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1 CHAPTER 5:

Innovations and Entrepreneurship in Montenegro

1.1 Strategic Framework for Blue Economy in Montenegro

The list of strategic frameworks/policies in Montenegro dealing with the Blue economy (sorted by relevance):

Strategy for the development of maritime industry for the period 2020-2030 (Ministry of Transport and Maritime Affairs, 2020). It comprehends state-of-the-art analysis and relevant documents related to the integrated EU maritime policy, White Paper initiatives for unique European transport network, and economic reforms of Montenegro from 2019 to 2021, institutional framework analysis, overview of Blue economy and maritime environment, Montenegrin maritime cluster, competitiveness, strategic and operational goals of integrated maritime policy (No. 4.4), etc. This is the first Strategy referred to the maritime industry in Montenegro that is associated to the other relevant policies and laws with a strong emphasis to the Blue economy concept. The specific goals of the Strategy are:

- Revitalizing of liner ferry service between Port of Bar (Montenegro) and Port of Bari (Italy);
- Increasing the competitiveness of the Port of Bar;
- Reconstruction of maritime infrastructure and seaside connections;
- Development of port sectors in Bar;
- Encouraging intermodality and combined transport;
- Application of ITS technologies in transport.

Transport Development Strategy - Montenegro 2019-2035 (Ministry of Transport and Maritime Affairs, 2019). The Strategy determines current state in the field of transport and maritime economy, defines infrastructural, organizational and operative development targets of the transport system, which shall be realized through timed and long-term implementation plans. The Strategy has been made with respect to the following principles: compatibility of document of this type with public policy priorities and targets, cooperation between relevant authorities, transparency, continuity, economical and rational planning of human, organizational, financial and material resources.

National Strategy for Sustainable Development until 2030 (Ministry of Sustainable Development and Tourism, 2016). It improves the sustainable development policy of Montenegro establishing a comprehensive framework of the national response to the current challenges. It constitutes a platform for adopting global goals and objectives into national frameworks. This document represents a horizontal and long-term development strategy of Montenegro, which is oriented not only to the environment and economy, but also to irreplaceable human resources and valuable social capital. Section 4.4.4 considers sustainable coastal resource management and incentives. It includes: preservation of the attractiveness of the coastal area for the development of sustainable tourism; renovation and preservation of valuable rural areas and support of sustainable valorization and conservation of marine resources. Moreover, the strategic goal of Section 4.6 *Financing of sustainable development* describes the support for Blue economy principles through strengthening the local entrepreneurial infrastructure, providing stimulating funding programs and increasing the quality of products.



National Strategy for Integrated Coastal Zone Management (Ministry of Sustainable Development and Tourism, 2014). The Strategy is developed to reduce the negative externalities on coastal environment and represents another relevant document in the Mediterranean area. Through Section 5.4, it is proposed a direction for enhancement of Blue economy performances. With appropriate support, the entrepreneurial sector is able to recognize and seize opportunities for green and blue industry innovation and related investments.

The list of strategic frameworks/policies/laws/programs in Montenegro dealing with Innovations and Entrepreneurship - I&E (sorted by relevance):

Strategy of innovative activities 2016-2020 with Action Plan (Ministry of Science, 2016). This strategy is adopted for the purpose of setting up priorities, encouraging and monitoring the development of innovative activity. The Strategy represents the unique strategic framework for innovations in Montenegro.

Program for encouraging innovative start-ups in Montenegro with the Action Plan (Ministry of Science, 2016). This program aims to increase innovations in Montenegro through creation of conditions and incentives (supporting innovative start-ups) that will affect the Montenegrin industry. This document aims to establish attractive framework conditions for Montenegrin innovative ecosystem, with a focus on start-ups. This means removing legal barriers, developing advanced financial schemes, fostering and attracting talents - to intensify the knowledge creation and new added values, entrepreneurial culture and access to the markets of I&E projects.

Scientific Research Strategy 2017-2021 (Ministry of Science, 2017). The Strategy covers three strategic goals: Development of scientific research society; Strengthening the international relations; and Intensification of cooperation between science and economy. It proposes investment in the development of a scientific, technological and innovative system that are prerequisite for a stable future and sustainable economic growth of the country. The document includes a legal framework for science, research and innovation.

Smart Specialization Strategy of Montenegro 2019-2024 (Ministry of Science, 2019). It encompasses a new model of economic development at the national or regional level based on targeted support to scientific research activities and innovations. The smart specialization strategy (s3) represents a national innovation strategy setting development priorities in order to build competitive advantage by developing and connecting own capacities in research and innovation with the needs of the economy, while responding coherently to growing opportunities and market development, which helps to avoid duplication and fragmentation of policies. As a key element of economic development policy, smart specialization increases the competitiveness of the economy by concentrating and linking research and innovation resources to a limited number of determined priority economic areas.

Strategy for Lifelong Entrepreneurial Learning 2020-2024 (Ministry of Economy, 2019). The Strategy provides the list of various activities regarding entrepreneurial learning policies developed at different education levels. The priorities of strategic development as well as the indicators of general goals are presented in the document.



Strategy for the development of micro, small and medium-sized enterprises 2018-2022 (Ministry of Economy, 2018). The document focuses on macroeconomic environment (strategic level) in Montenegro, institutional support (operational level), establishing of a company (micro level) and proposes the implementation of Action plan until 2022. It comprehends the definition of micro, small and medium-sized enterprises (SME). The development of entrepreneurial knowledge, skills and competences that are in accordance with the labor market is provided.

Regional Development Strategy of Montenegro 2014-2020 (Ministry of Economy, 2014). The Strategy focuses primarily on balanced regional development through investment in infrastructure, and secondly on the improvement of human resources, competitiveness and innovation. The implementation of this document contributed to increasing the level of development and competitiveness in several municipalities in the northern part of Montenegro, which is additionally reflected in the increase in the number of SMEs and entrepreneurs. The main aim is to achieve the strategic goal of regional development of Montenegro based on more balanced socio-economic development, competitiveness, innovation and employment.

Law on innovation activities (2016). This law was published in the Official Gazette of Montenegro, No. 42/16. It regulates the organization, conditions and the manner of financing innovation activities, as well as other issues of importance for the innovation activities. The basic provisions as well as definitions of product innovation, process innovation, organizational innovation, marketing innovation, start-up, spin-off, consultancy services and risk (venture) capital are incorporated in the document. The second part includes innovation activities while the third part covers innovation organizations with detail explanations of their characteristics (e.g. scientific-research institutions, centers of excellence and Higher Education Institutions with special organization units such as: Centers for Technology Transfer, Science and Technology Parks, Centre for Innovation and Entrepreneurship, Business Incubators and others).

[Other relevant activities and actors in Montenegro](#)

- Activities related to the entrepreneurial innovation are realized through the national project granted by the Ministry of Science: "Specific Support to Montenegro - Towards Entrepreneurial Innovation Ecosystems in Montenegro" which was realized from June 2018 to March 2019. One of the main activities was the foundation of the partnership for creating innovation ecosystems in Montenegro that involved more than 100 representatives of national and local institutions, organizations and companies.

- University of Montenegro established Research and Innovation Center of Excellence, with the aim of developing entrepreneurial activities, development of innovations and making bond between scientific and R&D activities with business sector.

- Science and Technology Park of Montenegro was established. It is founded by the Government of Montenegro (57 %) and the University of Montenegro (43 %). Science and Technology Park of Montenegro is founded with the aim of giving the support and strengthening the potentials of economic growth and development of Montenegro, through establishment and growth of the companies/teams in high tech activities. As well, a special activity aspect of Science and Technology Park Montenegro is a support in developing and commercialization of innovative ideas and projects. In Montenegro, there are several innovation and business centers:



- Innovation and Entrepreneurship Center Tehnopolis,
- Business center Bar,
- Business incubator Cetinje,
- Regional business center Berane.

Innovation and Entrepreneurship Center (IEC) Tehnopolis is a key scientific research center in Montenegro and is a first part of planned capital project of Science and Technology Park in Montenegro. It is founded by the Government of Montenegro, while the Ministry of Science of Montenegro, Municipality of Nikšić, Ministry of Agriculture and Rural Development and Investment and Development Fund are its strategic partners. The aim is to develop entrepreneurship improvement, which creates possibilities for the founding of new enterprises, opening new jobs and development of companies based on new, innovative ideas and technology. Unlike IEC Tehnopolis, other business centers from Montenegro are not strategically linked to the University of Montenegro, but operate regionally and locally.

Other important actors are: Business Center Podgorica, Digital factory MTel, Digitalizuj.Me, Beta-Bar, while business associations that in their activities include I&E are: Chamber of Economy of Montenegro (established by Law), Montenegrin Employers Federation, Montenegro Business Alliance, Association of Montenegrin Managers, American Chamber of Commerce in Montenegro and others. Chamber of Economy of Montenegro often organizes round tables and trainings with the aim to support the Blue economy, I&E activities in the whole country.

1.2 Faculties at University of Montenegro related to Blue economy

Noteworthy, we present only courses that are directly connected to Blue economy. However, a significant percentage of the courses also tackle these important issues.

1.2.1 Faculty of Maritime Studies Kotor

BACHELOR STUDIES:

1. Faculty of Maritime Studies Kotor: Academic bachelor studies¹

Academic bachelor studies: total of 180 ECTS and with a duration of three years. Study program: Navigation and sea transportⁱ.

2. Faculty of Maritime Studies Kotor: Academic bachelor studies (www.ucg.ac.me)

Academic bachelor studies: total of 180 ECTS and with a duration of three years. Study programs: Navigation and sea transport, Marine engineering and Marine electrical engineeringⁱⁱ.

3. Faculty of Maritime Studies Kotor: Academic bachelor studies (www.ucg.ac.me)

Academic bachelor studies: total of 180 ECTS and with a duration of three years. Study program:

¹ www.ucg.ac.me



Maritime management and logisticsⁱⁱⁱ.

MASTER STUDIES:

Faculty of Maritime Studies Kotor: Academic master studies (ongoing from 2020/21)

Academic master studies: total of 120 ECTS and with a duration of two years.

4. Study program: Marine sciences
 1. *Maritime business information systems, semester I, 6 ECTS*
 2. *Nautical tourism ports management, semester I, 6 ECTS*
 3. *Planning and development of maritime transport, semester I, 6 ECTS*
 4. *Sustainable development technology, semester II, 6 ECTS*
 5. *Modeling and optimization of maritime transport, semester II, 6 ECTS*

5. Study program: Maritime management and logistics
 1. *Strategy of port marketing logistics, semester I, 6 ECTS*
 2. *Project management in maritime shipping, semester I, 6 ECTS*
 3. *Maritime English, semester II, 6 ECTS*
 4. *Economy of knowledge and entrepreneurship, semester II, 6 ECTS*
 5. *Planning and development of maritime transport, semester II, 6 ECTS*

PHD STUDIES:

Faculty of Maritime Studies Kotor: Academic PhD studies

Academic PhD studies: total of 180 ECTS and with a duration of three years.

6. Study program: Marine sciences
 1. *Application of alternative propulsion and fuels, semester I, 8 ECTS*
 2. *Ports and terminal planning and designing, semester I, 8 ECTS*
 3. *Multimodal transport networks, semester I, 8 ECTS*
 4. *Nautical tourism ports planning and designing, semester I, 8 ECTS*

Study program: Maritime management and logistics

5. *Marketing logistics of advanced seaports, semester I, 8 ECTS*
6. *Maritime competitiveness strategy, semester I, 8 ECTS*
7. *Organization of logistics in seaports, semester I, 8 ECTS*
8. *Institutional economy in maritime affairs, semester I, 8 ECTS*



1.2 Institute for Marine Biology

Specific research units at the Institute of Marine Biology Kotor²:

- Laboratory of Marine Chemistry and Oceanography,
- Laboratory of Ichthyology and Marine Fisheries,
- Laboratory of Plankton and Sea Water Quality,
- Laboratory for Benthos and Conservation,
- Laboratory of Developmental Research and Mariculture,
- Studia Marina Journal.

Noteworthy, we present only courses that are directly connected to entrepreneurial and innovation. However, a significant percentage of the courses also tackle these important issues.

New master subjects (courses) that will be developed during the implementation of BLUEWBCproject:

- Faculty of Maritime Studies Kotor, University of Montenegro

No.	Subject	ECTS
1.	Maritime innovation at study program Maritime Sciences	5
2.	Maritime offshore technologies at study program Maritime Sciences	5
3.	Maritime entrepreneurial at study program Maritime Management and Logistics and Maritime Sciences	5
4.	Maritime English at study program Maritime Management and Logistics	6

- Faculty of Tourism and Hotel Management, University of Montenegro

No.	Subject	ECTS
1.	Design of tourists experience at study program Tourism and Hotel Management	6

Subjects (courses) at bachelor level that will be updated during the implementation of BLUEWBCproject:

- Faculty of Maritime Studies Kotor, University of Montenegro

No.	Subject	ECTS
1.	Technology of yachts and marinas at study program Navigation and Sea Transport	5
2.	Safety and security in maritime industry at study program Maritime Management and Logistics	5
3.	Basics of seaborne logistics at study program Maritime Management and Logistics	3
4.	Environmental management at study program Maritime Management and Logistics	4
5.	English language I at study program: Maritime Management and Logistics	5

² www.ucg.ac.me



Faculty of Tourism and Hotel Management, University of Montenegro

No.	Subject	ECTS
1.	Innovation in tourism at study program: Tourism and Hotel Management	6

2 CHAPTER 6:

Innovation and Entrepreneurship Initiatives in Albania

2.1 Strategic Framework for Blue Economy in Albania

The Albanian Government is focused on establishing the policies and legal framework on Blue- Economy. Two Prime Minister Orders for setting up inter-institutional working groups to analyze the regulatory and incentive framework for "Blue Tourism" and "Blue Economy are prepared.

The Albanian Government and the International development partners have been engaged on the matter as following respectively:

- UNDP (Norwegian Gov.) - regulatory framework, clusters, program framework, etc.
- Italian Cooperation (EU) –regulatory framework for marinas, fishing, etc.
- World Bank (WB) - Program scope, marina development plan, etc.
- GIZ (studies in the field of marina, maritime)
- WB -Integrated Urban and Tourism Development Project (Since 2017): Objective is to improve urban infrastructure, enhance tourism assets, and strengthen institutional capacity to support tourism-related local economic development in the south of Albania
- WB - Albania Butrint Global Biodiversity and Heritage Conservation (2007 – 2015): Protected areas management plan and strengthened park administration
- WB - Coastal Zone Management and Cleanup Project (2005-2015): Saranda terminal built Balkan regional landfill, wastewater treatment and water supply for Saranda, coastal village infrastructure investments and cleanup of Porto Romani contaminated site.

The table below presents the sectors with strongest potential - The score is a combination of assessment for innovation³.

³ Source: Studies to support the development of sea basin cooperation in the Mediterranean, Atlantic and Ionian, and Black Sea.



Ranking order of the 4 marine and maritime activities with most future potential in Albania

Rank	Marine and maritime activities	Score
1.	2.3 Marine aquaculture	+++++
2.	4.1 Coastal tourism	++++
3.	1.3 Passenger ferry services	++++
4.	2.1 Fishing for human consumption	+++

The Government of Albania is involved in preparation of a Draft – Order: Establishment of the inter institutional working group to develop the "blue economy" program. The main tasks are focused on:

- Analyzing the potentials of the constituent sectors of the "Blue Economy" such as tourism, fishing, aquaculture, shipbuilding, etc. and identify the infrastructural as well as soft measures needed to foster industries and related services;
- Developing the “Blue Economy” Program, a document that will serve as a strategic guide, including stakeholder mapping, measures and activities disaggregated by responsible institutions and a resource mobilization strategy for the sustainable development of the maritime economy;
- Considering the legal framework in force or in the drafting process in order to provide a sustainable proposal for the harmonization of cross-sectorial interventions;
- Coordinating work in the event of complex processes affecting the area of responsibility of some ministries;
- Designing and approving the Program Mechanism Scheme.

2.2 Government initiatives

Policymaking and implementation: Currently, in Albania several national policies do exist and are relevant to innovation (Digital Agenda 2015-2020, National Strategy for Science and Technology and Innovation 2017-2022, Business and Investment Development Strategy 2014-2020, etc.). Topics, science and technology as well as economic promotion are part of two large Albanian ministries, namely the Ministry of Education, Sports and Youth and the Ministry of Finance and Economy, and both topics, despite being essential for an economy to prosper, have low resources in terms of budget and staff.

To implement national strategies, agencies such as the National Agency of Scientific Research and Innovation (NASRI) entrusted with the implementation of the National Science and Innovation Strategy and AIDA responsible for start-up and innovation promotions as well as the distribution of several grants was established.

A very positive approach is currently taking place with the formulation of the *Smart Specializations Strategy* for Albania “Entrepreneurial Discovery Process”, a policy formulation process initiated and



supported by the European Union. This entrepreneurial process requires extensive stakeholder engagement to discover existing activities and identify regional strengths. The government's role is to make choices on empowering actors in realizing their potential and to decide on investments into innovation, both technological and practice based.

The Government initiatives are in place and the approach to support entrepreneurship and innovation is recently increased, however there is still needed commitment and improvement in the sector.

Even though the strategies are well designed and the supporting agencies to support Innovation and Entrepreneurship (as NASRI and AIDA) are established, very often these initiatives lack skilled and trained staff, dedicated budget for research with special focus universities. In addition coordination amongst policy-makers and stakeholders is fragmented. There is room for better collaboration and coordination among policy makers and universities.

2.3 Universities in Albania

Albania has a high ratio of university educated people with approximately 10,000 graduates every year. At the same time there are currently only 4,000 jobs created annually, leading to a high percentage of young people looking for self-employment.⁸ Moreover, the Albanian youth is multi-lingual educated. Besides English, a majority speaks Italian and other European languages due to the high number of graduates educated abroad.

Most universities are faced with tight budgets (especially Public Universities) and lack the capacity to implement innovative and entrepreneurial programs. This way, the universities often depend on international funds as (mostly from Instrument for Pre-Accession Assistance (IPA) and Erasmus Plus programs) to develop entrepreneurship structures in universities.

A few universities such as the "Aleksandër Moisiu" University of Durrës, "Ismail Qemali" University of Vlora and the "Fan S. Noli" University of Korça are increasingly recognizing the opportunities entrepreneurship promotion entails for their students and are offering ad hoc programs for aspiring entrepreneurs based on their limited availability of funds. Most public universities offer entrepreneurship as part of their curricula in economic faculties.

Anyway, Higher Education in Albania faces challenges, and often lacks in stimulating the entrepreneurship skills of young generation. There are few initiatives to increase the entrepreneurial skills of the students. There are a low number of higher educated students that have the willing or take over the initiative for starting business. The objective is how to increase this number of young entrepreneurs and how to increase their entrepreneurial approach combined with innovation trend. One of the key pillars is to focus on the entrepreneurial education and we find valuable combination of curricula among departments within faculties.

The Faculty of Economy, University of Tirana, offers courses on Entrepreneurship and courses on Innovation from the Department of Management. Within FEUT, the Department of Marketing and Tourism offers Courses on Tourism. A joint program at Bachelor Level or Master Level would provide contribution on the matter. The aim will be on evaluating multi-disciplinary qualitative and innovative entrepreneurship education that will be accessible to all higher education students' education within FEUT



or other faculties/universities. In addition, the approach to higher education remains traditional, with focus on academic teaching and research from a theoretical perspective. The approach on involving students in initiative taking is largely lacking. The students are supported only on business idea phase and developing a business plan or a marketing plan. It is lacking a Center for entrepreneurship or incubator to support the students entrepreneurial until the final phase of financing, branding or spinoff.

A consultation among academics and business representatives is missing. Many courses do not clearly present the market and business needs to properly address topics on entrepreneurial tourism, innovation or including curricula on blue economy. It is missing interdepartmental collaboration to improve joint curricula or to develop new ones. In addition there is a need for masters with focus on entrepreneurship, innovation and blue economy (main sector within blue economy) which are not running by universities. The following Universities/Faculties are offering curricula on Entrepreneurship/ Innovation and or Business and financial subjects. However Curricula on Blue Economy are rarely discussed.

University of Tirana, Faculty of Economics:

- Business Informatics
- Finance and accounting
- Economics
- Business Administration
- Marketing and Tourism

University of Tirana, Faculty of Natural Sciences – the following Departments has introduces courses project based with Entrepreneurship and Innovation approach

- Department of Biology
- Department of Informatics
- Department of Applied Mathematics
- Research Center of Flora and Fauna

University of Vlora

- Department of Business:
 - BSc in Business Administration
 - BSc in Tourism Management
 - BSc in Marketing
 - MP Entrepreneurship in Tourism
 - MP in Marketing/ Business Administration
- Department of Finance;
 - BSc in Finance/ Accounting
 - MP in Finance/ Accounting
 - MSc in Finance
- Department of Economics:



- BSc in Economics
- MP Economics in Entrepreneurship

University of Vlora

University of Vlora offers several diplomas, both in Bachelor and Master Degree Level, in fields related to these industries, such as, Navigation, Naval and Mechanical Engineering, Computer Sciences, Tourism Management. etc. In recent years effort have been made through various projects (MArED, AMICI) to increase the professional skills and the quality of research in marine sciences, governance and environmental protection, with the aim to create stable and attractive career pathways as well as skilled talents needed to support the expansion of marine and maritime sectors.

Actually, the University of Vlora does not offer a diploma fully or relatively based on the principles of the Blue Economy, and Blue Economy related issues are not widely addressed in specific classes. Of course there are some classes, which integrate aspects of sustainable use of maritime resources, such as sustainable shipping and maritime transport discussed in the class of Maritime Pollution or sustainable port management and operations discussed in the class of Port Management and Operations. However, a detailed class in Blue Economy does not exist at the University of Vlora. Issues related to the importance to sustainably manage the marine resources, the economic benefits of the Blue Economy, the relationship between the Blue Economy and sustainable development, and how entrepreneurs can create innovative business opportunities are not largely addressed. Blue Economy already plays a fundamental role today and we will have a growing need for professional figures capable of working in this field. At the same time, we need to train those who are already working in this sector so they are prepared to promote sustainable blue growth.

University of Tirana, Faculty of Economy

The University of Tirana has approved the Strategic Plan of Research based its strategy of research on the principles of The European Charter for Researchers and Code of Conduct for the recruitment of researchers. University of Tirana has prepared a strategy on the continual training of researchers and HRS4R strategy. Also University of Tirana has recently growth its capabilities in projects related to innovation, technology transfer and entrepreneurship, for example UT is lead partner in Erasmus 2019 project related to INTERBA – Internationalization at Home: Embedding Approaches and Structures to Foster Internationalization at Western Balkans.

An example of Higher Education being focused on innovation and creating value from it, is Switzerland, with an economy where 75% of the businesses are small and medium; Universities have a high degree of autonomy and a strong relationship with industry, by making R&D to play an important role in the Swiss economy, when the country has very few natural resources available (Higher education and research in Switzerland; p11). Switzerland is considered as a country with innovative economy; the budget for education is at the extent of 6% of the GDP, and for R&D 3% of GDP.

Since the main aim and general objectives of this BLUEWBC project are directed related with entrepreneurial and innovation capabilities in higher education institute as Albanian and Montenegro, it is normal to admit that there is a huge gap which mainly flow from the formal and traditional experience that our countries has had in the future. But anyway, recently there are a lot of efforts from even FEU but also University of Tirana in general in improving entrepreneurship and innovation capabilities in different



sectors.

Faculty of Economy, University of Tirana (FEUT) is currently the most internationalized higher education institution in Albania within UT. In this framework, FE places a high importance to the fostering of the institutional participation on several EU programs, networks and initiatives on internationalization of higher education and development cooperation. Recently, FE has participated in various and numerous international projects, and has a strategic importance for the Albanian economy and government, because it often undertakes market research for different agencies or ministries; is committed to prepare strategic plans, to undertake sector and industry analysis, etc.

Faculty of Economy, University of Tirana (FEUT) has an established reputation because it often undertakes to develop studies, undertake market research for different agencies or ministries, build strategic plans, propose concrete strategies and plans advanced education and research in the tourism field, entrepreneurial economy, etc., which gives the faculty FE (three departments) strong expertise in these fields: tourism, sustainable development, innovation, entrepreneurial economy, financing activities and services, public and private investment in tourism, alternative tourism form as maritime, etc.

Faculty of Economy has made different efforts towards challenges that Albanian economy is facing getting involved in European development. As a very important higher education in Albania, FEUT has made significant efforts in sustaining Albanian economy, as well as:

1. In assisting different sectors with exhibitions of business, sustaining with different studies (masters and PhD levels) different sectors as tourism, entrepreneurship, start up, etc.;
2. Creating within faculty networks of students in different levels as bachelor and masters and promoting between them the development of debate on several issues, creating and sustaining your generation in startup creation, new venture etc.;
3. Promoting students efforts in their entrepreneurial skills and capabilities through their annual conference, and/or even in annual academic conference that Faculty of Economy launch twice a year: a general conference and a specific relate to innovation and technology that one department develop since more than 10 years;
4. Some projects that are developing actually in different department within the faculty are related directly with this gap. So for example:

Regarding the presence of I&E in FEUT, the selection of courses (courses) that will be improved during the project is selected depending on the key terms and impact of the project. The key terms are maritime tourism, innovation and entrepreneurship. In this regard, subjects such as Entrepreneurship, Innovation, Branding and Entrepreneurial Marketing cover the project's needs for this subject, as well as sustainable Tourism Management and includes sustainable management of all alternative forms including maritime tourism, while courses such as Strategic Planning and Strategy Tourism is directly linked to the strategic orientations that need to be made to public and private policies in order to have a more entrepreneurial, innovative economy and a tourism development (especially maritime tourism) oriented towards sustainable development. While the selection of courses in Innovation and Brand Management (selection courses in the third year of bachelor in business administration), has been done without intent at the bachelor level in order to extend the selection of subjects at all levels of education, spread between departments and education cycles. The selection of financial courses, namely: financial services in tourism,



investment and financial management will focus on improving financial decision-making in vital sectors of the Albanian economy, in order to bring more focus from the most important sectors of the Albanian economy, but oriented to international politics, as well as the improvements in investment and financial management in the tourism sector, so as to have a direct impact on the economy. But other subjects can be included in this process as digital marketing, customer related marketing, etc. So, a summary of courses that are related to I&E and maritime tourism in blue economy in FEUT, which also are directly included as target subject of BLUEWBC Project are as follows:

Nr	Level of Study	Subjects	Number of credits
1	B.Sc in Business	Entrepreneurship and Management of SME	5 ECTS
	B.Sc in Business	Innovation	5 ECTS
2.	B.Sc in Business	Brand Management	5 ECTS
3.	Master in Marketing (scientific and professional)	Entrepreneurial Marketing	6 ECTS
4.	MP in Public Administration and in Business Administration	Leadership	6 ECTS
5.	MP in Public Administration and in Business Administration	Entrepreneurship	6 ECTS

So, all the above courses are included as subjects of this project. While the other subjects that are target of improvement of this project are relating to finance and management, and directly related to blue economy (tourism in our case), but others that also are related to blue economy sectors within Albania and I&E might be added to these subjects.

At the end, there are some academic efforts to analyze how entrepreneurial are public higher institutions in Albania, and those studies have analyzed based on the marketing strategy that HEIs in Albania should further develop in order to grow their capabilities and skills. Dimensions with the largest weight among academics still at work in the Public Institutions of Higher Education in Albania, are proactivity and value creation. While the lowest weight of the weights are found to be focus on opportunities and innovation. The marketing applied to public institutions of higher education in Albania is traditional marketing, which focuses more on the relationship of transaction, while the application of an entrepreneurial marketing plan would have focused on Innovation, proactivity, it self-oriented towards the creation value and customer intensity.

2.4 University – Business cooperation



The Albanian private sector is mostly characterized by micro and small enterprises, with a few medium-sized companies and a handful of big corporates. Given the size of enterprises, there is mainly a need for small and quick solutions. Businesses often turn towards solutions being offered internationally or do not introduce any changes at all.

Cooperation with the industry is focused mainly on employment generation for graduates and mostly pursued by private universities that need to offer advantages to stay competitive.

The University of Durrës has entered into several partnerships with private sector companies such as Crystal Systems, Lufthansa and Mercedes Benz, among others. In addition, the university jointly with Crystal Systems has introduced an “Enterprise Resource Planning Systems” master programme. Albanian universities have also not been able to keep up to date with the needs of the industry in terms of knowledge and skills. Curricula are often outdated and textbook based. There are industry training programmes held by Cisco and Microsoft aimed at skilling graduates in their software programmes, but there is certainly scope for more cooperation programmes. The University of Vlora has established a “Clinic for Law” where students offer legal expertise and consultancy to businesses. The University of Korça supported a research project on milk, involving students and businesses. Transfer of knowledge through applied research, project and case studies is not very common in Albania. It takes place in few private such as in the POLIS University and the European University.

Even though there are some good initiatives, it is crucial to mention that the collaboration and mutual agreements among business and university remains low. There is a lack of mutual agreements or an approach of collaboration might be established. The business representatives might be included as guest speakers, as investors, as shareholders or supporters for the business. This approach is quite new collaboration that should start.

2.5 Other Organization supporting Entrepreneurial Skills (several selected ones)

Junior Achievement Albania The mission of Junior Achievement of Albania is to promote and support economic education and entrepreneurship among young Albanians. The JA program in Albania is a strategic investment of the Albanian American Development Foundation (AADF) with institutional support from the Ministry of Education, Sports and Youth. Junior Achievement modules are now part of the core and optional curriculum in all secondary and primary education (k-9 system). As a unique example among the 122 countries that implement the JA curriculum in schools, support provides a quality inclusion of the JA curriculum in the educational curriculum, capacity building of the teaching staff, and continuous involvement of the business community in school life.

UNIQUE Junior Enterprise Actively operating since October 2009, based in Tirana, Albania, being the first Junior Enterprise in Albania the organization mainly aims at offering students and youngsters a chance to reduce the gap between the theoretical and practical approach and grow professionally into the post-graduate life. The organization is managed by youngsters and involves them in short run and long run projects while keeping an enlargement perspective at the national level. The key activities of the organization are mainly focused on promoting youth entrepreneurship and innovation as a tool for increasing employability and local development.

Startup Live is the starting point of any new aspiring Here are including the entrepreneur, who seeks to



find a team and transform an idea into a solid business concept. During our weekend events we connect you with your start-up ecosystem and help you kick starting your business. Over the years the organization has hosted more than 70 unique events in 40 cities with over 7.000 participants.

3 APPENDIX Detailed Curriculum

ⁱ Faculty of Maritime Studies Kotor Study program: Navigation and sea transport

No	Subject	Semester	ECTS
1.	Marine meteorology and oceanography		
	<p>Learning outcomes</p> <p>After completing the course, students will be able to: analyze meteorological and oceanographic elements and phenomena significant for safe and economical navigation; observe, cypher and decipher marine meteorological and oceanographic elements and phenomena; use navigational publications in planning, performing navigation and afterwards; distinguish and interpret weather and oceanographic conditions, know forecast situations, including local conditions; apply weather forecast during passage planning, follow real conditions in the course of voyage, and be able to analyze their influence on safety, timely arrival and economics of voyage.</p>	I	4
2.	Maritime transport technologies and logistics		
	<p>Learning outcomes</p> <p>After completing the course, students will be able to: describe modern transportation and cargo handling technologies in maritime transport; describe trends, volume and structure of cargo; analyze modern transportation and transshipment technologies for liquid cargoes, bulk cargoes, general cargoes, containers, etc.; describe and define operational processes of maritime transport logistics in relation to existing and future development trends, etc.</p>	III	4
3.	Information technologies in maritime transport		
	<p>Learning outcomes</p> <p>After completing the course, students will be able to: get familiar with the information functions of ECDIS, concepts of e- Navigation and Maritime Cloud that are in their phase of development. Students will enlarge the previous knowledge of information domain, electronic systems of support systems in shipnavigation and mainland, S-AIS, GPS, VTMISS, MSW(E) etc., in the sense of EU SafeSeaNet and</p>	III	3



	global system of safe and efficient navigation.		
4.	New transport technologies		
	Learning outcomes After completing the course, students will be able to: describe new transport technologies in the maritime liner service; describe and define maritime trans-containerization and capacity of container terminals; describe and define maritime transport and logistics services and do the port classification; describe and define vessels with special reference to Ro-Ro technology vessels and LASH vessels; describe and define Motorways of the Sea concept; apply a methodology to determine the relationship between economies of scale and size of ships on the routes.	V	5
5.	Technologies of yachts and marinas		
	Learning outcomes After completing the course, students will be able to: compare national and international legislative in yacht management; define the construction technology and yacht management from the perspective of safety and security; affirm the importance of yachts in the concept of nautical tourism; define more marinas and the type of constructions in marinas; analyze the technical work of marinas' management and the influence of external factors on it; define important marinas in the country and make a comparison as well as define their importance at international level.	V	5

ii Faculty of Maritime Studies Kotor: Academic bachelor studies (www.ucg.ac.me) Study programs: Navigation and sea transport, Marine engineering and Marine electrical engineering

No	Subject	Semester	ECTS
1.	Marine and coastal environmental protection		
	Learning outcomes After completing the course, students will be able to: identify and classify the types and properties of noxious substances and provide environmental impact assessment; classify the most common causes of pollution from ships and describe prevention measures to prevent the pollution of sea and marine environment; interpret the basics of International Convention on the Prevention of Marine Pollution 73/78 and its Annexes (MARPOL, Annex I - VI), and the most important international regulations for the prevention of	V	5



	pollution from ships; relate antipollution measures to relevant equipment; interpret the Ship Oil Pollution Emergency Plan (SOPEP).		
2.	Economics of ship exploitation		
	<p>Learning outcomes</p> <p>After completing the course, students will be able to: identify all factors of supply and demand in shipping; analyze the role of shipping in transport and the economic system; explain the essential aspects of economical exploitation of a ship; define the distinction of costs and the structure of individual categories of costs in shipping; differentiate concepts of effective commercial, personnel and technical ship management.</p>	VI	6
3.	Maritime – transport logistics and automation		
	<p>Learning outcomes</p> <p>After completing the course, students will be able to: describe and analyze logistical processes and activities in maritime transport systems; define and make difference in ports and ships loading/unloading mechanization, means and equipment; define and describe automation of subsystems of port transport and ship loading/unloading means; make, describe and particularly present logistics processes and activities in maritime transport; solve simplified and practical tasks.</p>	VI	6
4.	Technologies of yachts and marinas		
	<p>Learning outcomes</p> <p>After completing the course, students will be able to: compare national and international legislative in yacht management; define the construction technology and yacht management from the perspective of safety and security; affirm the importance of yachts in the concept of nautical tourism; define more marinas and the type of constructions in marinas; analyze the technical work of marinas' management and the influence of external factors on it; define important marinas in the country and make a comparison as well as define their importance at international level.</p>	VI	6

ⁱⁱⁱ Faculty of Maritime Studies Kotor: Academic bachelor studies (www.ucg.ac.me)

Study program: Maritime management and logistics

No	Subject	Semester	ECTS
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1.	Organization of maritime companies		
	<p>Learning outcomes</p> <p>After completing the course, students will be able to: define business organization; describe the development of enterprises; describe the organizational process in the company; describe the concepts and principles of modern enterprises; define contemporary forms of organizational structures in maritime companies; describe the impact of global trends on the organization of maritime businesses with particular reference to the logistics of seaports; describe the application of modern organizational models in ports and shipping companies.</p>	II	7
2.	Maritime management		
	<p>Learning outcomes</p> <p>After completing the course, students will be able to: define the concept of management from the aspect of maritime economy; describe the specifics of maritime management; describe the process of application of management in maritime companies; describe modern concepts, methods and techniques of maritime management; define entrepreneurship as a factor of maritime management; describe the importance of competitiveness in maritime management; describe ways to gain competitive advantage by applying modern management knowledge and skills in the maritime economy; describe the possibilities of applying modern logistics concepts in seaports.</p>	III	7
3.	Safety and security in maritime industry		
	<p>Learning outcomes</p> <p>After completing the course, students will be able to: recognize the economic importance of maritime affairs; distinguish maritime economic activities from non-economic activities; define seaports and port security; recognize the technical and technological characteristics of ships and their division; explain the safety and security aspect of navigation; interpret the general concepts of international maritime regulation on navigation safety and environmental protection; understand the importance and role of international conventions and codes; define risk and quality in shipping; identify the role and importance of individuals in ensuring maritime safety and security.</p>	III	5
4.	Strategic management in maritime shipping		



	<p>Learning outcomes After completing the course, students will be able to: define and explain all categorical terms of strategic management; describe, analyze and put into practice the vision, mission, strategy and policies of the organization; apply a strategic mindset in analyzing all types of environments and defining organizational philosophy and organizational culture; use economic terminology and interprets graphics; apply modern scientific methodology to formulate strategy; analyze strategic changes in organization and environment; model the process of strategic management; make concrete examples of business plan and investment project; use various strategic management techniques in practice; describes and analyzes contemporary global strategies.</p>	IV	7
5.	<p>Maritime transport technologies</p> <p>Learning outcomes After completing the course, students will be able to: describe modern transportation and cargo handling technologies in maritime transport; describe trends, volume and structure of cargo; analyze modern transportation and transshipment technologies for liquid cargoes, bulk cargoes, general cargoes, containers, etc.; describe and define operational processes of maritime transport logistics in relation to existing and future development trends, etc.</p>	IV	6
6.	<p>Basics of seaborne logistics</p> <p>Learning outcomes After completing the course, students will be able to: define the concept of logistics; describe the specifics of seaport logistics; define the purpose, task and importance of seaport logistics; describe modern concepts of seaport logistics; describe the possibilities for applying logistics in maritime transport; describe the importance of information in seaport logistics; describe contemporary logistics strategies in seaports; describe the possibilities of applying modern logistics concepts in seaports; define the basic problems in the application of logistics in seaports.</p>	IV	3
7.	<p>Environmental management</p> <p>Learning outcomes After completing the course, students will be able to: define concepts related to environmental protection and sustainable development; identify and classify types of energy; identify and classify types and properties of pollutants, and provide environmental impact assessment; classify the most common sources of pollution from ships; interpret the basic content of the International Convention for the Pollution of the Sea 73/78 and its annexes (MARPOL Annexes I - VI) and the most important international regulations</p>	V	4



	for the prevention of pollution from ships.		
8.	Economics of ship exploitation	VI	6
	Learning outcomes After completing the course, students will be able to: identify all factors of supply and demand in shipping; analyze the role of shipping in transport and the economic system; explain the essential aspects of economical exploitation of a ship; define the distinction of costs and the structure of individual categories of costs in shipping; differentiate concepts of effective commercial, personnel and technical ship management.		

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