corridor Bar-Belgrade-Budapest as the main condition for development of intermodal transport at Port of Bar", *Conference proceeding, KIMC, Kotor 2023*.
11. **Pelevic, D.** (2023), "The Port of Bar as a generator of the economic development of Montenegro", *VI International conference SER on New trends and best practices in socioeconomic research*, Igalo, Montenegro. Book of Abstracts, p. 74.
12. **Pelevic, D., Delibasic, M., Aksentijevic, S.** (2024), "Economic perspectives of small container ports in Southeast Europe", *International Journal of Scholarly Papers Transformations in Business & Economics (TIBE), VILNIUS UNIVERSITY, Kaunas-Vilnius. Republic of Lithuania*.

Predmet: Pisana saglasnost mentora

Ovim potvrđujem da sam pregledao doktorsku disertaciju kandidata Dalibora Pelevića i ista može biti predata na ocjenu.



Prof. dr Miro Drašković

Pelevic, D., Delibasic, M., Aksentijevic, S. (2024), "Economic Perspectives of Small Container Ports in Southeast Europe", *Transformations in Business & Economics*, Vol. 23, No 3A (63A), pp.963-980.

-----TRANSFORMATIONS IN -----
BUSINESS & ECONOMICS

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ECONOMIC PERSPECTIVES OF SMALL CONTAINER PORTS IN SOUTHEAST EUROPE

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¹Dalibor Pelevic, MSc, is a PhD student in the field of management in shipping and logistics at the University of Montenegro, Maritime Faculty Kotor. Since 2007, he has worked for Mediterranean Shipping Company S.A. Geneva in Bar, Montenegro. He is employed as a lecturer at the Faculty of Maritime and Tourism, Adriatic University Bar, Montenegro. His research focuses is on the logistics performance of seaports and logistics modelling. ORCID: 0009-0005-9873-0160

²Milica Delibasic, PhD, is an associate professor at the University Mediterranean, Faculty of Business Studies, Podgorica, Montenegro. She also works at University Adriatic of Bar, Faculty of Mediterranean and business studies Tivat (department in Niksic), Montenegro. Editor and chief of the international scientific journal Montenegrin Journal of Ecology. Her main areas of research are business management, marketing, institutional economics, the economy of seaports and the use of MCDM for decision-making. ORCID: 0000-0003-1036-3836

³Sasa Aksentijevic, PhD, is an Associate Professor at the University of Rijeka, Faculty of Maritime Studies. More than 50 peer-reviewed articles have been published in scientific journals related to research in the area of logistics, maritime single windows, ICT, cyber security, and economics. ORCID: 0000-0001-8096-9142

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ABSTRACT. *The economy of scale and digitalisation represent serious challenges for small container ports. This article examines the experiences of small Southeast European (SEE) container ports, logistics routes and their future strategies. The main goal is to identify the steps that need to be taken to ensure the development of small container ports, with an emphasis on the Port of Bar in Montenegro and the Adriatic ports of Koper and Rijeka. The paper analyses the current trends in containerisation, the importance of the infrastructural connections, and the economic strength of the hinterland from the perspective of GDP (gross domestic product) as the most important influencing factor. The authors answered the question: What are the fundamental requirements for developing of a small container port? It starts with the hypothesis that the state (not only a port) also needs to take certain steps in order to respond to the aforementioned challenges successfully. Methods used are analysis, synthesis, generalisation, and comparison. The study findings provide insights into the development policies pertaining to small container ports, explaining the main prerequisites for the development. The findings may be used in the administrative frameworks of other little container ports as well as in the endeavours of national entities in the marine and transportation sectors.*

KEYWORDS: small container ports, Southeast Europe, the Port of Bar, GDP, infrastructure connection, digitalization.

JEL classification: L92; O18.

Introduction

The research hypothesis states that with better infrastructural connections with economic centres in SEE and acknowledgement of the ongoing trends in digitalisation, the Port of Bar could secure better container throughput. For the purposes of this paper, we are adopting the definition of the World Bank that defines three main port groups using the following metrics: ports that handle over 4 million TEU (*Twenty-foot equivalent unit*) are classified as big, whereas ports that handle between 0.5 and 4 million TEU are considered medium-sized (World Bank Group, 2022, p.44). Therefore, all ports below 0.5 million TEU can be considered small container ports. The port of Piraeus is the only big port in SEE. Among other ports in the west Adriatic, the port of Trieste stands out, with the transshipment of 755,932 TEU in 2022 (Trieste Marine Terminal, 2023), followed by Port of Venice with TEU 533.991 in 2022 (Port of Venice, 2023). Port of Ravenna had 228.435 TEU in 2022 (InfoMARE, 2023). A clear understanding of potential future patterns of marine commerce would enable efficient strategic planning for transport infrastructure, including ports and their integration with road, rail, and inland waterway networks. This field of research acknowledges the intricate nature of maritime movements. It recognises that various factors, such as the level of integration and regionalisation of the global economy, predictions for global population growth, and the GDP per capita of the main markets served, influence these flows. The diversification of energy sources and transition to renewable energy will significantly impact maritime transportation, which now mainly depends on fossil fuels (Cariou, 2020, p.4). Demand for maritime transport services is derived, and not inherent.

There is a strong correlation between global GDP and demand for maritime transport services (KPMG International, 2022, p.5).

The marine sector offers the most economical, energy-efficient, and reliable means of transportation over vast distances. Sea routes account for almost 80% of worldwide commerce trade in terms of volume. A significant and growing amount of this volume, including around 35% of the overall volume and more than 60% of the commercial value, is transported in containers (World Bank Group, 2022, p.1). Deep-sea ports, which can handle bigger vessels, are often regarded as significant global hub ports due to their ability to provide economies of scale (Jarumaneeroj *et al.*, 2023, p.615). Inadequate port and terminal operations, particularly at container terminals, may result in delays in shipments, interruptions in the supply chain, increased costs, and diminished competitiveness (Dwaikat *et al.*, 2023, p.64). The adverse impact of inadequate performance at a port may extend beyond the immediate area it serves to other parties involved since container shipping services adhere to a predetermined timetable with designated time slots for berthing and railway connections at each port along the route. As a result, the increased cost of imports and exports negatively impacts the competitiveness of the port and its surrounding area, ultimately hindering economic development and efforts to decrease poverty (World Bank Group, 2022, p.21). This is one of the reasons why carriers have been investing increasingly in land-side infrastructure, and especially in ports. As container ships continue to increase in size to obtain more significant economies of scale and cost savings, ports are expanding their capacity to accommodate these bigger vessels. The majority of container ports in SEE are classified as feeder ports, meaning they produce sufficient cargo to need shipping services but not enough to warrant the use of big vessels. Small container ports are served mainly by the feeder vessels. The exception in the East Adriatic Region is the Port of Rijeka, which has established two direct services from the Far East next to five feeder services in the Mediterranean (Adriatic Gate Container Terminal, 2023). Feeder ports are strategically located far enough away from bigger ports in the same region. This ensures that, under the existing market circumstances, the larger ports are unable to efficiently service the surrounding inland areas profitably.

Hence, smaller ports persist in catering to their local markets, linked to transshipment-only or hybrid ports by small feeder boats. Typically, these areas have shallow water and inadequate infrastructure for processing ships. This is because the cost of investing in facilities to accommodate bigger ships is not justified by the small number of containers processed there (PortEconomics, 2016). Small container ports should prioritise attracting more cargo through better infrastructural connections to their hinterland. It may be accomplished by establishing dry ports in the hinterland of the sea that are well connected by railways or inland waterways. Once developed, a dry port becomes an integral component of a competitive transportation system encompassing several players with varied tactics and interests. The implementation of dry ports has the potential to provide substantial advantages for the parties engaged in inland transportation activities. These benefits include enhancing distribution networks, diminishing both direct and indirect expenses related to logistics, fostering regional growth, and decreasing emissions from transportation (Khaslavskaya, Roso, 2020, p.272). The presence of port competition, nearby ports, and well-developed land transport infrastructure (priced below its social opportunity cost) has resulted in a scenario where many ports, both regional and more distant, lay claim to the same hinterland. Europe has around 350 ports located along its coastline, and these ports serve as the hinterland for the whole continent (Jarumaneeroj *et al.*, 2023, p.609). During the second quarter of 2020, there were a total of 939 container seaports worldwide. Assuming the existence of direct

connections between all ports, the number of liner shipping services operating between ports would amount to 440,391. Out of the entire number of conceivable port pairs, only 12,748 port pairs were found to have direct services, representing a meagre 2.9%. In order to enable commerce, containers must be transhipped to one or more extra ports for 97.1% of port pairs. For most port pairs, the ideal number of transshipments is often one or two. The port combinations with the lowest number of connections need a maximum of seven transshipments (UNCTAD, 2020, p.97).

1. Literature Review

The economic and commercial significance of a port, as observed by Notteboom *et al.* (2022, p.25), is often correlated with its size and the market it caters to. Port authorities and operators have developed into complex entities tasked with supervising port network communities aiming to foster seamless transport and logistics services for the surrounding areas. A multiport gateway area may be defined as a cluster of ports located in close proximity to each other, which are engaged in competition for the same port calls and hinterland. Seaports have the potential to significantly enhance the worldwide competitiveness of enterprises within a region or country (Krivokapic *et al.*, 2023, p.48). This is mainly achieved by utilising existing innovation, sophisticated business networks, and effective management strategies (Notteboom *et al.*, 2022, p.24; Delibasic, 2021). The management aspect of port operations is vital for port competitiveness. Nevertheless, the geographical limitations of port locations and their surrounding regions profoundly impact the correlation between port competitiveness and performance. This is because the location restricts market access and departure.

The port hinterlands refer to the geographical regions where a port serves as its market area and where it receives its cargo (Cheon *et al.*, 2018, p.434). A good connection with the hinterland is a prerequisite for a port to receive regional cargo before another port. More cargo makes the port more interesting for shipping lines and terminal operators who decide to invest further in that port. The use of containers and the accompanying maritime and inland transportation infrastructures have been crucial in supporting the consecutive waves of globalisation and the consequent growth of global business since the 1970s. The widespread utilisation of containers, in conjunction with the process of globalisation, has significantly contributed to the substantial increase in global container port throughput. The total number of containers, including both empty and filled ones, increased from 36 million TEU in 1980 to 237 million TEU in 2000. It further rose to 545 million TEU in 2010 and over 740 million TEU in 2017. The worldwide container throughput in 2019 reached over 802 million TEU, representing a 2.3% increase compared to the previous year. This figure includes both loaded and unloaded containers. The volume of containerised cargo, which refers to the total quantity of filled containers transported by sea, has significantly increased over the years. The number of TEU has risen from 28.7 million in 1990 to 152 million in 2018. The correlation between containerised trade and container port throughput suggests that, typically, a container undergoes several loading and unloading operations between its initial loading port and final unloading port, according to Notteboom *et al.* (2022, p.56).

Table 1 depicts the main factors for containerisation growth. The port hinterland is the encompassing geographic area around a port, where the port offers its services and interacts with its customers. The hinterland is the physical area surrounding a port and is the primary source of its economic operations. It acts as a central point for the transit of products and

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services. This includes both the local area around the port and the nearby land areas that contribute to the movement of commerce in and out. Implementing intermodal corridors using rail and barge transportation, together with the building of inland ports, has facilitated significant entry into distant areas by using shuttle trains and barges. The introduction of intermodality and the associated transport corridors had a significant effect on the degree to which seaports affected the areas around them. Shipping companies are very interested in expanding their carrier haulage operations, which include the sea carrier organising the transportation of containerised freight in the inland areas. The occurrence of mergers and acquisitions has led to reduced expenses in maritime transportation, therefore transferring the financial responsibility of shipping lines to the terrestrial side. Consequently, several shipping companies have broadened their range of services to include not just terminal operations but also inland transport and logistics.

Table 1. Containerisation Growth Factor

<i>Factor</i>	<i>Volume Growth</i>	<i>Volume Decline</i>
Derived	- Economic and income expansion - Outsourcing and offshoring - Sophisticated networks of distribution	- Periods of economic decline - Trade protectionism - Automation
Replacement	- Capture of bulk and break-bulk markets - New niches (commodities and cold chain)	- Peak replacement - Structure of container fleet
Unintentional	- Trade imbalances - Repositing of empty containers	- Trade protectionism - Automatization
Caused	Transshipment (hubbing, relay and intersection)	Enhancements in shipping networks, including the introduction of more efficient and direct services.

Source: adapted from Notteboom *et al.* (2022, p.58).

The fundamental prerequisites for competitiveness are progressively shifting towards robust infrastructure and enhanced accessibility or connection. In contemporary times, a port has evolved beyond its traditional function as a mere waterfront space where goods are transferred between land and sea. It plays a vital function in the context of worldwide supply chains and international transportation networks. The criteria for port and route selection are interconnected with the overall network, with the port representing a single node inside this network. The selected ports are ones that will efficiently minimise the overall expenses related to maritime, port, and inland transportation. These charges include matters such as inventory control and guaranteeing the excellence of products for transportation companies (Notteboom *et al.*, 2022, p.45). The expansion of the hinterland also amplifies the port's capability. Improved coordination and synchronisation among stakeholders in the supply chain and hinterland logistics enable the optimisation of hinterland systems, leading to enhanced effectiveness and efficiency.

The European Green Deal aims to reduce greenhouse gas emissions by 55% by 2030 and achieve a carbon-neutral economy by 2050 (Selcuk, 2023, p.41). The novel, sophisticated solutions aim to redirect traffic towards sustainable means of transportation. By 2030, railway transport is anticipated to have a 50% growth, while inland canal transport is projected to expand by 25%. Hence, it is imperative to establish new infrastructure (Ahearne, Cassidy, 2023, p.9). Long-term projections are often necessary for making investment choices and

managing capacity at ports (Peng, Ching, 2009, p.1045). Public decision-makers and port officials are being urged to offer long-lasting traffic projections. This is crucial since the process of designing and constructing port infrastructure might take more than 5 years. Moreover, considering the projected longevity of the infrastructure, which is estimated to be between 50 and 100 years, obtaining accurate long-term predictions is of utmost importance. The port industry's heavy reliance on capital, along with the time limitations imposed by infrastructure construction and implementation, leads to prolonged times needed to recover investments made in ports (Satta, 2017, p.1013). Optimal timing for expanding port capacity and accurately assessing future needs are essential for strategically positioning the port to achieve long-term development. Inaccuracies in demand predictions and future discounted free cash flows may lead to misleading information for port managers and policymakers, resulting in economic and financial losses. The demand for port services is classified as derived demand since it originates from the service patterns of shipping lines. Several macroeconomic and microeconomic variables impact these service patterns. Political, social, or strategic factors might prompt port investment choices without thorough analysis and future demand predictions (Parola *et al.*, 2021, p.446).

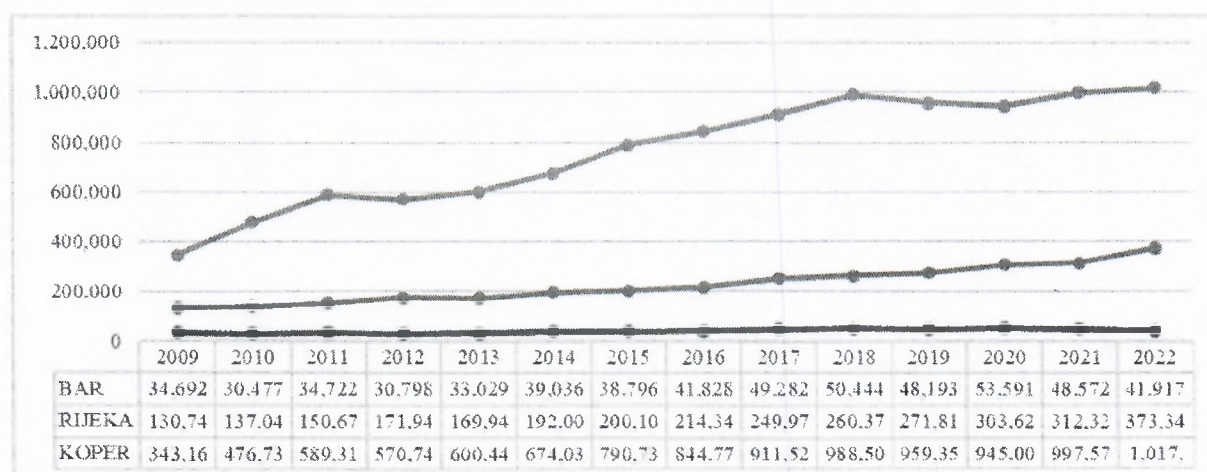
Since 2000, the establishment of political agreements has facilitated the transportation of containers between seaports in China (such as Shanghai and Shenzhen) and European seaports. As a result, the use of containers on barges has significantly increased in Serbia, Slovakia, Austria, and Poland. In these countries, inland waterway transportation demonstrates a robust connection with seaports. There are three generally acknowledged advantages of containers on barges that justify its growth. Transporting containers by barge offers a notable advantage in terms of cost reduction due to the superior fuel efficiency of inland waterway transportation compared to truck or rail transportation. Containers on barges transportation are characterised by their superior environmental sustainability in comparison to other forms of transportation. Additionally, it serves as an effective solution for mitigating port congestion (Fan, Nachtmann, 2021, p.163). In order to endure an era of globalisation, digitisation, and continual political and economic changes, small container ports must continuously adapt and progress. The marine industry is anticipated to be influenced by many developments driven by demographics, technology, and sustainability factors. The forecast of the port sector in 2030 will be influenced by a total of eight specific developments and three more significant trends (Deloitte Global Port Advisory, 2020, p.14).

As per Notteboom *et al.* (2022, p.66), over the course of the next two decades, several seaports in Europe are anticipated to encounter significant issues pertaining to their operational efficiency, investment requirements, sustainability practises, human resource management, and integration with port towns and surrounding areas. Ports must possess comprehensive resources and capabilities to effectively anticipate and adjust to forthcoming needs and problems. This involves improving the connection between local transport systems and the broader networks of roads, railways, and inland waterways. Additionally, it entails optimising the effectiveness of port services as they already exist and cultivating a favourable business climate to attract the essential investments for augmenting capacity, which is required. The efficacy of ports relies on the existence of a highly skilled workforce and persons with the requisite expertise. The processes of port selection and choice have been thoroughly investigated from several perspectives. The majority of scholarly research on the decision-making patterns of cargo senders and freight forwarders mostly concentrates on the selection of transportation modes and carriers rather than the choice of ports. Logistics organisations and shippers evaluate many crucial variables while selecting service providers.

The variables included in this context comprise of competitive pricing for port services, dependable service, low time costs for shipping products, guarantee of cargo security and damage prevention, utilisation of information platforms for effective operations, and efficient intermodal connection to the hinterland (Notteboom *et al.*, 2022, pp.43-44).

2. The Research Problem

The research problem is a follow up to our previous research, it has been observed that the Port of Bar is lagging behind the seaports of Rijeka and Koper. The challenges at the Port of Bar have several complex causes. They primarily stem from the inadequate development of infrastructure, superstructure and logistics at the port, as well as the high costs associated with its port and logistics services. Additionally, deteriorating political relations between Montenegro and Serbia, insufficient transport connections between the Port of Bar and Serbia, a lack of investment in development, Serbia's preference for the Port of Rijeka to gain a comprehensive understanding of the factors contributing to this situation, it is necessary to conduct a more detailed analysis of the initial assumptions. This will help identify the underlying causes and inform the appropriate steps required to address and resolve the issue effectively. The objective of the study was to examine the impact of key economic, logistical, and infrastructural factors on the development of logistics routes for intermodal transport in the Eastern Adriatic Region. These factors were considered as independent variables, while the development of logistics routes was the dependent variable (Pelevic, 2021a, p.195). The impact evaluation has identified three independent variables: a) seaport worldwide connection, b) quality of seaport infrastructure and superstructure, and c) seaport connectivity with the hinterland. The container throughput as a dependent variable is given in *Figure 1*.



Source: adapted from Pelević (2021, p.195).

Figure 1. Container Throughput, 2009-2022/TEU

The first independent variable was the Liner Shipping Connectivity Index (LSCI), illustrated in *Table 2*.

The second and third autonomous variables examined in the study were the quality of port infrastructure and superstructure and the integration of the ports with the intermodal terminal network in the inland region. These analyses were conducted via interviews with a sample of 180 participants from Slovenia, Croatia, and Montenegro. We are expanding on this

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research because it did not adequately consider one crucial component that, among other things, explains why Bar is far behind the ports of Rijeka and Koper. It is the GDP in the hinterland of a port. The subject of research is to show the importance of the infrastructural connection of a small container port with economically developed regions as a basic prerequisite for bigger container transshipment in the port itself. The container throughput to and from Serbia, Hungary, Croatia, and Bosnia and Herzegovina comprised 92% of the total cargo in the port, which had a transshipment of 298.000 TEU of full containers in 2022. The majority of cargo to and from Serbia, Croatia, Bosnia, and Hercegovina is going via Rijeka port (Adriatic Gate Container Terminal, 2023).

Table 2. LSCI 2009-2020

LSCI	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
BAR	3,82	3,50	3,37	4,40	3,65	3,88	3,65	4,55	3,92	3,11	4,27	5,25	4,75	4,34
RIJEKA	10,82	16,89	17,35	17,87	18,72	19,97	23,17	26,99	29,80	29,32	32,34	33,35	33,26	33,39
KOPER	17,83	19,28	19,91	20,12	21,05	22,61	26,78	29,96	32,44	31,37	34,26	35,32	34,53	35,45

Source: adapted from Pelevic (2021a, p.196).

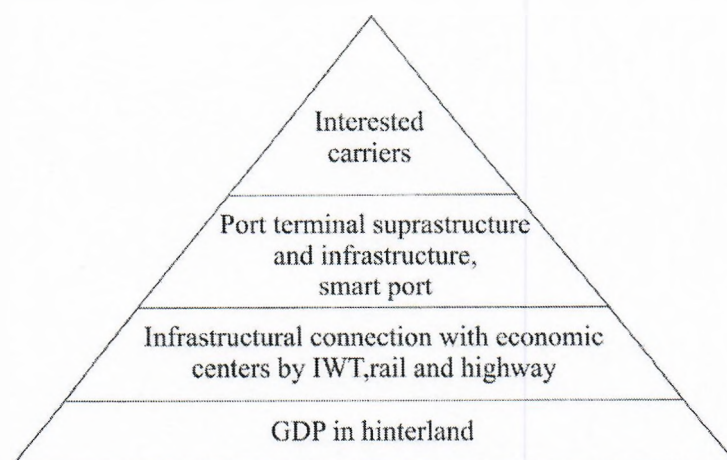
The total GDP of the subject countries was 337.78 billion € (Trading Economics, 2023). The most essential hinterland market for the port of Koper is Austria; the second most important hinterland market is Hungary, where containers predominate, followed by Slovenia, Slovakia, and the Czech Republic (Port of Koper, 2022). The GDP of the main hinterland of Koper Port was 1,117.7 billion € in 2022 (Trading Economics, 2023). The present hinterland of Bar Port is Montenegro, Serbia, Bosnia and Herzegovina, and Kosovo. The cargo to and from Montenegro is oriented toward Bar Port, while other markets bypass Bar Port for 90% of their cargo (Logistics & Transport, 2021, pp.15-16). According to this data, the available GDP in the hinterland of Bar Port is 20.7 billion € (Trading Economics, 2023). According to cargo throughput in Koper, Rijeka and Bar and GDP in related hinterlands, the conclusion is that the cargo throughput is aligned with the GDP of a sea port's hinterland.

The primary determinant of long-term maritime commerce will continue to be fluctuations in GDP per capita and their consequential impacts, such as the demand for industrial manufacturing. Forecasts thoroughly examine upcoming maritime commerce, projecting a projected increase of 35% in seaborne trade by 2030, followed by an additional growth of 12%. Throughout the projection period until 2050, the average annual growth rate for container tonne-miles will be 2.6%, while the average annual growth rate for global GDP will be 2.4%. The container trade-GDP multiplier, which quantifies the ratio of trade growth to GDP growth, is 1.1% (Cariou, 2020, p.21). In general, it appears that transport is a major determinant of economic growth, as a 1% increase in transported TEU will lead to an approximate 1.7% increase in GDP. Notably, this rise has a lasting impact on GDP since both the growth rate of the previous year and the current year's change in total TEU transported influence the nations' GDP growth (Nektarios *et al.*, 2021, p.309). The "peak container" is not on the horizon. Namely, it is expected that in the low-case scenario of container traffic by 2066, the absolute number of loaded containers being carried by sea (excluding empties) will reach 464 million TEU with multiplier of 0.9, while in the high-case scenario, it will almost double to 858 million TEU and multiplier 1.5 (Cariou, 2020, p.18) which is 2.8 times more in the low-case scenario and 5.2 times more in the high-case compared to 2021.

Containerised commerce saw significant growth due to the increased demand for consumer products, especially from East Asia, driven by the pandemic. The volume, which decreased by 1.3% in 2020, recovered in 2021 and reached a total of 165 million TEU

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modern infrastructure to financial centres in the hinterland, it makes sense to build modern infrastructure and a superstructure in the port itself, where the smart port using single window systems and disruptive digital technologies plays one of the leading roles and drives efficient operations in the port itself. With the overlapping markets that are present throughout Europe, especially in SEE, the quality of the built infrastructure connection with the hinterland in relation to other ports is of crucial importance.



Source: created by the authors.

Figure 2. Prerequisites for the Development of Container Ports

One of the most significant economic centres in the SEE is Belgrade. Although the length of the railway from the Port of Bar to Belgrade is 30% shorter compared to the railway from the Port of Rijeka to Belgrade, the carrying capacity of the railway is 50% lower, thanks to which over 70% of Belgrade's intermodal activities are directed to the port of Rijeka, while practically no containers are transhipped for or from the Belgrade region via the Port of Bar (Pelevic, 2021, p.363). After fulfilling the aforementioned conditions, the carrier's interest in positioning in the Port of Bar port could change. Table 4 demonstrates that the Transpacific route between Europe and Asia is the most prominent route globally. Many Western European ports serve as a connection between Europe and Asia, although this may alter in the future due to the shorter transit time of 7-10 days offered by Mediterranean and Adriatic ports compared to Western European ports. The primary hindrance is the disparity between the infrastructure links of these ports and the infrastructure connections of Western European ports with central Europe (Seluck, 2023, p.41).

Table 5. Percentage of containerised commerce on main East-West trade routes, 2019-2022

	Trans-Pacific			Asia-Europe			Transatlantic		
Year	Eastbound	Westbound	Total	Eastbound	Westbound	Total	Eastbound	Westbound	Total
2019	19.1	7.4	26.4	8.6	16.9	25.5	3.0	5.1	8.1
2020	20.0	7.3	27.3	8.5	15.8	24.3	2.6	5.0	7.6
2021	23.8	6.4	30.2	8.2	17.3	25.5	2.7	5.6	8.3
2022	22.4	5.8	28.2	7.0	17.2	24.2	2.6	5.8	8.5

Source: UNCTAD (2023, p.10).

Given that the vast majority of cargo circulating between Asia and Europe goes through Western European ports, we see that the potential of all Adriatic ports in this sense is

exceptional, with the basic prerequisite of building a good infrastructure that will connect Adriatic ports with central and eastern Europe.

3. Discussion

The positive experiences of the ports of Rijeka and Durres demonstrate that it is possible to achieve a strong connection between the port and the hinterland. By investing in infrastructure, cooperating with other ports, focusing on customer service, and following detailed top-level development plans, ports can create an environment that is attractive to businesses and that allows them to transport goods efficiently.

3.1 Port of Rijeka: Terminal Operators as Success Drivers

In November 2021, APM Terminals (51%) and Enna Logic (49%) entered into a concession deal to establish, build, and manage a technologically advanced container port called Zagreb Deep Sea Container Port (Rijeka Gateway) on the North Adriatic coast of Croatia. The development of the Rijeka Gateway will occur in two distinct stages, with the first phase scheduled to be finished by the second quarter of 2025. The combined investments of Maersk, Enna Logic, and Rijeka Gateway in Croatia are projected to exceed €480 million by 2026. Upon its completion, the terminal will possess a berth that spans 680 metres in length, with an annual capacity to handle 1,055,000 TEU and the capability to accommodate boats as large as 24,000 TEU. The Rijeka Gateway will use remote-controlled electric container handling technology, aligning with APM Terminals' ambitious decarbonisation plan and Terminal of the Future philosophy. The terminal will possess a very effective and dependable rail connection with the inland area, connecting Rijeka not only with the remainder of Croatia but also with the broader Central European region. The Rijeka Gateway and the upgrading of the railway infrastructure are the most significant national projects in Croatia. It will facilitate business opportunities and fast economic growth not only in logistics but in all services and industries (APM Terminals 2023).

Adriatic Gate Container Terminal is currently operational in Rijeka. Adriatic Gate j.s.c. was founded on 11 September 2001 as a subsidiary company of the Port of Rijeka. International Container Terminal Services (ICTSI) entered the ownership structure on 15 April 2011 as a strategic partner with a concession for 30 years until the year 2041 (Portna, 2021). Currently, the Port of Rijeka holds 49% of the shares of the Adriatic Gate, while ICTSI holds 51% of the terminal (Adriatic Gate Container Terminal, 2023). After terminal reconstruction, sea depth increased to a minimum of 14.2 meters, which enabled the servicing of container ships up to 370 meters long, reaching the maximum capacity of 600,000 TEU (Port of Rijeka Authority, 2023). Over 40% of all cargo is transported by rail (Adriatic Gate Container Terminal, 2023).

3.2 Port of Durrës: Development within a Wider Framework

Despite its relative newness to the business, the Durres port has achieved notable progress in container handling during the last decade. Initially furnished with a limited quantity of several hundred containers, this port has already attained its utmost capacity. The container's traffic demand forecasts suggest that the terminal should consider exploring strategies to enhance its capacities in order to handle the anticipated expansion. Durres Port is

renowned for its capability to manage containers efficiently and several other forms of cargo. The primary emphasis of the Durres Container Port has been on meeting the demands of the domestic market rather than catering to regional markets. This highlights the limitations that the port has encountered. The Durres Port, along with the ports of Thessaloniki, Greece and Bar, Montenegro, facilitates trade in the South West Balkan region, including Albania, Kosovo, Northern Macedonia, and Montenegro. This is done via its Container Terminal (Metalla *et al.*, 2021, p.126).

The Albanian government has approved a port expansion plan that will be executed in many stages to use the available cash effectively. The port will centralise the maritime and cargo operations of the region, serving Albania and establishing a robust link for inland transshipment with neighbouring Kosovo. A dry port facility in Pristina will be constructed, and a connection will be established with Struga in North Macedonia as part of Corridor VIII, a recently designated component of the European Union Core Network. During the first stage of construction, the new container terminal will use mobile harbour cranes. As the port becomes more active, it may smoothly transition to a ship-to-shore and rubber-tyred gantry crane operation without requiring further infrastructure modifications. The infrastructure will be integrated with both road and rail transportation systems, therefore enhancing its economic influence across the area (Royal HaskoningDHV, 2023).

3.3 Port of Bar: Advancing Through Collaboration and Suitable Developmental Model Selection

Currently, in the Balkans, the advantages of economies of scale outweigh the limitations, necessitating a response from small container ports. The solution is to significantly increase the utilisation of rail transport above the current levels. This is particularly true for the Port of Bar. The state's engagement is essential due to the port's crucial role in the transportation network since its growth is contingent upon its integration with the surrounding inland areas. The objective for the port is to establish direct connections with other ports, minimising the need for transshipments. To ensure the continuation of weekly services on longer routes, shipping firms must attract a sufficient amount of cargo load. A robust infrastructure link is a crucial condition for the economic growth of the hinterland around a port. Transshipment ports provide a potential solution for tiny container ports that lack efficient connections to their surrounding areas. This is relevant in the context of Montenegro and the Port of Bar. Occasionally, it is feasible to acquire trans-shipment services, which may thereafter be used to deploy an extra fleet for shipments by domestic importers and exporters.

Island economies that serve as hub ports for other nations' commerce see increased connectivity, which in turn helps both the importers and exporters of those countries. The construction of the infrastructure requires the presence of both political determination and economic incentives from the governments involved, particularly between Montenegro and the neighbouring states, notably Serbia, which are now lacking. Montenegro's foremost objective is to establish robust connectivity with corridors X, VI, and Vc.

The primary objectives should be the finalisation of the Belgrade-Bar highway and the refurbishment of the Belgrade-Bar railway. After that, the emphasis should be on the construction of the motorway from Podgorica to Sarajevo as well as the construction of the railway Nikšić-Capljina in Bosnia and Herzegovina. Serbia must enhance its traffic and railway infrastructure to effectively justify investments in the highway and railway systems

leading up to the Montenegrin border. It requires a good political relationship between the two countries, which has not been the case so far. The infrastructural link with Serbia is crucial due to its role in facilitating access to Hungary and western Romania. This connection allows for the use of the logistical route via the Port of Bar, which offers potential competitive advantages. In addition to the connection with Belgrade in Serbia and Sarajevo in Bosnia and Herzegovina, essential for the Port of Bar is the connection with the markets of Kosovo and North Macedonia. One of the ways is the valorisation of the historical route that led from Dubrovnik via Kotor Bay and the Zeta coast to the mouth of the Drina River, from where it went to Prizren, Kosovo, and the Vardar Valley in North Macedonia via Shkoder in Albania (Papac, 2015, p.8). Another way to connect the Port of Bar with the markets of Kosovo and North Macedonia is the valorisation of the Adriatic-Ionian highway project (Western Balkan Investment Framework, 2023), which will connect Montenegro to the existing Albania-Kosovo highway.

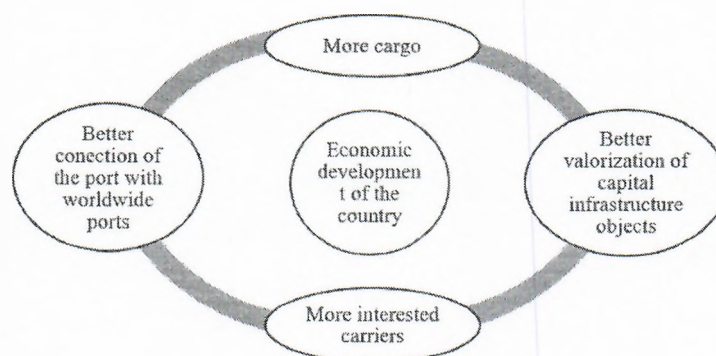
The objective is to enhance the appeal of the logistics route via Bar for local customers, hence generating more interest from carriers in the Port of Bar. The Port of Bar will have advantageous outcomes due to heightened rivalry and the introduction of direct connections from the Far East. This will lead to a reduction in maritime transportation expenses and a fortified market standing. Concurrently with the aforementioned initiatives, it is essential to focus on upgrading the port's infrastructure equipment to accommodate the needs of large vessels. This involves changing both the physical structures and supporting systems of the port.

The fact is that the Port of Bar has a good basis to achieve that because the current space where the container terminal is located is bigger than the current space where operations are performed in the rest of the eastern Adriatic ports. The strategy for developing the maritime economy adopted by the Government of Montenegro in 2020 includes the construction of a mega container terminal in the Port of Bar (Ministry of Capital Investments, 2021, p.33). This initiative should be carefully evaluated, its potential evaluated in terms of the current potential to attract cargo and shipping companies utilising further entering into a private-public partnership for the construction of the said terminal. It is crucial that the partner be a globally recognised firm in the logistics industry, ideally one of the biggest shipping corporations in the world, as there is no sense in building a mega container terminal without a secure business case. The same can be certain only in the case of a shipping company's interest in the Port of Bar and his desire to invest. Also, the potential of the cargo located in the hinterland of the Port of Bar and the importance of infrastructural connectivity for neighbouring countries should be carefully considered. According to Table 3, Montenegro has 1% of the cargo, Kosovo holds 3%, Bosnia and Herzegovina holds 5.5%, Serbia holds 20%, and Hungary holds the largest share with 70.5%.

Hence, the paramount objective of the Port of Bar and the Montenegrin state administration is to establish the Bar-Belgrade-Budapest transport corridor since it accounts for 91.5% of the cargo destined for the Port of Bar. Today, according to the interview with regional logistics companies, 90% of cargo from Serbia, Bosnia and Herzegovina, and Kosovo bypasses Montenegro and the Port of Bar, while cargo from Hungary does not pass through the Port of Bar at all. Analysing the cargo flow at the intermodal terminals in Budapest, the fact is that today, only 3% of the cargo located in Serbia, Kosovo, Bosnia and Herzegovina, and Hungary is going via the Port of Bar; that is, the potential is 30 times greater. The basic prerequisite for this is the reconstruction of the Bar-Belgrade-Budapest railway line and the construction of a full-profile motorway on the same route. In addition,

investing in the port infrastructure, superstructure, and digitisation are the following fundamental prerequisites. It will be necessary to apply the experience of developed container ports in Europe and the region in order to increase the efficiency of operations in the Port of Bar. The best practices worldwide will shape the maritime industry and logistics. The Port of Bar must be aware of ongoing investments in other Adriatic ports that will shape intermodal flow in the region in the future. Keeping this in mind, both the Port of Bar and the Government of Montenegro must act accordingly and in a coordinated manner. In addition to the above, including digitalisation and the smart port concept for small container ports is of particular importance for increasing work efficiency and reducing costs in operational port activities, which will additionally lead to greater competitiveness in the observed logistics directions.

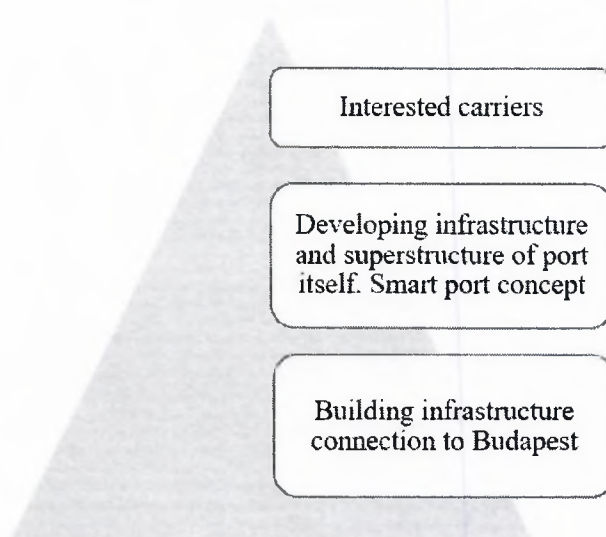
The development of intermodal transport through the Port of Bar is of great importance, not only for the development of the logistical economy of Montenegro but also for the overall economy. A port is a point that connects land and sea and represents a “counter” of cargo that circulates not only through one port but over the entire territory of a country where the port is located, engaging the capital infrastructure facilities of a country and the whole logistics economy. *Figure 3* shows the importance of a larger amount of cargo served by one port for the economy of the country in which that port is located.



Source: created by the authors.

Figure 3. The Effect of Greater Cargo Flow on the Country's Economy

More cargo means better valorisation of capital infrastructural facilities; on the other hand, more cargo in one port also means greater interest for carriers in that port. The interest of carriers in one port means lower sea freight prices and better transit time due to greater competition. Due to the presence of carriers operating within the port, enhanced connectivity with the rest of the world is being achieved. All of this further contributes to the further attraction of regional cargo and even better valorisation of capital infrastructure facilities of a country together with the entire logistics economy, which further contributes to the growth of a country's GDP where is a port located. *Figure 4* outlines the fundamental requirements for establishing small cargo ports in SEE, including the Port of Bar.



Source: created by the authors.

Figure 3. Prerequisites for the Development of Small Container Ports in SEE

The primary condition is a good infrastructural connection with Budapest, the main cargo hub in this part of Europe. At the moment, none of the small container ports in the region are connected to Budapest by a highway or a high-quality railway.

Conclusions

There is a strong correlation between GDP and demand for maritime transport services. For that reason, the infrastructural connection of the Port of Bar with Serbia and Hungary is a priority focusing on the development of the Port of Bar alone is not enough. In parallel with the construction of the transport infrastructure, all small ports in SEE should work on improving the port infrastructure and superstructure while implementing the smart port concept. After the fulfilment of the aforementioned prerequisites, there is a greater interest among carriers in the port, more frequency, and better transit time, which leads to a better connection with the world and a better competitive position for the port itself. By solving problems in terms of infrastructural connection, superstructural and logistics development, and political relations with neighbours, the Port of Bar may be one of the European gateway ports for trade with the Far East.

The above are clear indications, not only for the Port of Bar but also for other small regional container ports, of how they should design their development strategies in order to take a competitive position. Ships do not go where there is a port but where there is cargo, and carriers often make strategic investments in that port when there are conditions for the cargo to reach a seaport. Examples in the region of SEE are the Port of Rijeka, where Maersk operates; the Port of Trieste, where Mediterranean Shipping Company (MSC) operates; the Port of Piraeus with China Ocean Shipping Company (COSCO's) investments since 2009; and the Port of Thessaloniki with Maritime Freight Company and General Maritime Company as a strategic partner.

Future research on this topic should go in the direction of answering the question of what a small container port, the port authority, and the government of the country to which

that port belongs can do to provide added value to the economic centres in the hinterland on the one hand and carriers on the other in order to reorient established commodity flows towards their direction.

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EKONOMINĖS MAŽŲJŲ KONTEINERIŲ UOSTŲ PERSPEKTYVOS PIETRYČIŲ EUROPOJE

Dalibor Pelevic, Milica Delibasic, Sasa Aksentijevic

SANTRAUKA

Masto ekonomija ir skaitmeninimas yra rimti iššūkiai mažiesiems konteinerių uostams. Šiame straipsnyje siekiama išnagrinėti mažųjų Pietryčių Europos (PE) konteinerių uostų patirtį, logistikos maršrutus ir jų ateities strategijas. Pagrindinis tikslas – nustatyti veiksmus, kurių reikia imtis siekiant užtikrinti mažųjų konteinerių uostų plėtrą, daugiausia dėmesio skiriant uostui Juodkalnijoje ir Adrijos Koperio ir Rijekos uostams. Straipsnyje analizuojamos dabartinės konteinerizacijos tendencijos, infrastruktūros jungčių svarba ir ekonominis vidaus teritorijos stiprumas BVP (bendrojo vidaus produkto), kaip svarbiausio įtaką darančio veiksnio, požiūriu. Autoriai atsako į klausimą, kokie yra pagrindiniai reikalavimai mažo konteinerių uosto plėtrai. Pradėta nuo hipotezės, kad valstybė (ne tik uostas) taip pat turi imtis tam tikrų veiksmų, kad sėkmingai reaguotų į minėtus iššūkius. Taikyti šie metodai: analizė, sintezė, apibendrinimas ir palyginimas. Tyrimo išvadose pateikiamos įžvalgos apie su mažaisiais konteinerių uostais susijusią plėtros politiką, paaiškinamos pagrindinės plėtros prielaidos. Išvados gali būti panaudotos kitų mažųjų konteinerių uostų administracinėse sistemose, taip pat nacionalinių jūrų ir transporto sektorių subjektų pastanguose.

REIKŠMINIAI ŽODŽIAI: mažieji konteinerių uostai; Pietryčių Europa; Baro uostas; BVP; infrastruktūros ryšys; skaitmeninimas.

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Rođena sam 01.01.1972. godine u Kotoru, gdje sam završila osnovnu i srednju školu. Član sam Društva ekonomista i menadžera Crne Gore, član Asocijacije menadžera Crne Gore, član i past predsjednik Rotary kluba Kotor, član leadership tima Rotary Distrikta 2483 Srbija i Crna Gora. Predsjednik sam NVO Pontapet. Udata sam i majka dvoje djece.

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Diplomirala sam na Ekonomskom fakultetu u Podgorici, smjer Međunarodno poslovanje 1996. godine. Nakon završenog fakulteta, upisala sam Postdiplomske studije „Preduzetnička ekonomija” na Ekonomskom fakultetu u Podgorici, smjer Finansijski menadžment, gdje sam 2000. godine odbranila magistarski rad pod nazivom „Privatizacija broderske privrede Crne Gore”. Zvanje doktora ekonomskih nauka stekla sam 2011. godine na Ekonomskom fakultetu u Podgorici Univerziteta Crne Gore, odbranivši doktorsku disertaciju pod nazivom „Tržište osiguranja u Crnoj Gori - šanse i ograničenja”.

PODACI O RADNIM MJESTIMA I IZBORIMA U ZVANJA

Radni odnos zasnovala sam 1996. godine u AD Jugopetrol-u Kotor. U Jugopetrol-u AD Kotor sam radila od 1996. do 2008. godine, gdje sam stekla zvanje rukovodioca službe Finansija, a kasnije i Menadžera osiguranja. Od 2008. godine bila sam angažovana na ekonomskim predmetima Finansijsko poslovanje, Menadžment i biznis, Ekonomika poslovanja, Poslovna komunikacija u JU Gimnazija Kotor. Od 2009. do 2021. godine radila sam kao Menadžer finansija u preduzeću En-forma Kotor. Shodno Ugovoru o angažovanju istaknutog stručnjaka iz prakse, na Pomorskom fakultetu u Kotoru sam radno angažovana u nastavi od 2012. godine, i to na predmetima Finansije u pomorstvu, Ekonomika brodarstva, Pomorske agencije i čarterovanje, Ekonomija luka i brodarstva i Poslovne komunikacije u pomorstvu na odsjeku Menadžment u pomorstvu, Ekonomika brodarstva, Ekonomika brodarstva-napredni kurs (spec.) na odsjeku Pomorske nauke i Ekonomika brodarstva, Ekonomika iskorišćavanja broda i Pomorske agencije i čarterovanje na odsjeku Nautika i pomorski saobraćaj. Izabrana sam u zvanje docenta na Univerzitetu Crne Gore 2021. godine za naučnu oblast Menadžment u pomorstvu.

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IME I PREZIME: dr Mimo Drašković, redovni profesor

LIČNI PODACI

Rođen sam 04. marta 1981. godine u Nikšiću, gdje sam završio osnovnu školu i Gimnaziju. Školske 1999/2000. godine započeo sam studije na Univerzitetu Crne Gore - Fakultetu za pomorstvo u Kotoru. Na istom fakultetu sam diplomirao 2003. godine. Dobitnik sam Novčane nagrade Univerziteta Crne Gore za školsku 2001/02 i diplome „Luča“ od Skupštine opštine Nikšić za uspjeh u toku studija.

Urednik sam međunarodnog naučnog časopisa „Medijski dijalozi“. Član sam i sekretar redakcije međunarodnog naučnog časopisa „Montenegrin Journal of Economics“. Član sam redakcije međunarodnih naučnih časopisa „Economics and Sociology“, „Economics of Development“, „European Journal of Economics and Management“, „Financing“, „Montenegrin Journal of Ecology“, „Economics and Economy“ i „Socio-economic Essays“. Član sam Centra mladih naučnika CANU. Od 2014. godine do 2019. sam bio član Savjeta RTCG.

Oženjen sam i imam troje djece.

PODACI O OBRAZOVANJU

Diplomirao sam 2003. godine na Fakultetu za pomorstvo Kotor – Odsjek za upravljanje, sa prosječnom ocjenom 9,40. Magistrirao sam na Ekonomskom fakultetu u Subotici 20.02.2008. godine na temu „Integrirana marketing logistika u sistemu menadžmenta Luke Bar“. Doktorirao sam na Ekonomskom fakultetu u Subotici 25.03.2011. godine na temu „Savremene razvojne tendencije integrirane marketing logistike u morskim lukama“. Završio sam seminar u Bei Jing-u (NR Kina) od 9-23. 04. 2008. godine. Aktivno govorim engleski, a pasivno ruski jezik.

PODACI O RADNIM MJESTIMA I IZBORIMA U ZVANJA

Odlukom NN Vijeća FZP Kotor angažovan sam školske 2002/03. godine kao student demonstrator na predmetima: Ekonomija za menadžere i Strategijski menadžment.

Od 2003. godine sam zaposlen na Univerzitetu Crne Gore - Fakultetu za pomorstvo Kotor kao saradnik u nastavi na predmetima: Menadžment u brodarstvu, Menadžment u pomorstvu i Brodarsko poslovanje. Dodatno sam angažovan za izvođenje vježbi na predmetu Strategijski menadžment od 2003. do 20011. godine. Od 2004. do 2011. godine sam bio angažovan kao saradnik u nastavi na predmetima Ekonomija za menadžere, Carine i carinsko poslovanje i Međunarodni menadžment. Držao sam vježbe i na predmetima Ekonomija luka i Lučki menadžment. Izabran sam u zvanje docenta na Univerzitetu Crne Gore 2011. godine za predmete: Organizacija pomorskih preduzeća, Menadžment u pomorstvu i Carine i carinsko poslovanje. Izabran sam u zvanje vanrednog profesora na Univerzitetu Crne Gore 2017. godine za naučnu oblast Menadžment u pomorstvu“. Dana 24.02. 2023. Izabran sam u zvanje redovni profesor za istu oblast. Od 2011. do 2023. godine obavljao sam funkciju rukovodioca akademskog studijskog programa Menadžment u pomorstvu na Pomorskom fakultetu Kotor. Bio sam član komisija za master i doktorske studije na Pomorskom fakultetu Kotor.

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Na osnovu Člana 95. Stav 3. Zakona o visokom obrazovanju („Službeni glasnik Republike Srpske,” br. 67/20) i Člana 25. Statuta Univerziteta za poslovni inženjering i menadžment Banja Luka, Senat Univerziteta donosi,

ODLUKU

o izboru u naučno-nastavno zvanje vanredni profesor za užu naučnu oblast

MEĐUNARODNA EKONOMIJA

Senat Univerziteta za poslovni inženjering i menadžment Banja Luka, bira *doc. dr Nikšu Grgurevića*, prvi put, u naučno-nastavno zvanje vanredni profesor, za užu naučnu oblast Međunarodna ekonomija, na period od 6 godina.

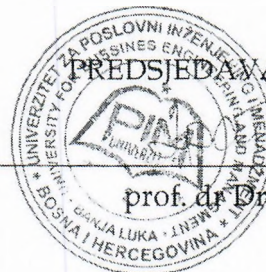
Odluka stupa na snagu danom donošenja.

OBRAZLOŽENJE

Senat Univerziteta za poslovni inženjering i menadžment Banja Luka, na prijedlog Nastavno-naučnog vijeća Ekonomskog fakulteta, raspisao je konkurs, koji je objavljen 26.02.2021. godine u novinama „Euro Blic“, za izbor nastavnika za užu naučnu oblast MEĐUNARODNA EKONOMIJA. Nakon sprovedene procedure, Vijeće Fakulteta, na osnovu pozitivnog Izvještaja i mišljenja članova Komisije za izbor u zvanje, broj: K-012/21, uputilo je Prijedlog za izbor kandidata *doc. dr Nikše Grgurevića* u zvanje vanrednog profesora za pomenutu užu naučnu oblast. Uvažavajući stavove i mišljenja članova Komisije, kao i prijedlog Vijeća, odlučeno je kao u dispozitivu.

Broj: S-035/21

Datum: 17. maj 2021. godine



[Signature]
prof. dr Dragan Đuranović



CURRICULUM VITAE

LIČNI PODACI:

Ime i prezime	Nikša Grgurević
Datum rođenja	20.12.1977. godine
Mesto rođenja	Doboj
Bračni status	oženjen – troje djece
Adresa	Igalo Ulica Bratstva i Jedinstva br.91
Telefoni	+382 (0)67 722 892
e-mail	niksagrgurevic@t-com.me

PROFESIONALNA ZVANJA:

- Diplomirani pomorski inženjer
- Magistar pomorskih nauka
- Doktor nauka menadžment u pomorstvu
- Docent (međunarodna ekonomija)
- Rukovodilac osnovnih studija
- Prodekan za nastavu
- Vanredni profesor (međunarodna ekonomija)

OBRAZOVANJE:

1993-1996	Srednja ekonomska škola u Nikšiću
1996-2002	Fakultet za pomorstvo Kotor – smjer Menadžment u pomorstvu
2008-2010	Fakultet za pomorstvo Kotor , Akademске Magistarske studije– smjer Menadžment u pomorstvu
2012-2016	Fakultet za pomorstvo Kotor, Poslijediplomske doktorske studije – smjer Menadžment u pomorstvu

RADNO ISKUSTVO:

2003-2012	Wurth d.o.o. Podgorica 1. Komercijalista na terenu – divizija auto 2. Key account menadžer – divizija auto 3. Menadžer prodaje za nautičku opremu i inox u ćerki kompaniji Wasi, koja je sastavni dio koncerna Wurth <u>Kursevi i obuke koje sam pohađao u ovom periodu:</u> Kursevi iz asertivne komunikacije, nenasilnog rješavanja konflikata, analize tržišta, analize prodaje (semafor analiza, banchmarking analiza, portugalska analiza itd.), kurs za menadžera prodaje - program „Junior Bell”.
2006-2008	- Bonaro d.o.o. Kotor Osnivač i vlasnik preduzeća za uvoz i maloprodaju tekstila i obuće poznatih brendova (Time out, Trikotaža Ivković, Azzaro, Passage itd).
2012-2015	- Prom SM Company d.o.o. Herceg Novi 1. Menadžer nabavke i logistike u kompaniji za uvoz i prodaju auto dijelova. 2. Poslovi vezani za interno knjigovodstvo i analize prodaje i nabavke
2011-2016	- Univerzitet za poslovni inženjering i menadžment Banja Luka - Ekonomski fakultet Trebinje Viši saradnik u nastavi – oblast međunarodna ekonomija (predmeti : Teorija i politika međunarodne razmjene IV godina, Međunarodno poslovanje III godina, Evropski biznis III godina).
2012-2016	- Fakultet za menadžment Herceg Novi Viši saradnik u nastavi – oblast računovodstvo (predmeti : Menadžersko računovodstvo I godina, Finansijsko računovodstvo III godina).
2014-2015	- Fakultet za pomorstvo Kotor Saradnik u nastavi volonter na predmetima: Ekonomija za menadžere (I godina), Strategijski menadžment (II godina) i Međunarodni menadžment (III godina).
2015-	- Univerzitet za poslovni inženjering i menadžment Banja Luka – Pravni fakultet Trebinje Viši saradnik u nastavi na predmetima : Međunarodno poslovno pravo (IV godina), Međunarodno ekonomsko pravo (III godina), Poslovno pravo

	(III godina), Poslovno pravo 2 (III godina).
2015-2017	- Agencija za izgradnju i razvoj Herceg Novog d.o.o. Herceg Novi Izvršni direktor
2016-2021	- Univerzitet za poslovni inženjering i menadžment Banja Luka - Ekonomski fakultet Trebinje Docent – oblast međunarodna ekonomija (predmeti : Teorija i politika međunarodne razmjene IV godina, Međunarodno poslovanje III godina, Evropski biznis III godina, Ekonomski odnosi sa inostranstvom III godina, Ekonomska diplomatija III godina, Korporativno upravljanje II godina, Međunarodna ekonomija III godina.).
2016- 2021	- Fakultet za menadžment Herceg Novi Docent – oblast međunarodna ekonomija (predmet : Upravljanje projektima IV godina, Marketing u turizmu III godina, Finansijski menadžment III godina, Organizacija preduzeća II godina, Uslužni menadžment I godina, Menadžmet kvalitetom usluga II godina, Menadžment u javnom sektoru IV godina).
2017-2019	- Moja mama d.o.o. Beograd – komercijalni direktor fabrike i lanca restorana.
2018 -2019	- Fakultet za menadžment Herceg Novi Rukovodilac osnovnih akademskih studija
2019 -	- Fakultet za menadžment Herceg Novi Prodekan za nastavu
2019 -	- Albo Mne d.o.o. Kotor Direktor
2021-	- Univerzitet Adriatik Bar Član Naučnog odbora Senata Univerziteta
2021-	- Univerzitet za poslovni inženjering i menadžment Banja Luka - Ekonomski fakultet Trebinje Vanredni profesor – oblast međunarodna ekonomija (predmeti : Teorija i politika međunarodne razmjene IV godina, Međunarodno poslovanje III godina, Evropski biznis III godina, Ekonomski odnosi sa inostranstvom III godina, Ekonomska diplomatija III godina, Korporativno upravljanje II godina, Međunarodna ekonomija III godina, Preduzetnička ekonomija II godina).
2021-	- Fakultet za menadžment Herceg Novi Vanredni profesor – oblast međunarodna ekonomija (predmet : Upravljanje projektima IV godina, Marketing u turizmu III godina, Finansijski menadžment III godina, Organizacija preduzeća II godina, Uslužni menadžment I godina, Menadžmet kvalitetom usluga II godina, Menadžment u javnom sektoru IV godina, Kontrola i revizija IV godina, Praktična nastava sa primjerima I godina).

2023-	- Visoka škola modernog biznisa – MBS Beograd Vanredni profesor – oblast ekonomija i finansije
	Opšta znanja Engleski jezik (diploma Oxford centra o završenom stepenu „upper intermediate 2“ sa ocjenom A). - Poznavanje rada na računaru (MS OFFICE – Word, Excel, Power Point, Internet, knjigovodstveni softveri) - Vozačka dozvola B i C kategorije - Upravljanje projektima (diploma Uprave za kadrove Crne Gore za izradu i upravljanje projektima). - Sertifikat o usavršavanju Njemačke kompanije Buzil iz Memingena
	Nagrade i priznanja
2005	- Kolektivna nagrada za najbolji tim u Jugoistočnoj Evropi (Würth grupa Njemačka),
2006	- Individualna nagrada za najveći broj narudžbi u Srbiji i Crnoj Gori u odnosu na sve zaposlene u svim divizijama. Nagradu mi je uručio direktor Würth koncerna Njemačke.
2013	- Nagrada na konkursu za najbolji članak o evropskim integracijama. Nagrada mi je uručena od strane ambasadora EU u Crnoj Gori, a članak je objavljen u najtiražnijim dnevnim novinama kao i evropskom mjesečniku.
2019	- Prva nagrada na 28. Međunarodnom Sajmu urbanizma u Nišu za „Prostorno Urbanistički Plan Opštine Herceg Novi“, u kategoriji – Prostorni planovi gradova i opština. Na Međunarodnom Salonu su prikazana 154 rada u 12 kategorija. Organizator 28. Međunarodnog Salona urbanizma je Udruženje urbanista Srbije (UUS). Obavljao sam funkciju organizacionog rukovodioca izrade nagrađenog plana.
2021	- Treća nagrada za rad „Avanturistički park- Vrbanj“, u kategoriji Urbanistički projekti i realizacije, na Jubilarnom 30. Međunarodnom Salonu urbanizma u Nišu. U kategoriji Urbanistički projekti i realizacije, izloženo je 28 radova. Izgradnja parka, kao sportsko-rekreativnog kompleksa sa sadržajima adrenalinskog tipa, nastala je kao realizacija jedinstvenog projekta prekogranične saradnje Adriatic Cannoning. Obavljao sam funkciju vođe projektnog tima.

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	TEKSTOVI OBJAVLJENI U NOVINAMA
2013	Evropska Unija od Monea do Nobela – tekst objavljen u najtiražnijim dnevnim novinama Vijesti koji je nagrađen prvom nagradom na konkursu za najbolji članak o evropskim integracijama. Tekst je naknadno objavljen u Evropskom mjesečniku.
2015	Jedan čovjek, jedan san – tekst objavljen u časopisu More i koji je naknadno objavljen na portalu Herceg Novi Cool.
2016	Brankine crnogorske lire sjevera- tekst objavljen u časopisu za lokalnu samoupravu i njegovanje kulturne baštine Komuna.
2019	Zapadni Balkan je Evropa- tekst objavljen u najtiražnijim dnevnim novinama Vijesti zajedno sa političkim analitičarem iz Slovenije Rudijem Meršakom.
	AKTIVNOSTI I PROJEKTI U DRUŠTVENOM SEKTORU
2011-	Suosnivač NVO “Medijski istraživački centar“ Podgorica –organizacija koja se bavi istraživanjem medijske stvarnosti i društva.
2014-2015	Potpredsjednik NVO “Sunčev zrak“- udruženje djece sa posebnim potrebama Herceg Novi. Volonterski rad na idejnom rješenju i implementaciji brojnih projekata kojima se unapređuje položaj djece sa posebnim potrebama.
2014-	Član redakcije prvog Međunarodnog naučno-stručnog časopisa iz oblasti ekologije “Montenegrin Jurnal of Ecology”.
2015-	Član odbora za stratejski razvoj Herceg Novog pri lokalnoj samoupravi.
2015-2017	Idejni tvorac prve Mape investicija za Opštinu Herceg Novi koja je prezentovana na Festival EXPO u Milanu 2015 godine, (http://www.hercegnovi.me/downloads/MAP%20OF%20INVESTMENTS.pdf).
2015-2017	Idejni tvorac i organizator akcije “Obnovimo dječija igrališta“, zahvaljujući kojoj je u roku od 12 mjeseci uz pomoć donatora obnovljeno 15 dječijih igrališta na teritoriji opštine Herceg Novi.
2016-2017	Član komisije za izradu plana upravljanja otpadom u Opštini Herceg Novi do 2020 godine.

2016-2017	Organizacioni rukovodilac tima za izradu Prostorno urbanističkog plana opštine Herceg Novi – (PUP-a) do 2030 godine. Tim broji 30 članova (11 doktora nauka, 4 magistra i 15 eksperata sa visokom školskom spremom).
2015-2017	Idejni tvorac i jedan od organizatora prvog međunarodnog tematskog festivala ulične umjetnosti “STREET ART FESTIVAL HERCEG NOVI 2016”,(https://www.facebook.com/streetartfestivalhn/?fref=nf).
2016-2017	Predsjednik Savjeta za ekonomski razvoj i turizam stručnog tijela za smjernice prilikom izrade strateškog prostornog plana Opštine Herceg Novi.
2016-2017	Član Radne grupe ispred Opštine Herceg Novi, iz oblasti prostornog planiranja, prilikom koordinacije sa Vladom Crne Gore i nadležnim ministarstvima.
2018-	Član redakcije međunarodnog naučno-stručnog časopisa „Urban and Regional Planning”, Science Publishing Group, NEW YORK, NY 10018 U.S.A.
2019-	Član redakcije i recezent međunarodnog naučno-stručnog časopisa STED Journal (http://univerzitetpim.com/sted-journal/), Banja Luka.
2019-	Idejni tvorac i organizator ciklusa predavanja ”Primjeri uspješnih” koja se sprovode kontinuirano na Fakultetu za menadžment sa ciljem da uspješni menadžeri i rukovodioci iz privrednog sektora prenose svoja praktična znanja studentima kroz gostujuća predavanja.
2019-	Član radne grupe za izradu Strateškog plana opštine Herceg Novi.
2019-	Član uređivačkog odbora i recenzent časopisa o društvenom i tehnološkom razvoju „STED JOURNAL“ – Journal of Social and Technological Development.
2019-	Član naučnog odbora međunarodne konferencije o društvenom i tehnološkom razvoju STED 2019.
2020-	Član programskog odbora i recenzent radova međunarodne konferencije na temu razvoja ruralnog turizma RRT2020 koja je održana u Zagrebu.
2020-	Idejni tvorac i jedan od organizatora prve virtuelne međunarodne konferencije “Ekonomski izazovi država JIE nakon pandemije Korona virusa”.
2020-	Član redakcije međunarodnog naučnog časopisa iz oblasti postsocijalističkog društva i ekonomije “ Socio – Ekonomski eseji” čiji je izdavač ELIT -Ekonomska laboratorija za istraživanje tranzicije Podgorica i partner izdavač Центр общественных наук, МГУ имени М.В. Ломоносова Москва.

2020-	Sekretar redakcije međunarodnog naučnog časopisa „Montenegrin Journal of Economics” čiji izdavač ELIT -Ekonomska laboratorija za istraživanje tranzicije Podgorica i Ekonomski fakultet Podgorica, a partneri izdavači University of Szczecin, Poland, Vilnius University, Kaunas Faculty of Humanities, Lithuania, Institutions of Russian Academy of Sciences, Central Economics and Mathematics Institute RAS, Russia i Tomas Bata University in Zlín, Faculty of Management and Economics, Czech Republic. Časopis je rangiran na 56. Mjesto u Grupi Q 1 Elsevije SCOPUS-a, među 228 najboljih časopisa.
2021-	Sekretar redakcije međunarodnog naučnog časopisa “Media dialoges” čiji je izdavač Istraživački medijski centar iz Podgorice.
2021-	Član programskog odbora i recenzent radova međunarodnih konferencija na temu razvoja ruralnog turizma RRT 2021, RRT2022 I RRT2023 koje su održane u Sisku, Međimurju i Zagrebu.
2021-	Predsjednik organizacionog odbora međunarodne konferencije o savremenim dostignućima u nauci i tehnologiji COAST 2022 .
2021 -	Član redakcije međunarodnog naučnog časopisa <i>SCIREA Journal of Economics</i> .
2021-	Ekspert za akreditaciju studijskih programa odnosno reakreditaciju ustanova visokog obrazovanja pri Agenciji za kontrolu i obezbjeđenje kvaliteta visokog obrazovanja.
2022 -	Član komisije za „podršku razvoju ženskog preduzetništva u Herceg Novom“ koji se sprovodi u okviru programske šeme World of Work in Montenegro: Paving the Road to Recovery, koju finansira Fond za dobro upravljanje, jedinica Kancelarije za vanjske poslove, Commonwealth i razvoj (FCDO), vlade Velike Britanije, a realizuje Međunarodna organizacija rada (MOR).
2022 -	Član komisije za raspodjelu sredstava nevladinim organizacijama u Opštini Herceg Novi.
2022-	Član Savjeta za zaštitu i razvoj lokalne samouprave Opštine Herceg Novi. Članove Savjeta Skupština bira iz reda uglednih građana i stručnjaka za pojedine oblasti od značaja za funkcionisanje i razvoj lokalne samouprave i zaštitu lokalnog stanovništva, a pravo predlaganja imaju: mjesne zajednice, stručne institucije, privreda, nevladine organizacije, stručna udruženja i drugi.
2022-	Član međunarodnog naučnog odbora osmog međunarodnog naučnog skupa „Turizam:aktuelni problemi i perspektive razvoja – turistička privreda i povezane teme ” Trebinje, 2022.

2023-	Mentor za preduzetništvo u Crnoj Gori imenovan od strane organizacije Me Out iz Budimpešte koja u saradnji sa V4 grupom organizuje konferencije i edukacije za preduzetništvo.
2023 -	Član radne i konsultativne grupe za izradu Strateškog plana razvoja mikro, malog i srednjeg biznisa u Opštini Herceg Novi.
AKTIVNOSTI I UČEŠĆE U MEĐUNARODNIM PROJEKTIMA I STUDIJAMA IZVODLJIVOSTI	
2011-2014	Participant na projektu: Tempus project, European Commission Tempus, “Support and Inclusion of students with disabilities at higher education institutions in Montenegro”, Faculty of management Herceg Novi, 2011.- 2014.y. , 5 1 6 7 5 8 – T E M P U S – 1 – 2 0 1 1 – 1 – G R – T E M P U S – J P G R, project participant. http://sinche.uom.gr/node/46 .
2015-2016	Participant na projektu: „Izgradnja konkurentnosti kroz zajedničko nastupanje privrednih subjekata na trećim tržištima” – Fakultet za menadžment Herceg Novi (www.fm-hn.com) – Ekonomski fakultet Mostar, 2015.
2016-2017	Koordinator tima za izradu Predstudije izvodljivosti za razvoj planiranog sportsko-rekreativnog centra i budućeg ski centra na planini Orjen. Projekat je podijeljen u dvije povezane jedinice prva se finansira iz javnih sredstava i druga iz privatnih.
2016-2017	Koordinator tima za pripremu aplikacije za studiju izvodljivosti obilaznice I podmorskog tunela u Bokokotorskom zalivu koji treba da poveže poluostrvo Luštica sa mjestom Zelenika. Donacija će se koristiti za izradu studije izvodljivosti za analizu različitih mogućih pristupa u razvoju saobraćajne infrastrukture u Bokokotorskom zalivu i da se bolje razumiju moguće transportne i ostale usluge koje su neophodne kao preduslov razvoja kako bi se omogućio rast područja. Koordinacija sa ministarstvima Vlade Crne Gore, EIB i Sekretarijatom WBIF za potencijalnu podršku u realizaciji projekta.
2016-2017	Vođa projektnog tima za četiri projekta koji se odnose na promociju niskokarbonskog turizma uz podršku UNDP-a. Projekti se zovu: Sve nijanse zelene parka u blizini tvrđave Forte Mare, sve nijanse zelene na južnim padinama nekadašnjeg hotela Boka, sve nijanse zelene u parku Zavičajnog muzeja u Herceg Novom i projekat Herceg Novi promoter obnovljivih izvora energije-uvođenjem prve pametne solarne klupe koji je odobren i realizovan u 2017 godini.
2016-2017	Vođa projektnog tima za pripremu projekta za poziv Interreg IPA prekograničnog programa Hrvatska-Bosna i Hercegovina i Crna Gora. Organizacija projektnog tima i saradnji sa partnerima iz BiH i Hrvatske na projektu pod nazivom: “Putevima ĆIRA”: Prekogranične tematske turističke destinacije. Projekat uključuje revitalizaciju stare uskotračne pruge i pretvaranje iste u biciklističku stazu.

2016-2017	Voda projektnog tima za pripremu projekta za poziv Interreg IPA prekograničnog programa Hrvatska-Bosna i Hercegovina i Crna Gora. Organizacija projektnog tima u saradnji sa partnerima iz BiH i Hrvatske na projektu pod nazivom: ADRIATIC CANYONING / Adriatic Canyons Adventure Tours – adrenalinski park. Projekat je odobren od strane Evropske komisije i ukupna vrijednost projekta je 1.598.253 eura, dok je za Agenciju za izgradnju i razvoj Herceg Novog d.o.o. opredjeljen iznos od 305.000,00 eura. Projekat je omogućio izgradnju modernog adrenalinskog parka u zaleđu Herceg Novog i njegova implementacija je počela 01.07.2017 godine.
2016-2017	Voda projektnog tima za pripremu projekta za poziv Interreg IPA prekograničnog programa Hrvatska-Bosna i Hercegovina i Crna Gora. Organizacija projektnog tima i saradnja sa partnerima iz BiH i Hrvatske na projektu pod nazivom: Razvoj poslovnog okruženja kroz povećanje kapaciteta za preradu samoniklog bilja na području Jadrana. Projekat uključuje prikupljanje i proizvodnju divljih biljaka u zaleđu Herceg Novom.
2016-2017	Voda projektnog tima za pripremu projekta za poziv Interreg IPA prekograničnog programa Hrvatska-Bosna i Hercegovina i Crna Gora. Organizacija projektnog tima i saradnji sa partnerima iz BiH i Hrvatske na projektu pod nazivom: Tourism as a Prerequisite of Cross Border Development and Improved Territorial Cooperation- CBC EGTC -DURA.
2017-	Voda projektnog tima za pripremu projekta za poziv Interreg IPA prekograničnog programa Bosna i Hercegovina – Crna Gora. Organizacija projektnog tima i saradnja sa partnerima iz BiH na projektu pod nazivom: BE ACTIVE.
2016-2017	Koautor Studije opravdanosti autobuske stanice Tivat. Naručilac Studije je Opština Tivat, i ista je usvojena od strane Skupštine opštine Tivat, na osnovu čega je formirano novo preduzeće u vlasništvu lokalne samouprave i otvoreno 12 novih radnih mjesta.
2016-2017	Koautor Parking studije Tivta. Naručilac Studije je Opština Tivat, i ista je usvojena od strane Skupštine opštine Tivat, na osnovu čega je formirano novo preduzeće u većinskom vlasništvu lokalne samouprave i otvoreno 15 novih radnih mjesta.
2016-2017	Organizacioni rukovodilac izrade parking studije Herceg Novog. Naručilac Studije je Opština Herceg Novi, i ista je pokazala broj nedostajućih parking mjesta kao i plan parkiranja sa budućim lokacijama za javne garaže.
2016-2017	Koautor Studije za utvrđivanje najpovoljnije lokacije za izgradnju autobuske stanice u Herceg Novom. Ova studija je analizirala tri lokacije sa saobraćajnog, ekonomskog i urbanističkog aspekta i predložila najpovoljnije rješenje, kao i oblik preduzeća u vlasništvu lokalne samouprave.

2016-2017	Koautor Studije opravdanosti osnivanja,« D.O.O. Parking servis i održavanje objekata» na Cetinju. Naručilac Studije je Prijestonica Cetinje, a ista je usvojena od strane Skupštine opštine Cetinje i pokazala je opravdanost osnivanja preduzeća u vlasništvu lokalne samouprave koje treba da posluje kroz četiri sektora čime se stvara mogućnost za otvaranje velikog broja novih radnih mjesta.
2016-2017	Član organizacionog odbora kandidature Opštine Herceg Novi za “Evropsku prijestonicu kulture 2021.godine”. Evropska prijestonica kulture jedan je od najvećih događaja na svijetu koji traje od 1985. Godine. Do danas su ukupno 54 grada u Evropi nosila ovu prestižnu titulu, a Herceg Novi se zajedno sa Novim Sadom plasirao u finale takmičenja pri čemu je Novi Sad odnio pobjedu i postao drugi grad prijestonica koji nije dio Evropske Unije.
2019-	Autor biznis Studije koja se odnosi na valorizaciju tvrđava Spuž u Crnoj Gori, Lješke tvrđave u Albaniji i tvrđave Strač u Bosni i Hercegovini.Studija je dio evropskog projekta “Legends of the fortress” i kreirana je sa jasnim smjernicama koje se odnose na turističku i privrednu valorizaciju tvrđava i njihovog okruženja.
2019-2019	Koautor Studije izvodljivosti sportsko rekreativnog kampa Bogišići u Opštini Tivat. Naručilac Studije je Opština Tivat.
2020-	Rukovodilac projekta – Zimska škola biznisa, Projekat edukativnog programa finansiran od strane Ministarstva nauke.
2020-	Rukovodilac projekta – Marketing challenge 21 , Projekat edukativnog programa finansiran od strane Ministarstva nauke,
2020-	Stručni konsultant prilikom izrade projekta NATURA 2000 koji organizuje Agencija za zaštitu prirode i životne sredine iz Podgorice.
2020-2020	Stručni konsultant prilikom izrade plana sistematizacije i racionalizacije za D.O.O. Komunalne djelatnosti Ulcinj.
2020-	Koautor Studije izvodljivosti budućeg hotela Franca.
2020-	Predavač i jedan od organizatora projekta – Ljetnja škola Održivi razvoj u turizmu, Projekat intezivnih edukativnih programa finansiran od strane Ministarstva nauke,
2020-	Voda projektnog tima za izradu konačnog izvještaja o uključenosti djece na lokalnom nivou u sklopu projekta WONDER-Child Friendly Destinations. Nosilac projekta je Turistička organizacija Herceg Novi koja je angažovala Fakultet za menadžment Herceg Novi za eksterne usluge uključivanje djece na lokalnom nivou, a usklopu projekta WONDER-Child Friendly Destinations koji finansira

	Evropska Unija. Glavni cilj projekta je povećanje atraktivnosti i konkurentnosti destinacija iz Jadransko-jonske regije kroz child-friendly i family koncept, te podrška održivom turizmu na osnovu novih, inovativnih metoda.
2021-	Vođa projektnog tima za izradu finalnog dokumenta koji nosi naziv City Agenda u sklopu projekta WONDER-Child Friendly Destinations. Nosilac projekta je Turistička organizacija Herceg Novi koja je angažovala Fakultet za menadžment Herceg Novi za izradu dokumenta koji predstavlja strategiju brendiranja Child friendly logom privrednih subjekata i ostalih stejkholdera na lokalnom nivou, a u sklopu projekta WONDER-Child Friendly Destinations koji finansira Evropska Unija. Glavni cilj projekta je povećanje atraktivnosti i konkurentnosti destinacija iz Jadransko-jonske regije kroz child-friendly i family koncept, te podrška održivom turizmu na osnovu novih, inovativnih metoda. U projektu je naš tim imao zadatak da analizira pojedine segmente finalnih izvještaja za svih 10 gradova iz EU i regiona koji su učesnici projekta.
2022-	Koautor Studije o opravdanosti osnivanja poslovnog inkubatora u Opštini Tivat. Naručilac Studije je Opština Tivat.
2022-	Rukovodilac projekta i predavač – Ljetnja škola, Informaciono komunikacione tehnologije u funkciji razvoja turizma. Projekat edukativnog programa finansiran od strane Ministarstva ekonomskog razvoja.
2023-	Član projektnog tima i koautor Studije „Polazne osnove novog koncepta održivog privrednog razvoja Crne Gore“ čiji je izdavač Centar za demokratsku tranziciju - CDT, i koji je izrađen uz podršku regionalnog projekta SMART Balkan – Civilno društvo za povezan Zapadni Balkan kojeg implementira Centar za promociju civilnog društva (CPCD), Center for Research and Policy Making (CRPM) i Institute for Democracy and Mediation (IDM) a finansijski podržava Ministarstvo vanjskih poslova Kraljevine Norveške (https://www.cdtmn.org/analize/polazne-osnove-novog-koncepta-odrzivog-privrednog-razvoja-crne-gore-uvodni-dio/).