

MONTENEGRO

Brand Communication

Strategy

LJUBLJANA, AUGUST 2023

yootree
creative

Support for achieving
Goals
of tourism in Montenegro



Support for achieving
goals of tourism in Montenegro

1.

Contribute to a better recognition and perception of **Montenegro as a all year-round tourist destination.**

2.

Attract tourists with **higher purchasing power** with **diversity of touristic experiences** in different regions of the country (nature-based tourism, active tourism, slow adventure, cultural tourism, luxury tourism, countryside & rural tourism).

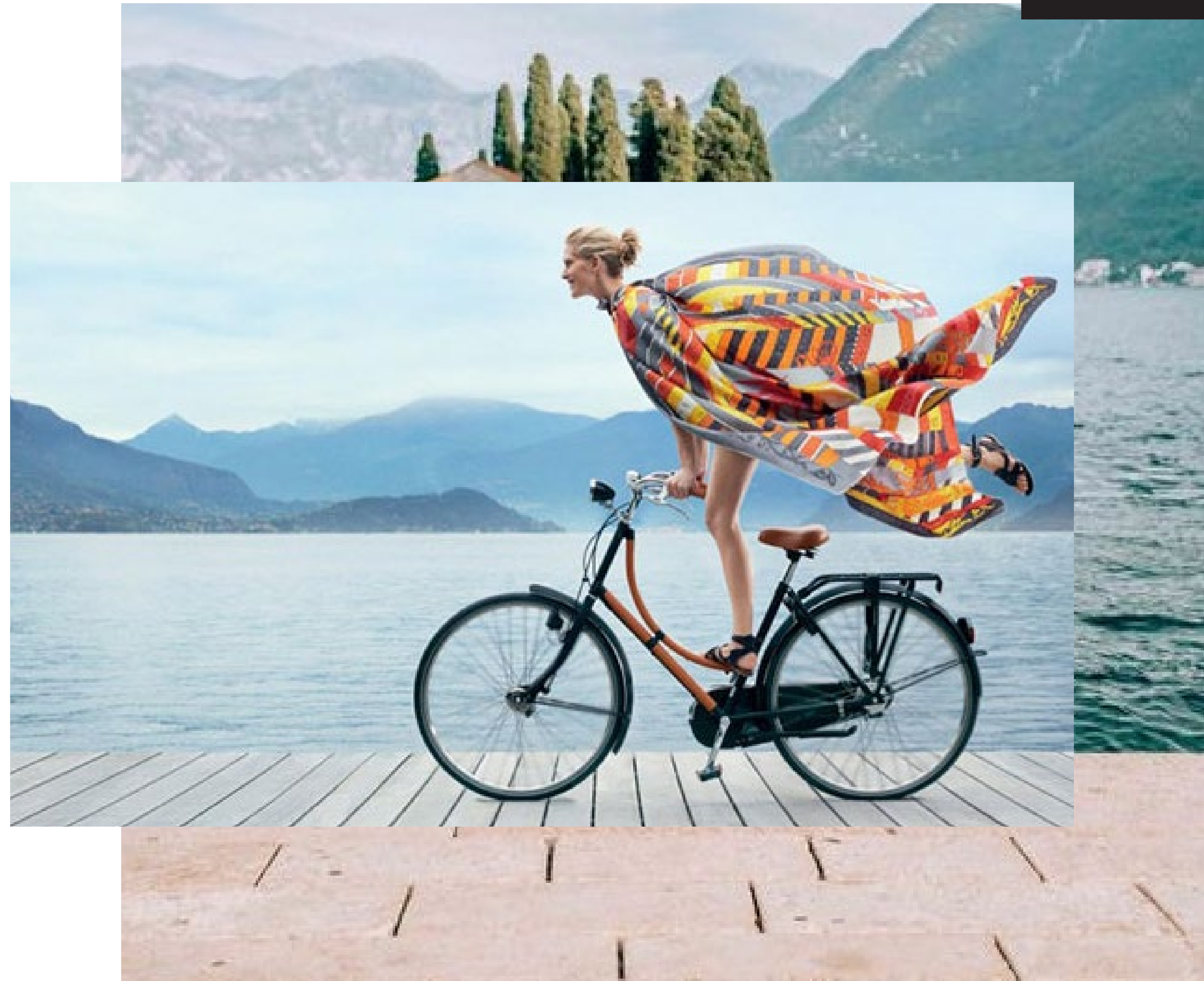
3.

Strengthening the position in existing markets and faster penetration into perspective markets.

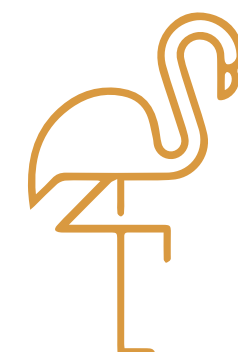
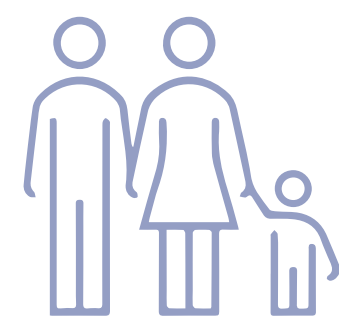
4.

Present Montenegro as a tourist destination relevant for **modern target groups and segments of travellers** who are looking for **unique experiences in different seasons and regions of Montenegro.**

Communication goals for
a new
Montenegro
destination brand campaign



Communication goals for a new Montenegro destination brand campaign



Positioning Montenegro as a year-round tourist destination for authentic experiences.

With emphasis on the diversity of nature, authentic tradition and culture of Montenegro.

Inspiring different target segments to visit Montenegro.

Focusing on target groups looking for quality, diverse and active experiences and well-being.

Promoting authentic Montenegro experiences which bring higher added value.

To active explorers, travellers and environmentally aware individuals who are looking for authentic local experiences and are spending more time and money at destination.

Increasing average expenditure per tourist.

By extending the average length of stay, average consumption per tourist and strengthening Montenegro experiences with a higher added value. Sustainable growth by increasing arrivals and overnight stays throughout the year.



Understanding the market



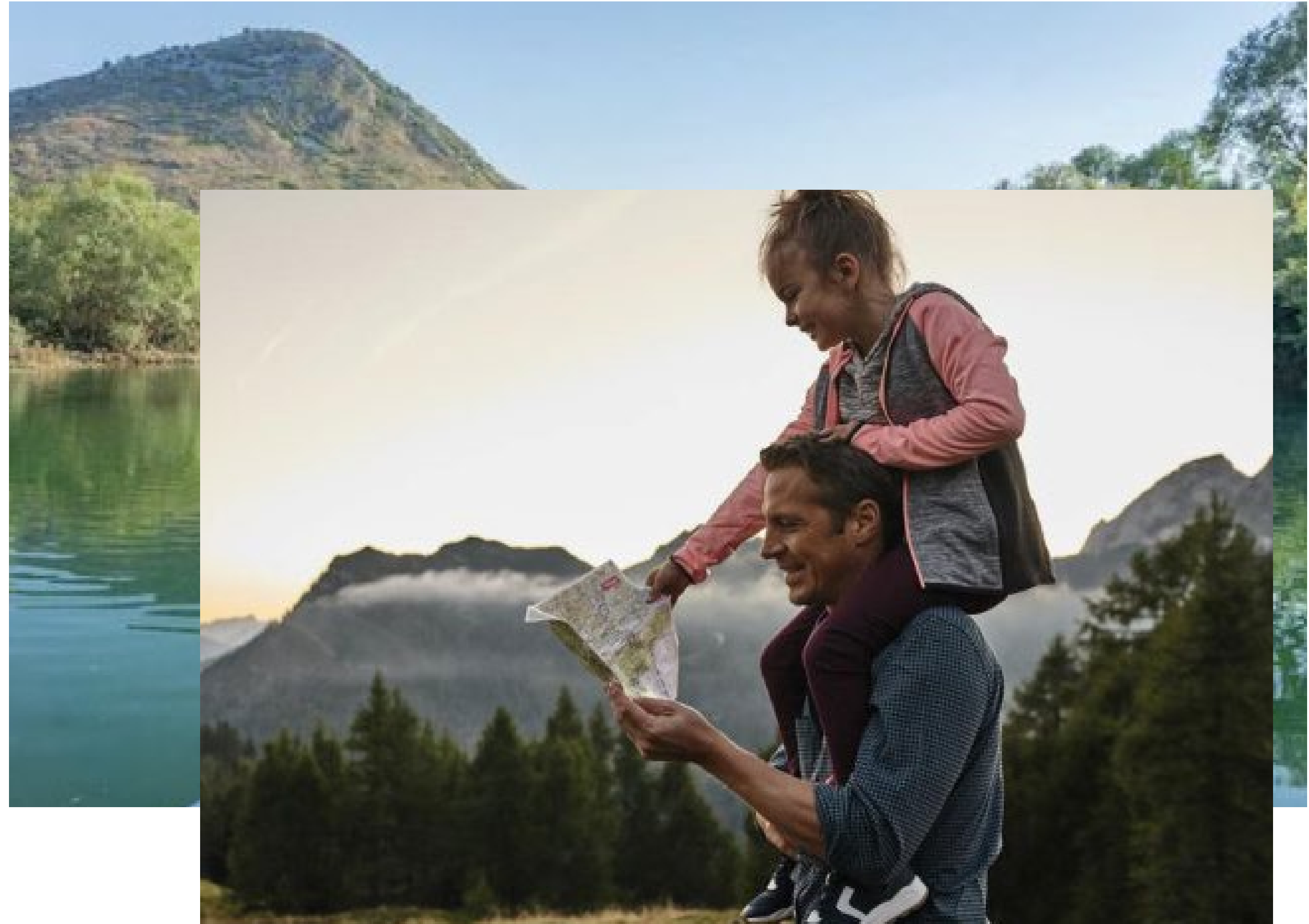
Understanding the visitors



Designing brand communication

Selected target markets

visitor analysis



Selected target markets:
France

French visitors want to **relax individually or with family**, discover and enjoy nature. They are interested in **discovering new destinations, experiences, local cuisine and regions**. **“Slow” tourism is extremely popular** with travellers from France, they are looking for a break without everyday stress and tension.

French are **looking for activities** during the holiday and **unique local experiences** (tours of the eco-museum, farmstead, workshops, adventure walks on environmental protected destinations, cultural walks on scientific routes, cultural tourism and works of art, discovery of animal husbandry on the farm, shelters, new types of sports).

Visitors from France **respect the environment**, which is one of the most important selection criteria for all services in the sector, from transport, through accommodation, to activities. They **desire to immerse with local culture** and to consume locally produced products.



Selected target markets: United Kingdom



Visitors from UK **desire a passive break** (about 80%) **and entertainment** (those interested in the sun and the sea). They **research destinations online** (61.3%) and are choosing a destination according to the **safety, attractions, gastronomic and cultural offers**, but most often **book a month before arrival**.

British visitors are interested in Montenegro as a sunny destination, a **break from stressful daily life on the beach** is the most popular. The basic goal is to maintain and improve the image of the summer destination and **attract tourists with higher purchasing power, especially out of traditional summer season**.

Beside the sea and the sun, British visitors are interested into **guided tours, cultural tourism, natural and rural tourism** which offer a great opportunity for **increasing average expenditure per visitor**.



Understanding the market



Understanding the visitors



Designing brand communication

Selected target markets:
Germany

Germans are **interested in nature, culture, local community, and active holiday experiences**. German visitors search for a **nature-based sustainable experiences** and are interested in **off-season breaks and lesser-known locations**.

They travel to **escape from everyday life** (65%), they are interested in natural sights, guided tours, and interaction with local people. German visitors are **active tourists who want to travel around and get to know a new destination, people, culture** and are more adventurous.

For German businesses, **Montenegro is a great opportunity for Congress and Business events**, which aim to attract guests who are willing to spend more.

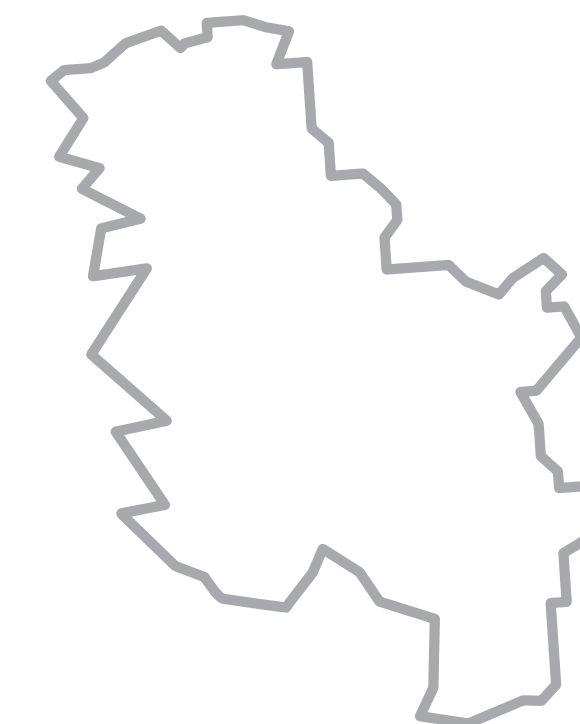


Selected target markets:
Serbia

Montenegro is a **popular destination by Serbian visitors** from younger and mature generations, people with secondary and higher education, residents of middle and higher economic status. Visitors from Serbia are looking for **three types of experiences**:

Simple holiday breaks, where they desire a quiet break, relaxation with passive spending of their vacation on the beach, in nature and spending free time with their family members.
 Second occasion are **local, health & wellness experiences**, where Serbian visitors especially enjoy local cultural attractions, health and wellness experiences.

Younger generation of Serbians are choosing Montenegro as a **great summer and party destination** with good night-life entertainment.

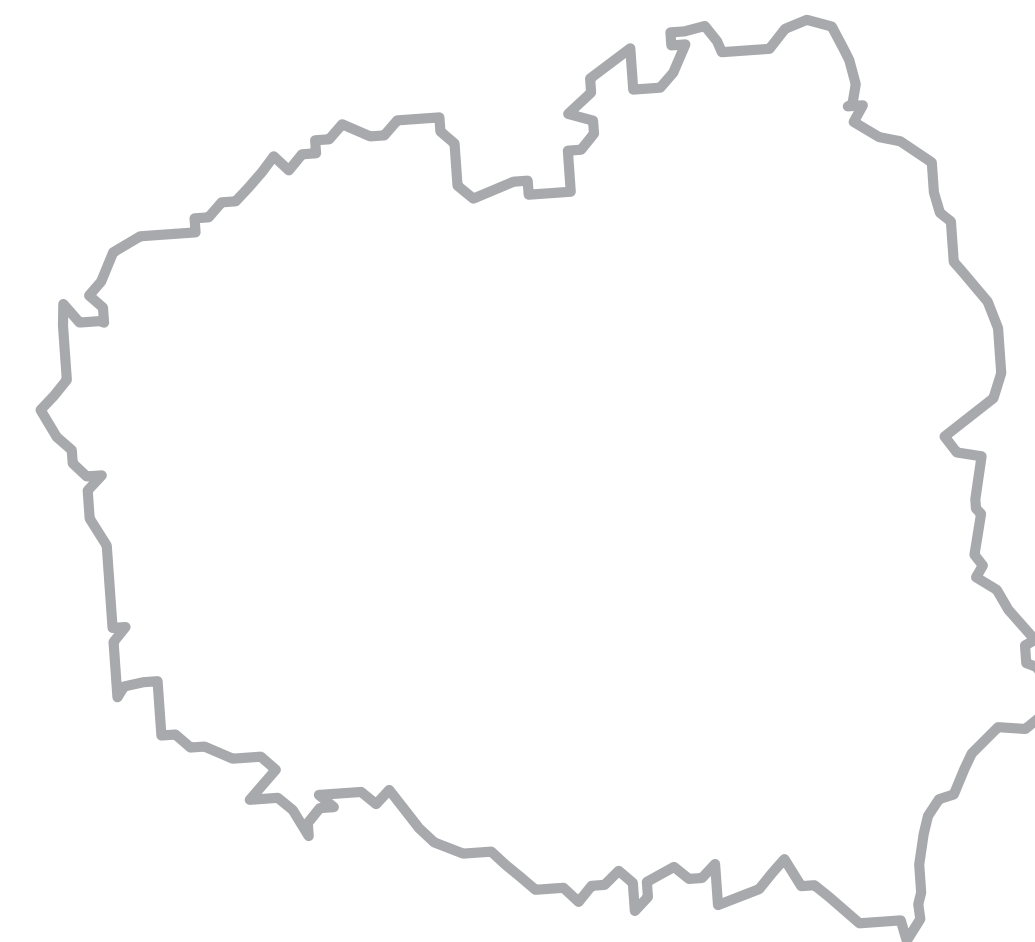


Selected target markets:
Poland

Visitors from Poland travel to Montenegro in the **summer months and during the winter school holidays**. There is a new trend of **shorter vacation breaks two to three times a year**.

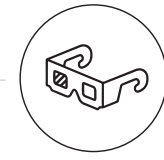
Poles are interested in the **natural beauty** of Montenegro, **new local experiences, cultural attractions, health, and wellness services**. Poles are tourists who like to spend their free time actively, that is why they are **interested in many activities**:

rafting/kayaking, swimming, water sports, cycling, adventure sports, hiking, bird watching, wellness & spa, sightseeing, visiting night clubs, shopping, enjoying food, visiting rural sights and themed walking & hiking trails.





Understanding the market



Understanding the visitors



Designing brand communication

Understanding
**generational
differences**
in tourism



Understanding
generational
differences
in tourism

Baby boomers	are decisive & confident travellers, and not tied to budget	50+ years
Generation X	are vacation deprived road trip warriors, travelling less frequently than other generations	50-40 years
Millenials	Embrace YOLO, prefer all inclusive, relaxing & romantic vacations	40-30 years
Global GEN Z Travellers	Open to influence, embrace YOLO, activities and bucket list experiences	30-20 years

Baby boomers:

Multi-gen travelers pursuing experiences they've been missing out



Born between: **1945 – 1960**

Age between: **77 – 59**

Leisure travel days per Year: **27**

Baby Boomers and »empty nesters« prefer **small, private groups for travel** (like multigenerational trips), **river cruising and dream vacations** they've been missing out on due to coronavirus-related travel restrictions or health concerns.

Because they **have more free time compared to Generation X**, they are **interested to travel more** (and for shorter period of time: trips) and **outside of the main seasons** (all seasons).

Baby boomers are **decisive and confident** travellers **not tied to a specific budget**. They travel approximately 27 days per year.

Baby boomers:

Multi-gen travelers pursuing experiences they've been missing out



Born between: **1945 – 1960**

Age between: **77 – 59**

Leisure travel days per Year: **27**

Budget is an important factor (57%) for baby boomers, they are **highly influenced by ads with informative content** (TV, travel shows, advertorials, ...) and are **highly decisive (56%)** about their plans.

Most popular trip types and occasions are **family visits, relaxing and sight-seeing**.

They are looking for **best deals, outdoor activities, museums, historical sites, arts & culture and hidden gems and less crowded locations**.

They **book travel on online travel agencies (55%)** and platforms.

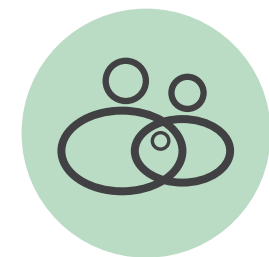
Baby boomers:

Multi-gen travelers pursuing experiences they've been missing out



27 Travel Days Per Year

Top vacations types



67% Visiting Family



48% Relaxing



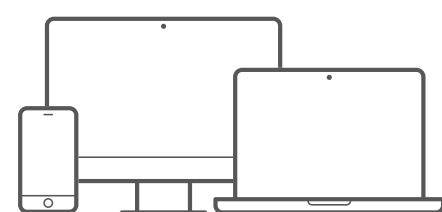
44% Sight-seeing

57% Said budget is a factor

66% Influenced by ads with informative content

56% Have already decided on a destination

Resources used in booking last trip

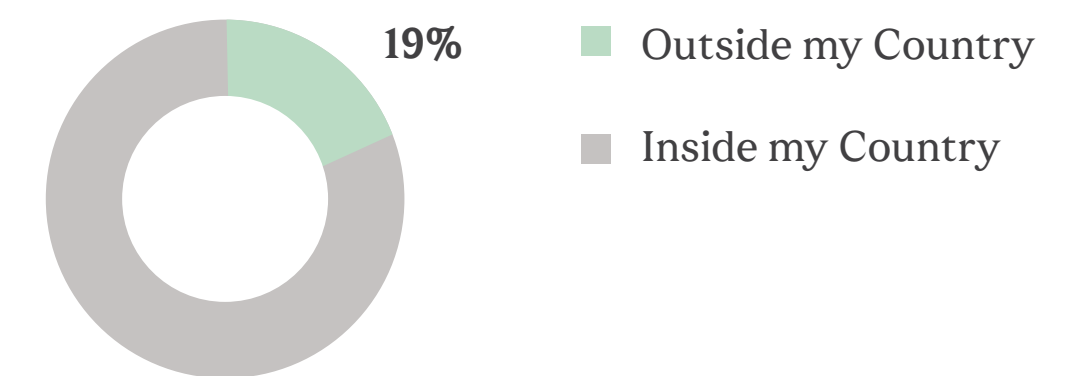


1. OTA
2. Hotel Site
3. Airline Site

Travel personality



Location of Last Vacation



Generation X:

Road trip warriors keen for authenticity, smart luxury and slow down



Born between: **1961 – 1980**

Age between: **58 – 43**

Leisure travel days per Year: **26**

The Virtuoso study suggests that Generation X **prioritizes a work-life balance** but travels less than other generations due to **hectic schedules**. While they travel less, **they outspend their counterparts when they take vacations**.

Generation X tends to allow **their children to influence their travel decisions, want smart luxury, are willing to pay for service and prefer authenticity**. Gen X can visit any quaint beach towns, luxuriate in the sun while sipping on cocktails and make their way home **feeling revitalised after a week**.

It matters not where the resort is. After **all, de-stressing from their humdrum schedule** is what they yearn for. Generation X are vacation deprived road trip warriors, traveling less frequently than other generations (26).

Generation X:

Road trip warriors keen for authenticity, smart luxury and slow down



Born between: **1961 – 1980**

Age between: **58 – 43**

Leisure travel days per Year: **26**

Almost half of them (**43%**) **travel by car** and **plan their own travel itineraries**. Most popular trip types and occasions are **relaxation, family visits, sight-seeing and family play**.

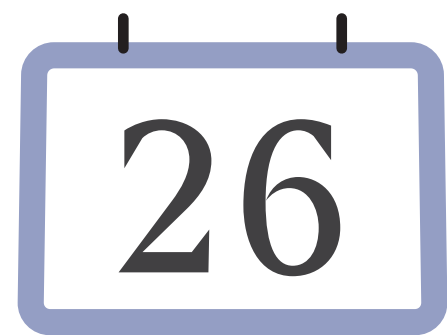
They are looking for **best deals, outdoor activities, family-friendly vacations & experiences and hidden gems and less crowded locations**.

They **book travel on online travel agencies** (55%) and platforms, spend money for tours and attractions (13%) and are best **influenced by social media platforms like Facebook and Pinterest**.

Generation X:

Road trip warriors keen for authenticity, smart luxury and slow down

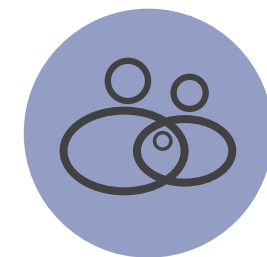
Top vacations types



Travel Days Per Year



51%
Relaxing



48%
Visiting Family



48%
Sight-seeing



41%
Family Play

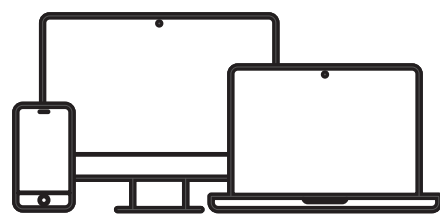


Most information social media platforms

13% Of their budget is allocated to tours / attractions

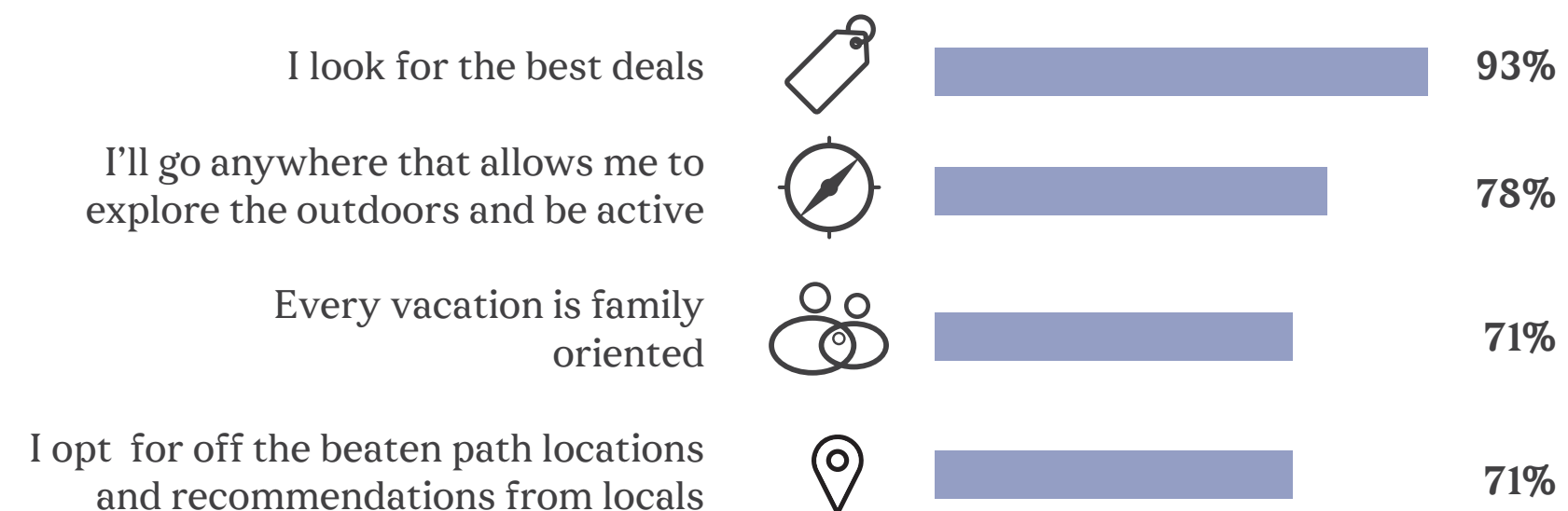
43% Traveled by car

55%

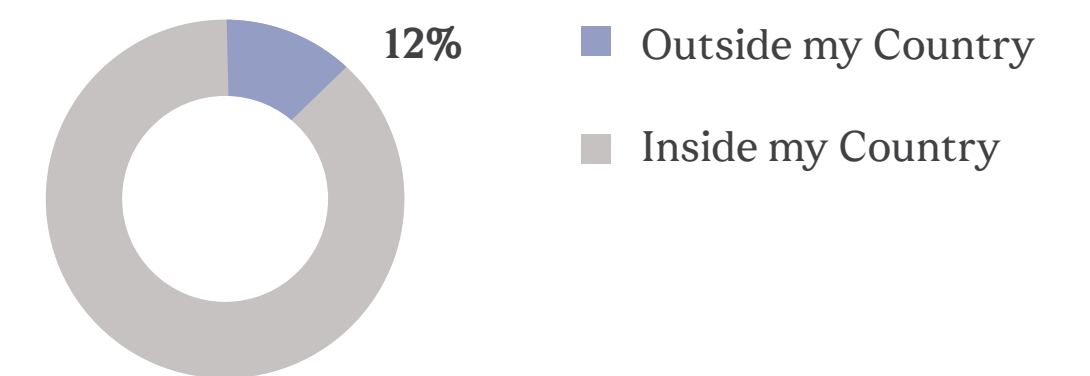


Booking Travel on a OTA Other leading booking resources and Search Engines & Hottel Sites

Travel personality



Location of Last Vacation



Millennials:

Sustainable explorers of life, culture & nature



Born between: **1981 – 1995**

Age between: **43 – 29**

Leisure travel days per Year: **35**

As for Millennials, data suggests a common thread among employees is the **desire to connect and engage in work that is meaningful and in alignment with who they are**, and this desire for purpose is also a **key driver for them as travellers**.

Travel allows Millennials to **immerse themselves with local people**, discover unique **experiences beyond the main & popular tourist attractions, explore other cultures** and takes priority for both their leisure time and discretionary income. **Social media may inspire** millennial travel, but **sustainability is a guidepost** for their decisions.

Millennials travel the most days per year compared to other groups (35). They embrace »You only live once« life philosophy and prefer all-inclusive, relaxing and romantic vacations. Most popular trip types and occasions are relaxation, family visits, **family play and romantic getaway**.

Millennials:

Sustainable explorers of life, culture & nature



Born between: **1981 – 1995**

Age between: **43 – 29**

Leisure travel days per Year: **35**

They are looking for **best deals, outdoor activities, worry-free travel, all-inclusive resorts and bucket list experiences**. They book travel on online travel agencies and platforms, book mostly hotels (70%) and are best **influenced by advertising** (74%).

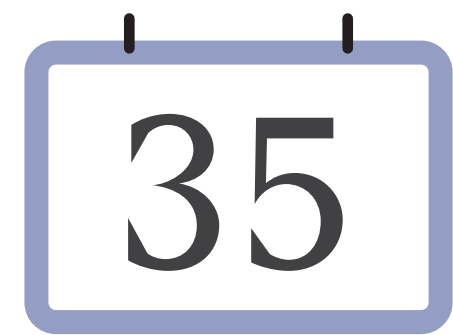
They **mix business and leisure and save money for travel** (88%). Millennials (and Gen Z) are much more **demanding travelers** than Baby boomers and Gen X. The beach resort or mountain retreat must **boast a plethora of amenities**.

They want to practice yoga on the beach and attend a mixology class. They must venture out of the property to **explore the destination rigorously**. They want to **interact with natives and savour tantalising local cuisines**.

Millennials:

Sustainable explorers of life, culture & nature

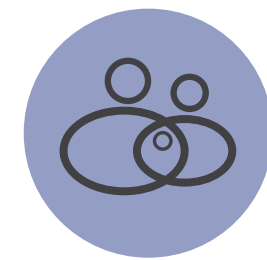
Top vacations types



Travel Days Per Year



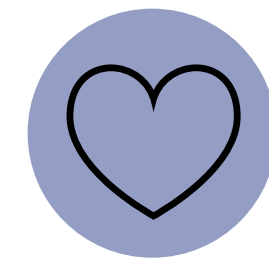
55%
Relaxing



50%
Visiting Family



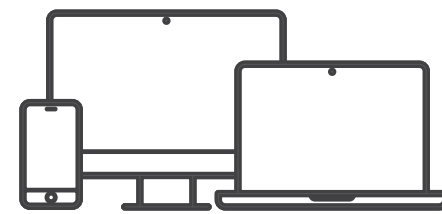
45%
Family Play



34%
Romantic Getaway

53%

Booking Travel on a OTA



Of their budget is allocated to tours / attractions

70%

Stayed in a hotel



72%

Decisions can be influenced by advertising



Travel personality

I look for the best deals



92%

I'll go anywhere that allows me to explore the outdoors and be active



89%

I opt for off the beaten path locations and recommendations from locals



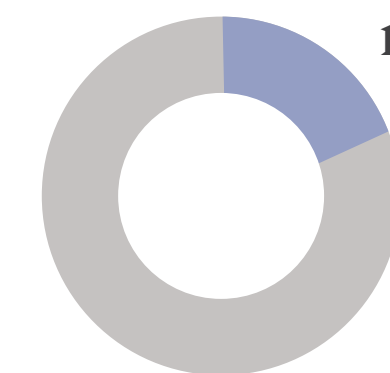
83%

YOLO: Ceassing off my bucket list is imperrative



83%

Location of Last Vacation



19%

Outside my Country

Inside my Country

Generation Z:

Social zoomers of fun and bucket list experiences

Born after: **1995**

Age between: **28 – 15**

Leisure travel days per Year: **23**

Zoomers or Generation Z are **open to influence** and mostly interested in **bucket list experiences and activities** when it comes to travel. Most popular trip types and occasions are **relaxation, family visits, special events and party**.

They are looking for **trip activities, once in a lifetime experiences**, cultural experiences, cities and **destinations with great entertainment, iconic destinations and travel with friends & family**. They are **destination indecisive (66%), open to inspiration (77%)** and **highly influenced by promotions** and travel visuals on social media (84%).

They **mix business and leisure and save money for travel (88%)**. Generation Z travellers are also more inclined than the rest to go on an **activity-based trip such as trekking, traveling for a particular event like a concert, festival** or prioritising high bucket list adventure.



Generation Z:

Social zoomers of fun and bucket list experiences

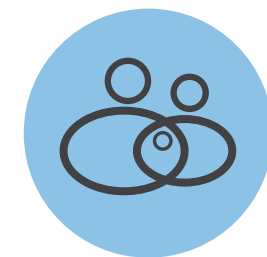
Top vacations types



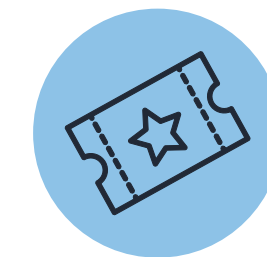
Leisure Travel Days Per Year



55%
Relaxing



41%
Visiting Family



26%
Special Event



21%
Party

84%

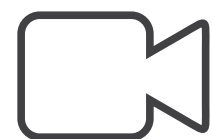
Said social media is influential



I see a deal or promotion



Travel pictures by friends or experts



Travel videos posted by friends or experts

Eighty-two percent Said budget is a consideration

66%

Are destination indecisive

77%

Are open to inspiration

Leisure travel priorities



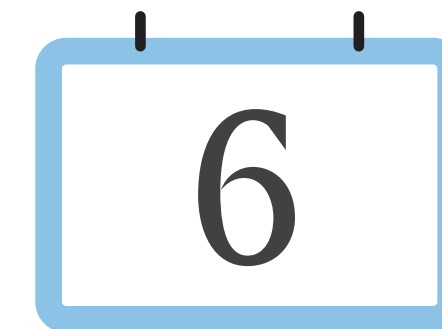
Trip activities



A once in a lifetime or "bucket list" experience



The cultural experience



Business Travel Days Per Year

66%

of business trips turn into leisure trips

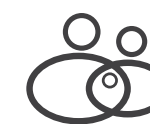
Top factors that influence leisure



Great entertainment



Iconic destination



Travel with friends/family

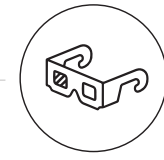


88%

Save money for leisure travel



Understanding the market



Understanding the visitors



Designing brand communication

Defining
key target
groups
(by motives)



Defining key target groups

(by motives)

*Visiting Montenegro
for adventures*



The primary motive is tied to the **active individual or a couple**.

*Visiting Montenegro
for association*



The primary motive is related to associating with **family, friends, relatives, local society or business/work colleagues/partners/clients**.

*Visiting Montenegro
for self-care*



The primary motive is tied to an **individual or a couple**.

Keywords:

*Discovery • Source of inspiration • Find yourself
• Explore your limits • Energy / Individualism
• Expressing oneself • Personal growth • Unique needs • Active experience*

*Socializing • Bonding • Family-time •
Companionship • Proximity • Connection •
Common interest • Compromise • Business meetings • Teambuilding • Building relations*

Relaxation • Care-free time • No stress • Renewal / Calming • Retreat • Pampering • Wellness & wellbeing • Detox • Immerse in Nature • Revitalize • Rejuvenate

Defining key target groups

(by segments)

Visiting Montenegro for adventures



“THE ADVENTURERS”

- Experiences of Montenegro culture, nature, history
- Pleasure in local Montenegro cuisine
- Sport activities in nature
- Pampering for body and soul
- Recreation at seaside and in the mountains


Visiting Montenegro for association



“THE SOCIABLES”

- Family peace, bonding and connection
- Actively spending time together
- Group fun and events
- Pleasure and relaxation in a good company

Visiting Montenegro for self-care

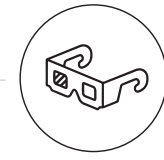


“THE HEDONISTS”

- Retreat from the stress and fast pace of life
- Enjoyment, hedonism, relax and comfort oneself
- Health and wellness services
- Beauty treatments
- Getting back to yourself
- Selfness, mindfulness, destress & detox



Understanding the market



Understanding the visitors



Designing brand communication

Defining
**key marketing
personas**



Defining key marketing personas

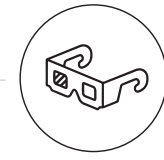


Marketing personas are used in marketing when planning **customer-oriented (consumer/people/user-centric) marketing activities and developing communications and offers adapted to different types of users.**

Personas are based on market segmentation and represent a **qualitative description of a typical representative of an individual segment.** Each segment must have clear differentiation or its characteristic features.



Understanding the market

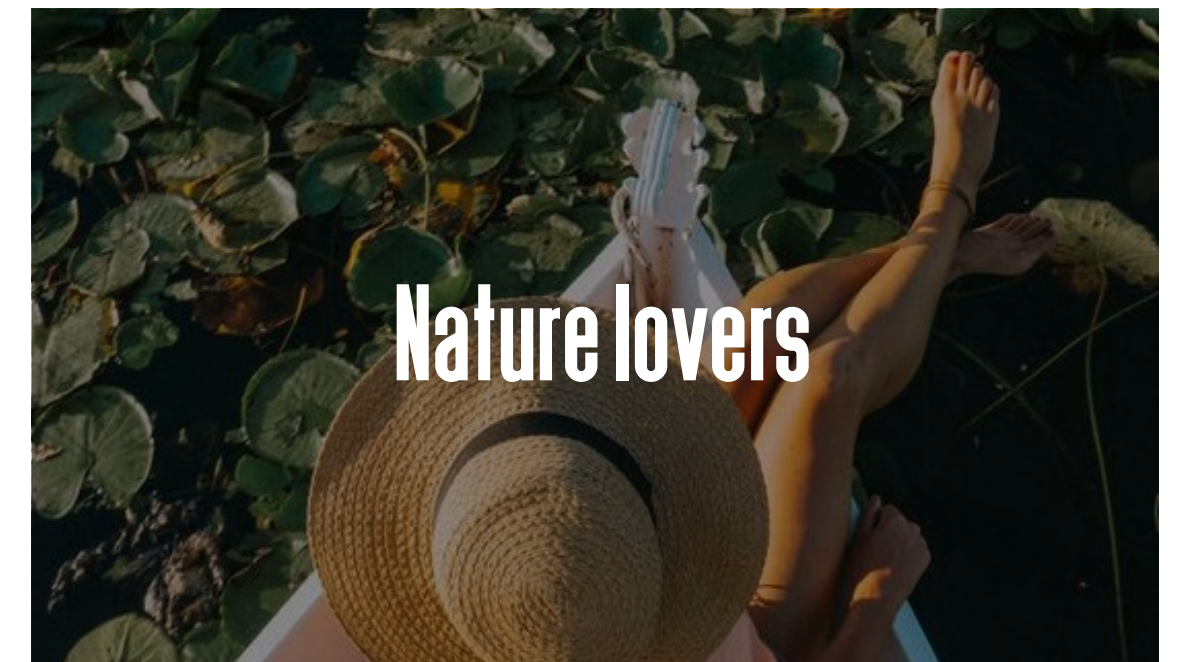
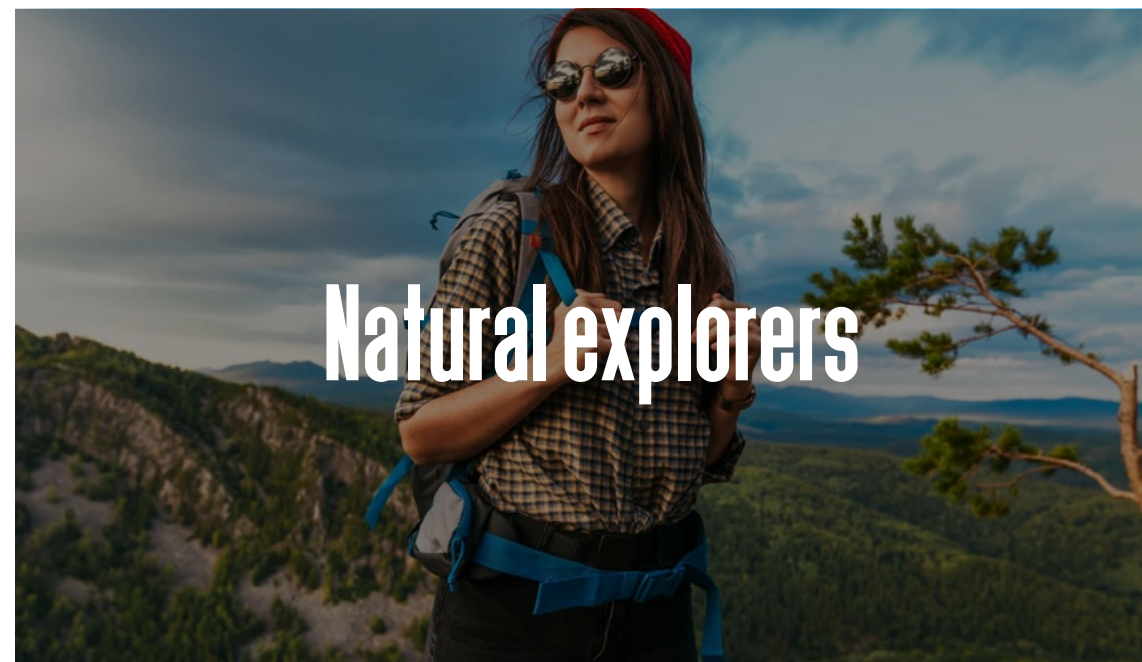


Understanding the visitors



Designing brand communication

Defining key marketing personas



Natural explorers adventurers



Monika from Germany

Character & persononality:

Responsible / Open-minded/ Practical/ Simple

AGE: **41 (Millennial)**

SEX: **Female**

PROFESSION: **Veterinarian**

STATUS: **Married**

FAMILY: **husband and a dog**

COMES FROM: **Germany**

TRAVELS: **3-4 times a year**

„I love Montenegro because it offers me a great combination of pure relaxation & exciting natural adventures.“



Interests:



Walking & biking tours in locations



Tour of natural attractions (Skadar Lake, Durmitor, Žabljak)



Visit of old city centers (Kotor, Budva)



Skiing and snowboarding during winter (Kolašin)

Excpectations:

- Relaxation and well-being
- A sense of peace and a retreat from everyday life
- Scenic natural sights and beautiful views
- Clean environment
- Quality public transport and accessible information (timely, good links, multiple languages)
- People speaking English language

Motives:

- To go somewhere beautiful
- Get to know a new landscapes & cultures
- Experience diversity
- Relax from everyday hustle

Information channels:

1. Social media
2. Online portals
3. WOM recommendations
4. Print & Brochures
5. TV ads
6. Local media

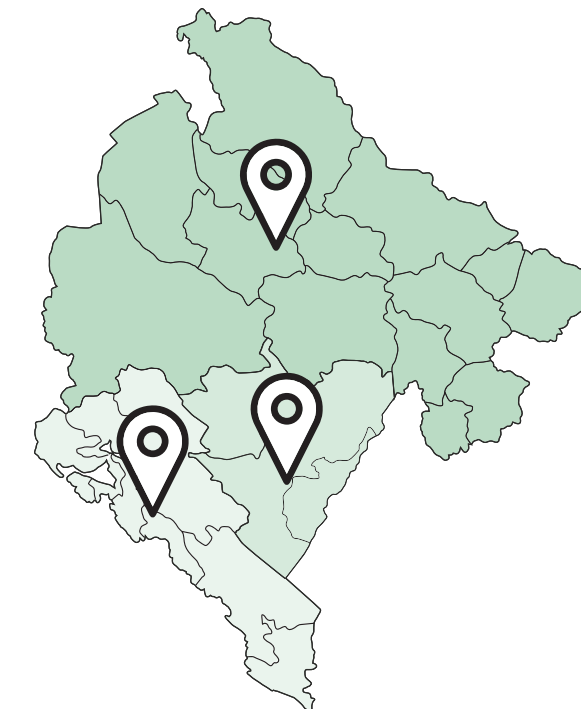
Travel style:



Travel by: car / foot / bicycle
Sleep: 4* hotel / authentic accommodations
Travels with: husband and a dog

Location map:

North region
 Central region
 South region



Lifestyle:

Monika has a hard and responsible job and busy daily life. She doesn't have a lot of free time, that is why she wants to make the most of every trip or vacation. She travels with her husband and enjoys experiences which are interesting for both of them. She likes to explore a destination, natural beauties and scenic sights. She likes discovering local culture and cuisine and prefers to do the planning in her own way. During her travels she likes to combine active experiences with relaxation. She gets inspired by social media, but sustainability is a guidepost for her decisions.

Social foodies

sociables



Pierre *from France*

Character & persononality:

Responsible / Open-minded/ Practical/ Simple

AGE: 53 (Gen X)

SEX: Male

PROFESSION: Marketing manager

STATUS: Married

FAMILY: wife and 2 children

COMES FROM: France

TRAVELS: often

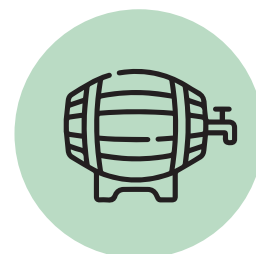
„I love Montenegro because of the laid-back lifestyle and pristine local cuisine with a mix of all the best from Balkan & Mediteranean.“



Interests:



Local cuisine (dining at Rose Village Hamlet)



Visit to local brewery (Nikšić) and wine tasting of Vranac



Pampering for two (romantic sailing on Lake Skadar)



Local attractions (Maritime Museum in Kotor)



History and historical places (World's oldest olive tree; Cetinje; Njegoš Mausoleum)

Excpetations:

- Hanging out with family & friends
- Relax, rest and sleep
- Forget about everyday life
- The kids will have fun
- No need to worry about kids safety
- Take some time for himself with his wife

Motives:

- Taste „the best of“
- Enjoy and have a good time
- Discover something unique
- Spending quality time with my wife and kids
- Relax with my work colleagues

Information channels:

1. Online portals
2. Social media
3. TV ads
4. WOM recommendations
5. Print & Brochures
6. Local media

Travel style:



Travel by: car / airplane / boat
Sleep: 4-5* hotel / Premium family resort
Travels with: wife, family or business colleagues

Location map:

Central region
 South region



Lifestyle:

Pierre is a social hedonist. Family and children mean a lot to him, but he likes to spend some quality-time with his wife as well. He is curious about new destinations and experiences, especially when it comes to local food and drinks. He is keen about local culture, history and experiences which don't include too much physical activities. He travels to relax, indulge himself with something new and appreciates evenings with great company, good food and drink. His budget is always open for something extra special.

Adventure enthusiasts adventurers



Michal *from Poland*

Character & persononality:

Adventurer / Energetic / Enthusiastic / Active

AGE: **32 (Millennial)**

SEX: **Male**

PROFESSION: **Gym teacher**

STATUS: **Single**

FAMILY: **Girlfriend**

COMES FROM: **Poland**

TRAVELS: **Twice a year**

„I love Montenegro because I can experience beauty and wilderness through fun & exiting activities which pump-up my heartbeat.



Interests:



Adrenaline and water sports: rafting, canoeing, parachuting, canyoning (Tara River)



Mountain biking, hiking, cliff jumping (Prokletije, Durmitor)



Natural attractions (Žabljak mountain lakes, caves and waterfalls)



Historical sights (Njegoš's mausoleum)



Glamping

Excepectations:

- To experience the feeling of freedom
- Feel the energy and heartbeat
- Satisfy the restlessness
- Safety
- Places unencumbered by tourism
- Opportunity for activities

Motives:

- An active adventure
- A retreat from the daily schedule
- New exciting experiences and insights

Information channels:

1. Social media
2. WOM recommendations
3. Online portals
4. TV ads
5. Print & Brochures
6. Local media

Travel style:



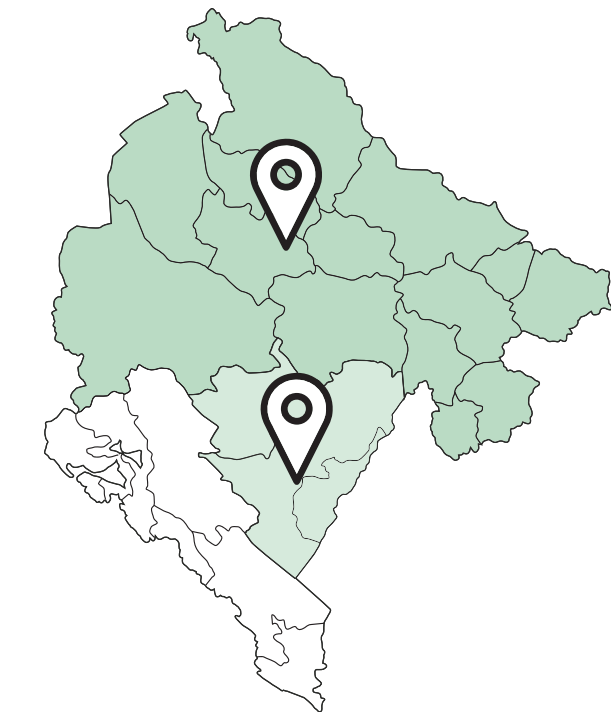
Travel by: car / airplane

Sleep: Tent / Camper / Caravan / Authentic accomodation / Budget hotel / Hostel

Travels with: girlfirend or friends

Location map:

North region
Central region



Lifestyle:

Michal is a gym teacher who loves adventures and adrenaline sports. He gets his travel inspirations through social media, travel documentaries and WOM recommendations. Together with his girlfirend they always include different sports into their travel plans. When he travels he wants to experience something incredible at exceptional locations. He like to travel budget friendly and enjoys camping and caravanning, because he feels close to nature. He saves money for travel and wants to travel all the undiscovered corners of the world, from the seas to the mountains. He likes to be challenged with novelties and exciting activites like rafting, mountain biking or cliff jumping, because they give him a new perspective, opportunity for personal growth and the feeling of freedom.

Beauty divas

hedonists



Jelena from Serbia

Character & persononality:

Tidy / Busy / Demanding/ Lofty

AGE: 27 (Gen Z)

SEX: Female

PROFESSION: Influencer

STATUS: Complicated

FAMILY: Boyfriend

COMES FROM: Serbia, UK, France

TRAVELS: whenever she can

„I love Montenegro because it gives me many opportunities to take time for myself, indulge myself and take care for my wellbeing.



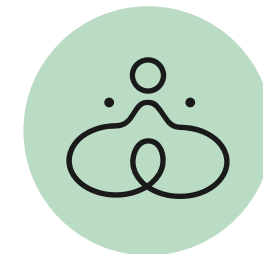
Interests:



Beauty and Wellness



Wellness beauty programs for the skin



Programs for body vitality



Culinary delights



Shopping in prestigious stores



Visiting the main tourist attractions

Excpectations:

- Take time for herself
- Relaxation and enjoyment
- Feel beautiful and youthful
- Peace of mind without business calls
- Buy something exclusive

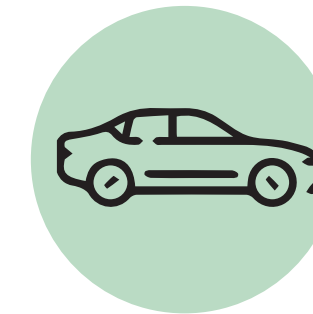
Motives:

- Devote time to yourself
- Take care of your appearance
- Retreat from everyday stress
- Spend time with loved-one's

Information channels:

1. Social media
2. Online portals
3. WOM recommendations
4. Print & Brochures
5. TV ads
6. Local info

Travel style:



Travel by: car / airplane

Sleep: 4-5* hotel / Hotels for adults only

Travels with: boyfriend / friends

Location map:

South region
Central region



Lifestyle:

Time is very important to Jelena and she doesn't want to waste it. She likes to set goals and plans in advance. She doesn't want to leave her day to a chance during the trip. She prefers the help of others organizing her trip and is easily persuaded therefore, she also contacts for travel agencies or customised hotel services. She likes to share her experiences with her SM followers. The balance between the money she spends and the amount of luxury and comfort she receives in return, is very important to her. On vacation she wants to spend precious time with her boyfriend, but at the same time she needs to have enough time for herself and her indulgence. That's why she is always interested into pampering like massages, beauty treatments or other wellness programs.

Nature lovers adventurers



Emmanuelle *from France*

Character & persononality:

Natural / Caregiving / Organic / Environmental

AGE: **67 (Babyboomer)**

SEX: **Female**

PROFESSION: **Retired financial advisor**

STATUS: **Married**

FAMILY: **husband and 3 adult children**

COMES FROM: **France, Germany**

TRAVELS: **4 times a year for short trips**

„I love Montenegro because life here is so simple and natural. I have the feeling that time runs slower here.



Interests:



Natural and cultural bucket list destinations



Organized cultural tours in old towns and historical centers (Kotor, Cetinje, Podgorica, Žabljak)



Enjoying unspoiled natural gems (lakes, caves and waterfalls)



Lake sailing and bird watching (Skadar lake)



Authentic accomodation and glamping



Traditional local cuisine

Excpetations:

- To immerse with nature and culture
- To experience natural wonders
- Safety & accessibility
- Good services and infrastucture (transport, ...)
- Places unencumbered by mass tourism
- Light activities which are not phisicaly demanding

Motives:

- To fill the time with experiences for which there was no time before
- Natural beauties and local culture
- New experiences and insights

Information channels:

1. Online portals
2. TV ads
3. Print & Brochures
4. WOM recommendations
5. Social media
6. Local media

Travel style:



Travel by: car / bus / airplane

Sleep: 3-5* hotel / Premium resort / Authentic accomodation

Travels with: husband or friends or grandchildren

Location map:

Central region
North region



Lifestyle:

Emmanuelle is a young retiree who likes to fill her free time with visiting beautiful natural destinations. Near and far. Since her children are independent and she has more free time, she regularly takes trips to foreign countries organized by tour operators. She especially admires destinations with a rich natural and cultural heritage, where she feels safe and where the most beautiful sights are easily accessible. She notices beauty in simple things like wild mountain flowers and cottage cheese made by ancient traditions. She travels with her husband on longer trips. They do not like excessively difficult activities, but they like to treat themselves to authentic local culinary specialties and admire the natural beauty of destinations in a slower pace.

Active families

socialbles



Zoran from Serbia

Character & persononality:

Sporty / Proud / Busy / Spontaneous

AGE: 56 (Gen X)

SEX: Male

PROFESSION: Small business owner

STATUS: Married

FAMILY: wife and 2 children

COMES FROM: Serbia, Poland, Germany

TRAVELS: during school hollidays

„I love Montenegro because I can take time-off and simply enjoy fun family-time, whitout loosing days for traveling.“



Interests:



Activities in nature



Sports activities (rafting, water sports, beachvolley ...)



Experiences suitable for to the whole family (Escape room)



Active exploration by foot or on a bicycle



Family hiking, biking and trailblazing in Žabljak

Excpectations:

- Vibrant action
- Retreat from everyday life
- To feel a connection with family
- Enjoyment and relaxation
- Expanding horizons
- Family friendly destionations & services
- Friendly people

Motives:

- To experience something new
- Being active
- Learn about the natural environment

Information channels:

1. Online portals
2. Print & Brochures
3. TV ads
4. WOM recommendations
5. Local media

Travel style:



Travel by: car / bicycle / foot

Sleep: Self-catering apartments / Family resorts / Glamping

Travels with: wife and children / business colleagues and partners

Location map:

South region
Central region
North region



Lifestyle:

Zoran is always busy because he owns a small company with many daily responsibilities and tasks. He is a proud father with two children which he drives to sport activities after work. In his free time he gets together with his friends and neighbours for a game of soccer or basketball. He loves collective sports, that is why together with his wife they love active hollidays with the perfect mix of relaxation and family activities. At home, he is used to seeing flat landscapes, so he is inspired by dramatic landscapes and opportunities for spending active time in nature. When he plans family vacations he takes into consideration the wishes of all family members. He likes being active with his family, but she also likes affordable luxury like camping or glamping in beautiful natural sorroundings.

Relaxed escapist

socialbles



Joanna from UK

Character & persononality:

Calm / Pragmatic / Precise / Reserved

AGE: **33 (Millennial)**

SEX: **Female**

PROFESSION: **Architect**

STATUS: **Married**

FAMILY: **husband**

COMES FROM: **UK, France, Germany**

TRAVELS: **twice a year**

„I love Montenegro because unique culture inspires my ideas and gives me unlimited natural resources to regain my powers.



Interests:



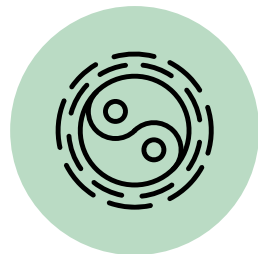
Selfness, wellness, mindfulness



Natural lakes and pools with thermal water



Nature observation



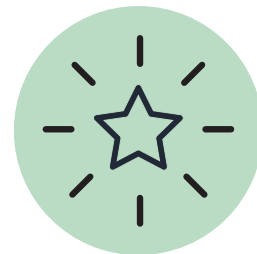
Selfness programs



Digital-detox programs



Local food and specialties



Unique experience

Excepectations:

An experience of relaxation and calmness

Lots of vital energy and strength

Carefree

Retreat, peace and quiet

Tourist workers speak her language and are friendly

Homegrown & vegetarian food

Motives:

- Escape from the busy everyday life
- Care for health and well-being
- Withdrawal from work, phone and computer
- Getting to know the inspiring environment

Information channels:

1. Online portals
2. Social media
3. WOM recommendations
4. Local media
5. Print & Brochures
6. TV ads

Travel style:



Travel by: car / airplane

Sleep: 4-5* hotel

Travels with: husband

Location map:

South region
Central region



Lifestyle:

Despite the fact that Joannas everyday life is connected with many obligations (work, family), she finds the time to take care of her health and well-being. Her job working as an architect is creative but stressful, that's why she always tries to have control and balance in her private life wherever she can. She stays in touch with herself through nature, but she is always interested in the wider environment as well. She loves culture and never leaves a new town or a city without visiting local art gallery, museum or exhibition. She is an esthete and attentive to level of service (hotel, room, food). She is attracted to natural sources of energy like natural caves, pools, lakes or energy-filled points where she can regain her powers.

Carefree youngsters

hedonists



Max from Germany

Character & persononality:

Relaxed / Simple / Carefree / Playful

AGE: **20 (Gen Z)**

SEX: **Male**

PROFESSION: **Student**

STATUS: **Single**

FAMILY: **none**

COMES FROM: **Germany, France, UK, Serbia**

TRAVELS: **twice a year**

„I love Montenegro because of it lively local scene, friendly people, good prices, cool concerts & events for me and my friends.



Interests:



Entertainment and famous attractions



Popular events and concerts



Drinking & pub crawling



Checking out the stereotypes



Visiting the main tourist attractions



Clubbing

Excpetations:

- Good mood
- Meeting local people
- Fun and enjoyment
- Good prices
- Safety and honest people
- Fun activities

Motives:

- Hanging out with friends
- Getting to know Montenegro
- Change the environment
- Entertainment

Information channels:

1. Social media
2. WOM recommendations
3. Online portals
4. TV ads
5. Print & Brochures
6. Local media

Travel style:



Travel by: airplane / bus / on foot
Sleep: Hostels / Hotels / Airbnb's
Travels with: friends and family

Location map:

South region
 Central region

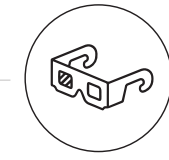


Lifestyle:

Max talks a lot with his friends about impressions and experiences on vacation. He is still in school and without serious obligations, that is why he wants to travel as much as possible. With family and friends. He is mainly interested in the famous tourist attractions, while he is not burdened with information and the real image of the cities. He does not visit places with high prices, but he always finds money for a night out with friends. Max looks for destinations with great entertainment, lively clubbing and cultural scene and is attracted to all seasonal destinations which offer popular events like concerts, festivals and entertainment.



Understanding the market



Understanding the visitors



Designing brand communication

Recommendations



Recommendations *for tourist destinations:*

1.

Search for **matching marketing personas** with the existing offer and destinations.

2.

Develop **unique experiences** of Montenegro (innovative and original) **and products**, because the existing offer does not respond to all motives of all personas. There are many opportunities, especially for innovative products related to nature, e.g. **wellness/selfness/mindfulness programs**, offering authentic local **cuisine for more demanding guests**, various forms of **glamping and other authentic accommodations** (mountain huts, traditional farmhouses and rural accommodations).

3.

On the other hand, it is necessary to **focus on the basics**, e.g. **connected and well-marked and safe hiking and cycling routes** that enable a friendly user experience, **improved mobility** (smart mobility solutions), **easy of use of public transport** (communication system for passengers in foreign languages), **family-friendly infrastructure**. With the innovative offer, it will be possible to **move guests out of the “comfort zone”** (moving from traditional summer destinations by the sea of Montenegro to visiting lesser-known and easily accessible tourist spots in the central, mountainous and rural areas of the country).

4.

Providers/destinations should **select key personas for their market and develop them simultaneously with the offer and marketing**. It is important that providers and destinations **plan and develop the offer of products and experiences** primarily **from the point of view of where the potentials are** and not (only) from the point of view of existing habits and existing needs of visitors and guests. For example how to get a person from wellness to nature and from nature to wellness, or how to attract urban guests to less typical and natural destinations. For this purpose, **geographical prioritization of personas at the level of regions, destinations and providers** is necessary.

Recommendations

for NTO tourist destinations:

1.

In the future, NTZ ČG should invest in **quantitative upgrading through research in key target markets**, if there is a need to determine the share of segments and, above all, the **value potential by country** from the point of view of potential consumption.

2.

NTZ ČG should take advantage of other opportunities (e.g. research on the market of Montenegro and foreign markets, events, trade fairs) to **identify potential segments or to segment potential guests according to personas**.

3.

The **segmented presentation on the go.montenegro.travel web portal should address selected personas** with active links to products or offers and with clear goals, what we want to achieve among the visitors of the portal. The **interactive elements of the portal** must also **correspond to the goals** - i.e. “call-to-action” or direct links to the offers or providers. The presentation must achieve the visitor’s activity, not just inform.

4.

NTZ ČG should **manage a unified and long-term communication platform of the Montenegro destination brand**, which connects and **represents the majority of products and destinations** in Montenegro. Communication should **support all seasons and types of tourism** in Montenegro and, with **individual campaigns aimed at specific markets, support decentralization** (from Mediterranean to mountain and rural destinations) and **deseasonalization** (from summer to year-round destination) of the national destination of Montenegro.

Analysis *of sales channels*

NTO Montenegro manages basic communication on digital networks, but there is no clear digital strategy that is common across all markets, tactical activations for individual and collective markets, and lead generation, follower, and awareness campaigns are not evident. The competition utilizes an extensive range of communication channels with a focus on various digital campaigns.

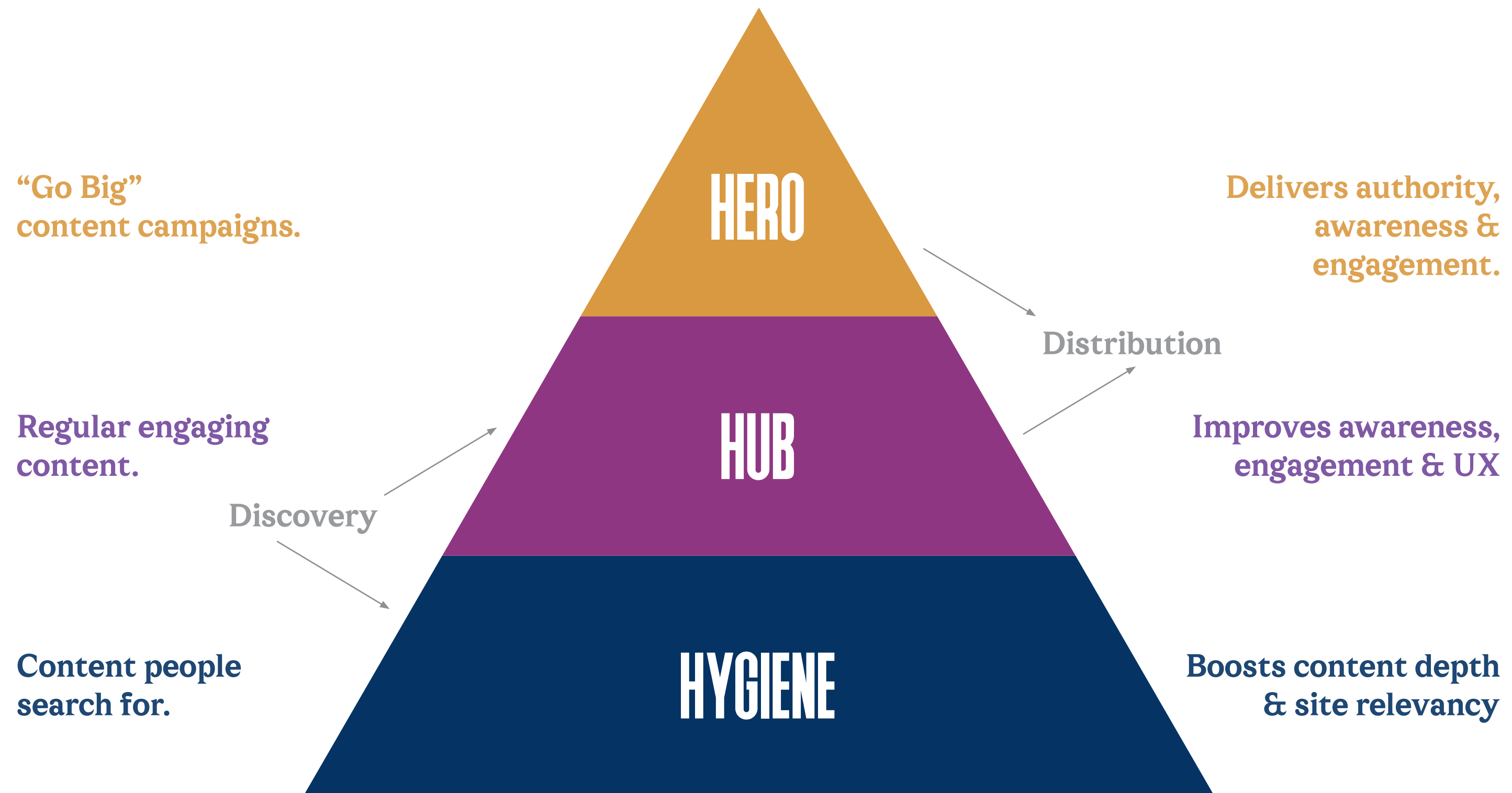
Email newsletter sending: the use of newsletters (planned or ad hoc; how often?), newsletter systems for campaigns as part of activations are not used. The specific content used by the competition is unknown.

The competition uses an extensive range of communication tools, while NTO Montenegro has untapped potential for digital communication: advertising on digital platforms such as Google Ads (awareness, search, display, and YouTube networks, as well as on Google-affiliated websites), Facebook and Instagram, building a community of followers and ambassadors on Facebook

and Instagram, conducting SEO optimization (off-site) to strengthen organic positions on Google.

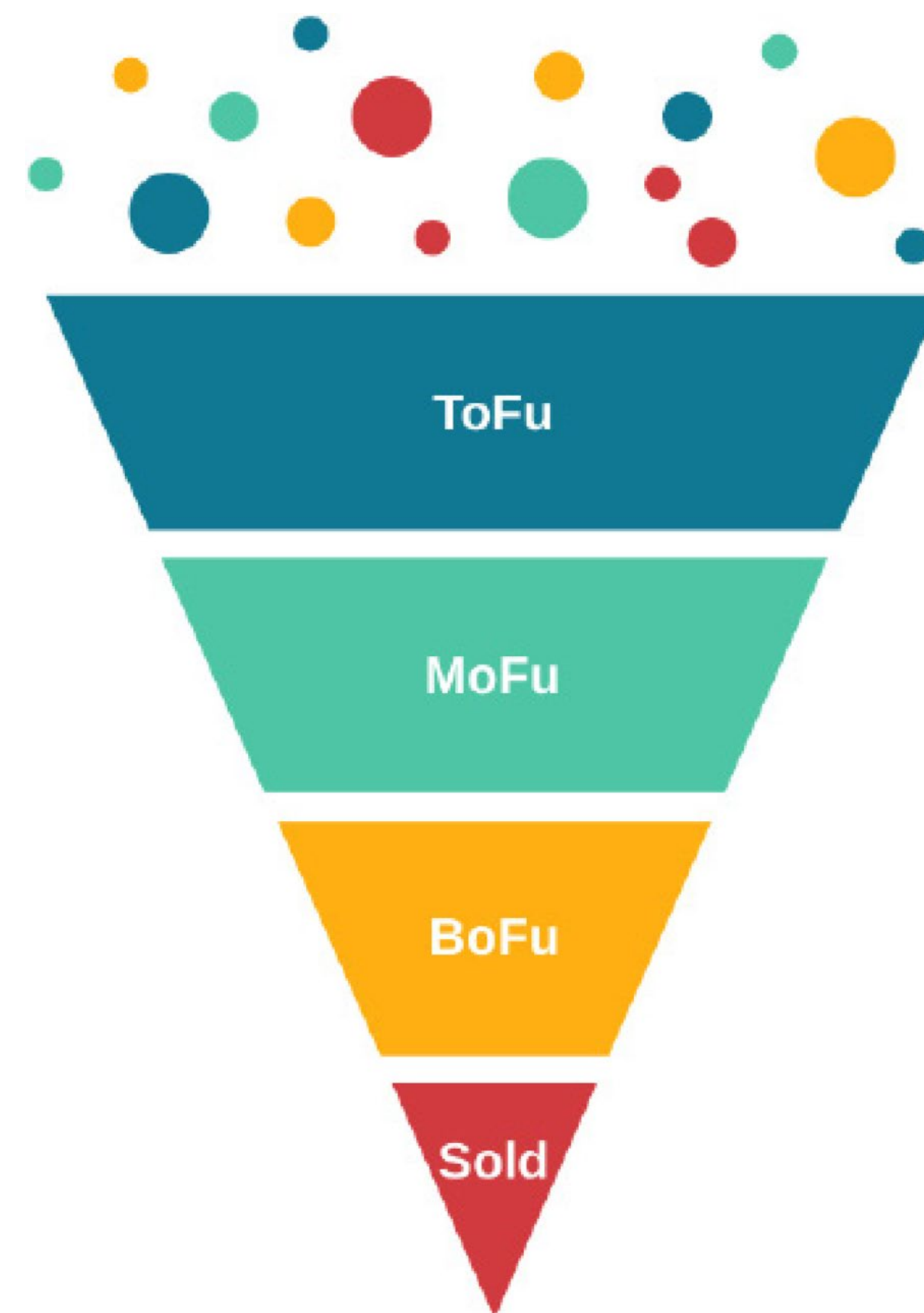
Communication model (Google)

hero hub hygiene



Marketing Communication Funnel:

TOFU, MOFU, BOFU model



Generate Leads
 Blog and social media posts, infographics, multimedia, videos and podcasts, newsletters, white papers

Generate Prospects
 Educational resources, webinars, surveys, downloads, promotional material

Generate Sales
 Case studies, demos and trials, consultations, customer stories, events

Sales Achieved
 Previous customers, forming relationship with your brand

Marketing Communication Funnel:

TOFU, MOFU, BOFU model

The Content Marketing Sales Funnel

