



## IT SEKTOR U CRNOJ GORI

*pregled stanja i pretpostavke razvoja*

## IT SECTOR IN MONTENEGRO

*an overview of the current status and development perspectives*

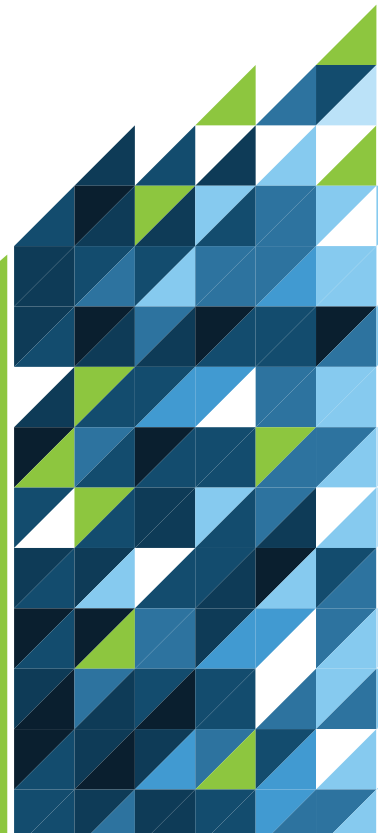


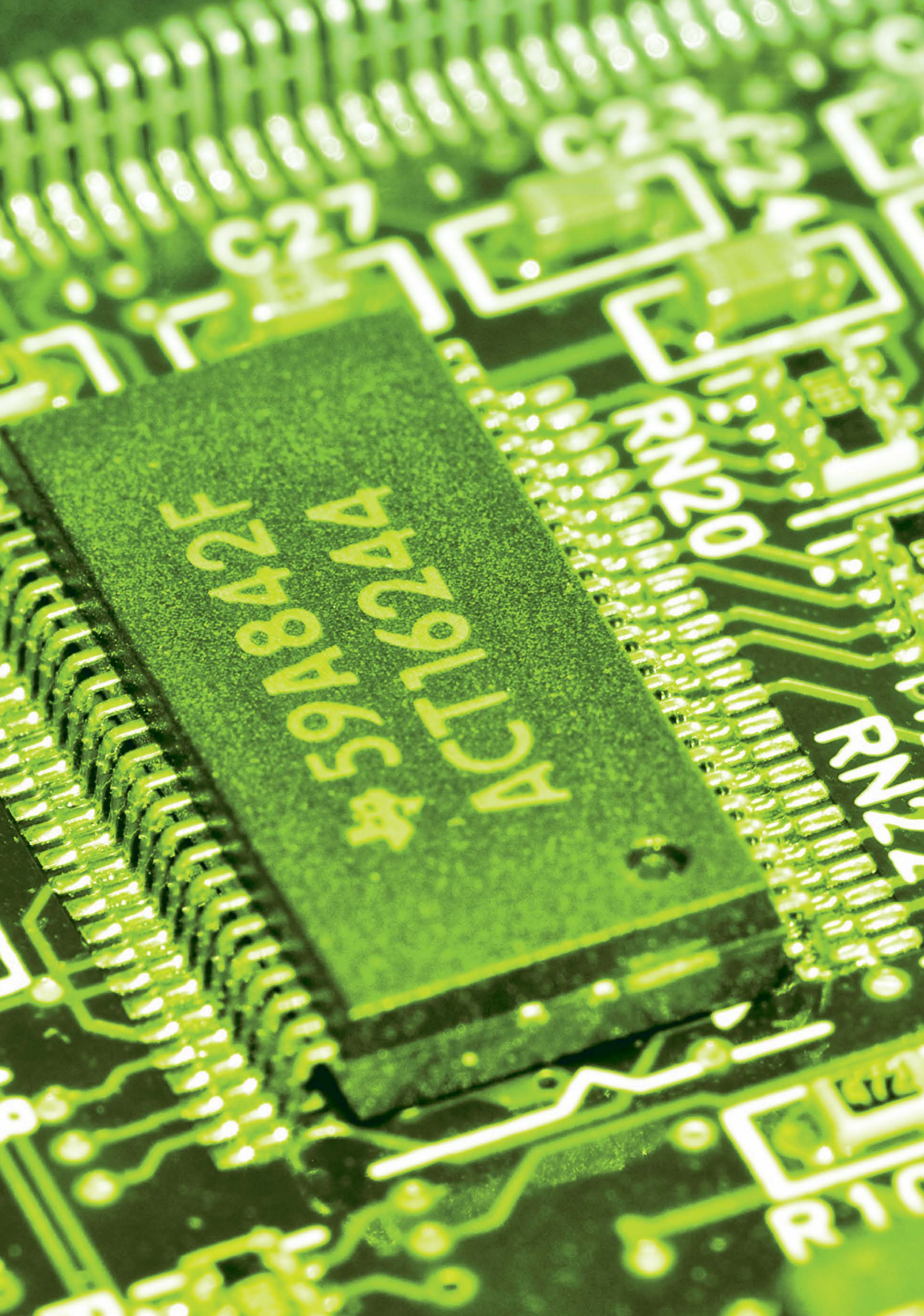
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## RIJEČ PRIREĐIVAČA

Odbor Udruženja za informaciono-komunikacione tehnologije Privredne komore Crne Gore, odnosno njegove članice, pripremajući ovu brošuru nisu imali ambiciju da se bave detaljnim istraživanjima i analizom stepena razvoja i primjene informacionih tehnologija u Crnoj Gori. Cilj nije bio ni analiza stanja razvoja IT-a u sistemima kao što su provajderi telekomunikacionih servisa ili banke kod kojih je stepen implementacije informacionih tehnologija jedan od stubova stabilnog poslovanja. Stepenn primjene IT-a u ovim sistemima, kao i u državnoj upravi za IT sektor je interesantan sa aspekta tretiranja tih sistema kao potencijalnih korisnika i po definiciji i suštini njihove organizacije bitnih generatora razvoja informacionog društva, a samim tim i IT sektora kao njegovog činioca. Ideja Odbora za ICT bila je da se predstavi **stanje IT sektora i kompanija koje se bave informacionim tehnologijama** u Crnoj Gori kao prodavci i kreatori informatičkih usluga i/ili opreme. To u konačnom nije bilo moguće bez iznošenja brojnih statističkih podataka, kako onih prikupljenih posredstvom stručnih službi PKCG od nadležnih državnih i obrazovnih institucija, tako i organizacijom istraživanja o stanju i potencijalima isključivo crnogorskih IT kompanija. Ovo istraživanje realizovano je u nekoliko zemalja tzv. Zapadnog Balkana, a u Crnoj Gori nosilac aktivnosti bio je Crnogorski IT klaster. Cjelokupno istraživanje finansirano je od strane GIZ-a u okviru projekta **“South East Europe IT Industry Barometer (SEE ITIB) 2015.”**

S obzirom na to da IT sektor u Crnoj Gori ne može da se posmatra odvojeno od cjeline informatičkog prostora, bilo je neminovno da se, osim objavljivanja rezultata istraživanja, ukaže i na bitne činioce okruženja koji utiču na stanje IT sektora i stepen njegovog rasta i razvoja.

Posmatrano u cjelini, ICT sektor u Crnoj Gori je dobro razvijen i konkurentan je na regionalnom nivou, prije svega zahvaljujući postojanju snažnih telekomunikacionih operatera sa stranim kapitalom. Tzv. „C“ dio ICT sektora jedan je od zamajaca crnogorske privrede sa oko 300 miliona eura godišnjeg prometa. Vidna je disproporcija u stepenu razvoja i veličini prihoda u odnosu na IT sektor za koji se na osnovu opštih finansijskih pokazatelja i rezultata istraživanja može konstatovati da nije na zadovoljavajućem nivou razvoja. Osnovne karakteristike IT sektora su veoma mali broj zaposlenih ( 654 zaposlena u 232 IT kompanija koje su tokom 2014. godine imale promet na žiro računu), mali finansijski, a samim tim i razvojni potencijali IT preduzeća i rad na malom i u informatičkom smislu nedovoljno razvijenom tržištu.

Činioci kao što su:

- IT tržište u stagnaciji poslije velikog pada (skoro 30%) na početku ekonomske krize 2007/2008., nezadovoljavajući stepen informatičke pismenosti (po rezultatima posljednjeg popisa skoro polovina stanovništva Crne Gore ne zna da koristi računar),
- nedostatak institucionalizovane državne pomoći razvoju IT sektora kao potencijalnog izvoznika usluga,
- još uvijek nedovoljno razvijeni eGovernment servisi orijentisani ka građanima i biznisu i
- nepostojanje beneficija ili stimulacija za razvoj i u konačnom izvoz proizvoda koje postoje za neke druge sektore privrede, su najveći, ali ne i jedini limitirajući faktori razvoja IT sektora.

Zaposleni u IT kompanijama ove i druge ograničavajuće faktore razvoja sektora kome pripadaju radije posmatraju kao tačke potencijalnog poboljšanja i popravljjanja situacije u IT sektoru. Zato u ovoj brošuri ukazujemo na njih kao na pretpostavke razvoja.

In the preparation of this brochure, the ICT Board of the Chamber of Economy of Montenegro did not have an ambition to make a detailed research and analysis of the level of IT technology development and implementation in Montenegro, neither did it have an ambition to make a situation analysis of the IT development in the systems such as providers of telecommunication services or banks where the implementation of IT technologies makes one of the pillars of stable business operations. The level of IT implementation in these systems, as well as in the public administration for IT sector, is interesting from the aspect of treatment of these systems as potential users, given the fact that by definition and organization they are important generators of the development of information society, and thus the IT sector as a whole. The idea of the ICT Board was to present the **situation analysis of the IT sector and companies engaged in information technologies** in Montenegro as sellers and creators of information services and/or equipment. After all, that was not possible without the publication of numerous statistical data, from those gathered from the Chamber's departments, state and education institutions, to those as a result of the research on the current status and potentials of Montenegrin IT companies. This research was organized in several Western Balkan countries. The leader of the research in Montenegro was Montenegrin IT cluster. The research was financed by GIZ as part of the project **South East Europe IT Industry Barometer (SEE ITIB) 2015."**

Given the fact that the IT sector in Montenegro cannot be viewed as separate from the overall IT space, it was inevitable that it would also point at the important factors of the general environment which affect the IT sector and the level of its growth and development.

In general, the ICT sector in Montenegro is well-developed and competitive on the regional level, primarily thanks to the existence of strong telecommunications operators with foreign capital. The so-called "C" part of the ICT sector is one of the drivers of Montenegrin economy with an annual income of cca 300 million EUR. There is a notable disproportion between the level of development and the income amount in comparison to IT sector, for which we may say that it is not on a satisfactory level based on the general financial indicators and research results. The main characteristics of the IT sector are: a very small number of employees ( 654 employees at 232 IT companies with recorded turnover at transfer account in 2014), low financial and, consequently, development potentials of IT enterprises and operations at a small and insufficiently developed IT market.

The factors such as:

- Stagnating IT market following the downfall (almost 30%) at the start of the economic crisis 2007/2008, inadequate level of IT literacy (according to the latest census almost half of Montenegrin population is computer illiterate),
- a lack of institutionalized state assistance to the development of IT sector as a potential exporter of services,
- still inadequately developed eGovernment services oriented towards citizens and business and
- lack of benefits or stimulations for the development and export of products, as opposed to some other economic sectors, are the biggest but not the only limiting factors of the IT sector development.

The employees at IT companies see these and other limiting factors of the sector development as the points for potential improvement of the IT sector. Therefore, this brochure serves to point at them as the preconditions for development.

## PRESJEK STANJA U CRNOGORSKOM IT SEKTORU .....

Presjek stanja u crnogorskom IT sektoru je, iz više razloga, bilo gotovo nemoguće napraviti dugi niz godina. U godinama ekspanzije sektor nije osjetio potrebu za ozbiljnijom analizom a u nadolazećim, kriznim godinama analize su jedan od segmenata koji je u okviru smanjenja troškova, praktično ukinut. Kao rezultat ovakvog stanja imali smo niz godina situaciju u kojoj egzaktni podaci o vrijednosti tržišta, trendovima i sl. nijesu postojali.

Nedostatak ozbiljnih analiza tržišta proizašao, između ostalog, iz veličine istog je dodatno ograničavajući faktor. Crnogorski IT sektor je u saradnji sa Centrom za preduzetništvo i ekonomski razvoj, nekoliko godina sprovodio istraživanje i analizu ICT tržišta. Nažalost, zbog nedostatka sredstava, ovaj vid aktivnosti je potrajao svega nekoliko godina. Tek tokom 2014 ponovo je, u saradnji sa GIZ-om u okviru projekta SEE IT, Crnogorski IT klaster uradio relevantno ispitivanje sa publikovanjem realnih rezultata. Istraživanje se sprovedeno i u 2015.g. Rezultati ovog istraživanja su prikazani u prilogu. Za razliku od svih prijetodnih, ovo istraživanje se fokusiralo isključivo na IT segment tržišta a baziralo se na sprevedenom anketiranju IT kompanija.

Crnogorski IT sektor, naravno, dijeli sudbinu cjelokupne crnogorske ekonomije. Nakon godina ekspanzije, izazvane prije svega izuzetnim rastom direktnih stranih investicija, došle su godine krize. Uzroci globalne krize su ambivalentni ali u osnovi, na crnogorskom tržištu, počivaju na drastičnom padu nivoa direktnih stranih investicija, kao jednog od osnovnih generatora razvoja. Crnogorska ekonomija se uslijed visokog stepena zavisnosti od direktnih stranih investicija, poslije perioda izuzetnog ekonomskog rasta, u narednom periodu pokazala izuzetno vulnerabilnom.

Rezultati prikazani u ovoj analizi stanja u crnogorskom IT sektoru su rezultat zajedničkog truda stručnih službi PKCG i Crnogorskog IT klastera. Zahvaljujuci izuzetnim naporima stručnih službi PKCG došli smo do rezultata, baziranih na podacima dobijenih od zvaničnih državnih institucija, koji bacaju pravo svjetlo na stanje u crnogorskom IT sektoru, počev od broja aktivnih kompanija preko broja uposlenih pa sve do servisa koje smo u mogućnosti, kao sektor, da pružimo. Naravno, pravo stanje u crnogorskom IT sektoru, se najbolje vidi upoređenjem navedenih sa rezultatima ankete date u prilogu.

## POSLOVNI AMBIJENT .....

Jedna od relevantnih institucija koja se bavi analizom stanja na globalnom i pojedinačnim tržištima, Svjetski ekonomski forum (The World Economic Forum) u svom novom izvještaju Crnu Goru je, u domenu konkurentnosti u oblasti informaciono - komunikacionih tehnologija, pozicionirao na 52. mjesto među 144 rangirane zemlje čime je Crna Gora pala za četiri mjesta. Iako je 52. mjesto među 144 rangirane zemlje sasvim zadovoljavajući rejting za zemlje u razvoju zabrinjavajući je trend pada. U izvještaju za 2013. Crna Gora je zauzimala 48. mjesto. U citiranom izvještaju Crna Gora je najlošiji rezultat postigla u cjenovnoj dostupnosti servisa – 91. pozicija među 144 rangirane zemlje. Uticaj ovakvog stanja na ekonomiju zemlje se ne smije zanemariti jer je dostupnost servisa jedan od generatora rasta.

## ..... AN OVERVIEW OF THE MONTENEGRIN IT SECTOR

For a number of years it was almost impossible to make an overview of the Montenegrin IT sector due to many reasons. In the years of expansion this sector did not feel the need for a more serious analysis and, in the years of crisis that followed, the analysis sector was practically terminated as part of the cost reduction process. As a result of this situation, we did not have the data on the value market, trends, etc.

Our market is small and that is why we lack serious market analyses, which is an additional limiting factor. In cooperation with the Center for Entrepreneurship and Economic Development, Montenegrin IT sector was conducting the research and analysis of the ICT market for several years. Unfortunately, due to the lack of funds, this type of activities lasted for only a few years. The first relevant research was done and the results were published in only 2014 by the Montenegrin IT Cluster, in cooperation with GIZ as part of the project SEE IT. The survey was conducted also in 2015. The results of this research are presented below. As opposed to all previous researches, this one focused exclusively on the IT segment of the market and it was based on the IT companies' responses to the questionnaires.

Montenegrin IT sector, of course, shares the destiny of the overall Montenegrin economy. The years of expansions, caused mainly by the exquisite growth of direct foreign investments, were followed by the years of crisis. Basically, the causes of global crisis are ambivalent. However, in Montenegro they are based on the drastic fall of direct foreign investments as one of the basic generators of development. Due to a high level of dependency on direct foreign investments, following the period of exquisite economic growth, Montenegrin economy proved to be highly vulnerable.

The outcomes of the Montenegrin IT sector analysis are the results of joint efforts by the departments of the Chamber of Economy of Montenegro and Montenegrin IT Cluster. Thanks to the remarkable efforts of the Chamber of Economy of Montenegro departments, we have achieved results based on the data obtained from state institutions, which throw real light on the situation in the Montenegrin IT sector, starting from the number of active companies, the number of employees and the services which we as a sector may offer. Of course, the real situation in the IT sector is best understood if we compare the results of the attached questionnaire.

## ..... BUSINESS CLIMATE

The World Economic Forum, one of the relevant institutions which does situation analysis on global and specific markets, has placed Montenegro on 52<sup>th</sup> place out of 144 countries in its new report on ICT competitiveness. This is for two places lower in comparison to the previous report. Although being ranked 52<sup>th</sup> out of 144 countries is a quite satisfactory rating for developing countries, the decreasing trend is worrying. In its report for 2013, Montenegro took 48<sup>th</sup> place. In the cited report Montenegro achieved the worst result in price availability of services – 91<sup>rd</sup> place out of 144. The impact of this situation to the economy should not be undermined given the fact that the availability of services is one of the generators of growth.

## STANJE TRŽIŠTA .....

Koristeći podatke do kojih su, od relevantnih državnih organa (Uprava Carina, Poreska uprava, CBCG...) došle stručne službe PKCG, dolazimo do zaključka da je vrijednost crnogorskog IT tržišta cca 33ME u 2013-oj godini. Procjene u godinama ekspanzije su dostizale i 70M\$. Pad vrijednosti tržišta je evidentan a da li je i realno u ovolikoj mjeri upitno je i zbog kredibilitnosti ranijih procjena. Ono što je ohrabruje, je svakako, rast prometa IT usluga, prije svega zato što ovaj faktor govori o sve većim potrebama za ekspertskim znanjima i povećanjem njihove dostupnosti na lokalnom tržištu. Rast prometa IT usluga, ukoliko se nastavi, u konvergenciji sa podizanjem nivoa informatičkog obrazovanja može biti snažan generator razvoja. Neke od zemalja u tranziciji su prepoznale i iskoristile ovu razvojnu priliku.

### **Stanje tržišta – 2013**

- **Ukupan uvoz HW je cca 25 ME**
- **Ukupan izvoz je 975.000**
- **Promet IT usluga je 4,5 ME**
- **Rast 34% u odnosu na 2012.**
- **Ukupan uvoz SW je cca 2.5 ME**

Na osnovu podataka dobijenih od navedenih institucija dolazi se do, prilično iznenađujućih, rezultata. Naime na crnogorskom IT tržištu aktivno učestvuje svega 232 preduzeća iako po podacima CRPS-a ih ima 572. Cjelokupni IT sektor upošljava 654 zaposlena što čini prosjek od 2,8 zaposlenih po preduzeću. Bez ambicija da nudimo vrijednosne sudove o navedenim podacima, ipak u vrijeme kada IT (information technologies) sve više postaje BT (business technologies), moramo se zapitati da li ovakva situacija u IT (BT) sektoru može biti pomoć u razvoju, kako je to u razvijenim ekonomijama. Naime, u razvijenim ekonomijama, IT (BT) sektor se odavno posmatra kao generator razvoja svih ostalih grana a kod nas je u velikoj mjeri uvriježeno shvatanje da je ulaganje u IT trošak a ne investicija.

### **Stanje tržišta – 2014 / Broj IT preduzeća i zaposleni**

- **232 aktivnih preduzeća**
- **572 po CRPS**
- **654 zaposlena**
- **Prosječno 2,8 zaposlenih**

Posebno je interesantan podatak da kompanije koje se pretežno bave hardware-om u prosjeku imaju gotovo dvostruko više uposlenih (4,4 /kompaniji) od onih koje se bave uslugama ili software-om (2,3/kompaniji). Ovakav anahronizam je moguć i zbog zastarelih podataka o pretežnoj djelatnosti kompanije.

### **Stanje tržišta – 2014 / Pretežne djelatnosti u IT sektoru i broj zaposlenih**

- **Pretežna djelatnost HW / Prosječno 4,14 zaposlenih**
- **Pretežna djelatnost SW i usluge / Prosječno 2,3 zaposlenih**

Jedan od mogućih razloga ovakvog stanja u IT sektoru je i nedovoljan nivo državnih ulaganja. Zemlje koje su prepoznale IT kao generator razvoja ulažu značajna sredstva u njegovo napredovanje. Navedeni rezultati su javno publikovani i nikad nijesu demantovani.



## ..... SITUATION AT THE MARKET – 2014

Based on the data that the Chamber's departments obtained from the relevant state institutions (Customs Office, Tax Administration, Central Bank), we can conclude that in 2013 the value of Montenegrin IT market reached cca 33 million EUR. In the years of expansion the value increased even up to 70 million \$. The decreasing market value is obvious. However, it is a question if this conclusion is realistic partly due to the credibility of previous estimates. The growth of the turnover of IT services is certainly encouraging, primarily because of the fact that this factor reflects the growing needs for expert knowledge and increased availability on the local market. If this trend continues, the growth of turnover from IT services converged with the raised level of IT education, may be a strong generator of development. Some of the transitional countries have recognized and used this opportunity for development.

### *Market conditions – 2013*

- *Total import HW was cca 25 ME*
- *Total export was 975.000*
- *Turnover of IT services was 4.5 ME*
- *Growth of 34% comared to 2012*
- *Total import of SW was cca 2.5 ME*

Based on the data obtained from the said institutions, we can come to quite surprising results. Namely, there are only 232 active enterprises at the Montenegrin IT market although the data from the Central Register of Commercial Court state that there are 654 enterprises. The overall IT sector has 572 employees, which makes an average of 2.8 employees per enterprise. Without ambitions to judge the said data, at the time when IT (information technologies) increasingly becomes BT (business technologies), we have to ask ourselves if such situation in the IT (BT) sector can be of help to the development, as it is the case in developed economies. Namely, in developed economies, IT (BT) sector is considered as a generator of development of all other branches. On the other hand, we see investments in the IT as expenditures rather than investments.

### *Market conditions – 2014 / The number of IT enterprises and employees*

- *232 Active enterprises*
- *572 according to CRCS*
- *654 employees*
- *An average of 2,8 employees*

One very interesting fact is that the companies which are predominantly engaged in hardware have almost twice as many employees (4.4 /company) in comparison to those engaged in services and software (2.3 /company). It is also possible that this kind of anachronism is the result of the obsolete data on the companies' field of work.

### *Market conditions – 2014 / Prevailing activities in the IT sector and no. of employees*

- *Predominant activity HW / Average 4.1 employees*
- *Predominant activity SW and services / Average 2,3 employees*

Insufficient investments could also be one of the possible reasons for such situation in the IT sector. The countries which recognized IT as a generator of development invest significant funds in its growth. The said results have been published and they have never been confuted.

### *Prosječna ulaganja u IT sektor u regionu (po stanovniku) – 2013*

- *Prosjek u EU 800 eura*
- *Hrvatska 200 eura*
- *Bugarska 70 eura*
- *Rumunija 70 eura*
- *Srbija 60 eura*
- *Crna Gora 45 eura*

U Crnoj Gori Ministarstvo za informaciono društvo i telekomunikacije ulaže napore u poboljšanje stanja IT-a. U domenu legislative Crna Gora je u korak sa naprednijim ekonomijama i značajno ispred većine zemalja regiona. Nažalost, i samo Ministarstvo za informaciono društvo i telekomunikacije je suočeno sa budžetskim rezovima i nedostatkom sredstava za sprovođenje.

Crna Gora ima usvojenu Strategiju razvoja informacionog društva za period 2012 – 2016 kao i Strategiju korišćenja Open Source tehnologija u Crnoj Gori, što je dovodi u red zemalja za koje se može reći da se odgovorno ponašaju prema razvoju IT-a, ali nažalost izuzetno nizak nivo ulaganja u IT dovodi u pitanje tu ocjenu.

O odgovornom odnosu države govori i činjenica da Crna Gora ima usvojenu Strategiju sajber bezbjednosti Crne Gore 2013-2017.

S druge strane, država, kao najveći IT klijent, smanjuje nivo javnih nabavki u IT oblasti, iz godine u godinu, dovodeći IT sektor u još težu situaciju.

### *Javne nabavke u IT sektoru – 2013*

- *Ukupne IT nabavke 5 ME*
- *Nabavke IT opreme 2,5 ME*
- *Nabavke SW i IT usluge 2,5 ME*
- *Stalni pad od 2009.*
- *e-nabavke i dalje ne postoje*

Sam proces javnih nabavki i pored postojanja kompletne zakonske regulative i dalje se odvija na arhaičan, papirni, način. Osnovni razlog neuvođenja elektronskih javnih nabavki i pored svijesti o njihovim prednostima u odnosu na klasične je, ponovo, u nedostatku sredstava.

U pokušaju da se nivo Crnogorskog IT sektora podigne na viši nivo i pozicionira na regionalnu IT mapu, IT kompanije su, udružene u Crnogorski IT klaster, a uz pomoć GLZ-a, sprovele istraživanje stanja Crnogorskog IT tržišta. Projekat je bio regionalnog karaktera u okviru **South East Europe IT Industry Barometer (SEE ITIB) 2015** inicijative. Učestvovali su IT kompanije iz Albanije, Bosne i Hercegovine, Crne Gore, Kosova, Makedonije i Srbije. Ozbiljnost Crnogorskog IT sektora potvrđuje činjenica da je procenat ispitanika iz Crne Gore koji je prihvatio i odgovorio na anketu gotovo duplo viši od regionalnog prosjeka.

Istraživanjem je obuhvaćeno 126 preduzeća, preciznije 50 preduzeća iz Crne Gore, 40 sa Kosova, 20 iz Srbije, 7 iz Makedonije i 9 iz Albanije. Uzorak IKT kompanija iz Crne Gore je reprezentativan i definiše realan status crnogorskog IKT tržišta.

Rezultati ovog istraživanja, rađenog po najsavremenijoj metodologiji, između ostalog nam daju i činjenicu da je Crnogorski IT sektor u najvećoj mjeri (84%) u lokalnom vlasništvu dok je svega 14% stranih kompanija i 2% predstavništava stranih kompanija.

Analiza proizvoda i usluga koje Crnogorski IT sektor nudi tržištu pokazuje da većina kompanija bazira svoj portfolio na hardware-u. Na drugom mjestu se nalaze razvoj software-a i IT usluge. Softverski proizvodi i servisne usluge na hardware-u dijele treće mjesto sa jednakim brojem odgovora.

### *Investments in the IT sector in region (per capita) in 2013*

- *EU average 800 EUR*
- *Croatia 200 EUR*
- *Bulgaria 70 EUR*
- *Romania 70 EUR*
- *Serbia 60 EUR*
- *Montenegro 45 EUR*

Montenegrin Ministry for Information Society and Telecommunications invests efforts to improve the IT status. In the legislation domain, Montenegro keeps up the step with the advanced economies and is significantly ahead of most regional countries. Unfortunately, the Ministry for Information Society and Telecommunications faces budget cuts and the lack of funds for the implementation.

Montenegro has adopted the Strategy for the Development of the Information Society 2012 – 2016, as well as the Strategy for the use of Open Source Technologies in Montenegro. This places Montenegro among the countries which can be considered as IT responsible. However, an extremely low level of the investments in IT may change this assessment.

Another proof that Montenegro is an IT responsible state is the fact that it has adopted the Strategy for Cyber Safety of Montenegro 2013-2017.

On the other hand, the state, as the biggest IT client, has been reducing the level of public procurement in the IT area for years, thus further aggravating the situation in the IT sector.

### *Public procurement in the IT sector – 2013*

- *Total IT procurement 5 ME*
- *Procurement of IT equipment 2.5 ME*
- *Procurement OF SW and IT services 2,5 ME*
- *Constant decrease as of 2009*
- *E-procurement still does not exist*

Although Montenegro has in place all necessary legal regulations, the public procurement process is still held in an old fashioned way, using hardcopies instead of electronic equipment. In addition, despite the public awareness on the advantages of electronic public procurement over the classical method, the main reason for their non-introduction is again the lack of funds.

IT companies have tried to raise the IT sector to a higher level and position it on a regional IT map. In that respect, Montenegrin IT Cluster, in cooperation with GIZ, has conducted the research on the status of the Montenegrin IT market. The project was of regional character within the **South East Europe IT Industry Barometer (SEE ITIB) 2015 initiative**. The participants in the project were the companies from: Albania, Bosnia and Herzegovina, Montenegro, Kosovo, Macedonia and Serbia. The fact that the percentage of interviewees from Montenegro who responded to the questionnaire is twice as high as the regional average stands as the confirmation of the determination of the Montenegrin IT sector.

The survey included 126 enterprises precisely 50 enterprises from Montenegro, 40 from Kosovo, 20 from Serbia, 7 from Macedonia and 9 from Albania. Sample of ICT companies from Montenegro is representative and defines real status of Montenegrin ICT market.

Among other things, the results of this research, conducted in line with the most up-to-date methodology, indicate that the Montenegrin IT sector is in the majority local ownership (84%), while only 14% is owned by foreign companies and 2% by the representatives of foreign companies.

Analysis of the products and services that Montenegro's IT sector offers the market shows that



### *Proizvodi i usluge u kompletu (u procentima %)*

<i>Softver</i>	<i>Softver/IT usluge</i>	<i>Hardver</i>	<i>Servis za HW proizvode</i>	<i>Ostalo</i>
<b>54</b>	<b>48</b>	<b>66</b>	<b>26</b>	<b>8</b>

#### *IT kompanije u CG po djelatnostima (samo one obuhvaćene istraživanjem)*

Samo 16% kompanija je sertifikovano po ISO standardima, dok je 22% u procesu sertifikacije.

U Crnoj Gori dominantni programski jezici i alati za razvoj su Java/Java Script i Basic C++( 58% ).

46% ICT kompanija u Crnoj Gori koristi SQL kao dominantnu tehnologiju baza podataka, zatim Access 44%.

Samo 18% anketiranih preduzeća izvoze svoje usluge, što predstavlja najmanji procenat u odnosu na druge zemlje koje su uključene u istraživanje.

<i>Zemlja</i>	<i>Da</i>	<i>Ne</i>
<b>Kosovo</b>	<b>65,6%</b>	<b>34,4%</b>
<b>Albanija</b>	<b>44,4%</b>	<b>55,6%</b>
<b>Srbija</b>	<b>85%</b>	<b>15%</b>
<b>Crna Gora</b>	<b>18%</b>	<b>82%</b>

#### *Da li kompanija sprovodi izvozne aktivnosti?*

the majority of companies bases its portfolio of hardware. In second place are the development of software and IT services. Software products and service of hardware shared third place with the same number of answers.

### *Products and Services Supplied (in percentages %)*

<i>Software</i>	<i>Software/IT Services</i>	<i>Hardware</i>	<i>Services for HW products</i>	<i>Other</i>
<b>54</b>	<b>48</b>	<b>66</b>	<b>26</b>	<b>8</b>

### *IT companies in Montenegro by activities (only those covered by the research)*

Only 16% of companies certified to ISO standards, while 22% percent in the certification process.

In Montenegro dominant programming languages and development tools are Java/JavaScript and Basic -C++( 58% ).

In Montenegro 46% of ICT companies is using SQL as dominant database technology, then 44% Access.

Montenegrin ICT companies only 18% surveyed companies are exporting their services which represent the lowest percentage comparing to other countries involved in the survey.

<i>Country</i>	<i>Yes</i>	<i>No</i>
<b>Kosovo</b>	<b>65,6%</b>	<b>34,4%</b>
<b>Albania</b>	<b>44,4%</b>	<b>55,6%</b>
<b>Serbia</b>	<b>85%</b>	<b>15%</b>
<b>Montenegro</b>	<b>18%</b>	<b>82%</b>

### *Does company conduct export activities?*

## PRETPOSTAVKE RAZVOJA .....

Na osnovu rezultata istraživanja koji su prezentovani u prvom dijelu ove brošure jasno je da na sadašnjem stepenu razvoja, malo koja kompanija iz crnogorskog IT sektora može kvalitetno da odgovori na zahtjeve modernih IT trendova i ponudi implementaciju i podršku servisa kao što su poslovanje u oblaku (cloud), mobilna konvergencija, informatička bezbjednost, internet trgovina, Big Data itd. Trenutno mali tržišni potencijal, nedovoljni kadrovski i finansijski kapaciteti IT kompanija, stepen razvoja i dostupnost i korišćenje IT servisa u Crnoj Gori, dostupnost telekomunikacione infrastrukture i skromno informatičko obrazovanje građana su neki od faktora stagnacije u razvoju IT sektora. IT kompanije u Crnoj Gori se svakodnevno bore sa likvidnošću, a ulaganja u razvoj su minimalna.

Definisanje jasne i dugoročne strategije razvoja IT sektora i aktivnosti na njenoj realizaciji su jedini način za opstanak i napredak kompanija opredijeljenih za bavljenje informacionim tehnologijama. S druge strane informacione tehnologije su jedan od nosilaca razvoja društva i nemoguće ih je implementirati i razvijati u nekoj sredini bez stabilnog i jakog IT sektora. Iz tih razloga neophodna je koordinirana saradnja nadležnih državnih i obrazovnih institucija, lokalne samouprave, informatičkih kompanija i velikih korisnika IT tehnologija na izradi i primjeni pomenute strategije. Nabrojani potencijalni partneri IT sektora imaju realni kapacitet za uklanjanje ili ublažavanje limitirajućih faktora razvoja primjene IT tehnologija, odnosno kako smo ih definisali **pretpostavki razvoja**:

- Razvoj i dostupnost telekomunikacione infrastrukture,
- Razvoj i dostupnost servisa državne uprave, lokalne samouprave i banaka, namijenjenih građanima i privredi,
- Dostupnost povoljnih razvojnih kreditnih linija i državni podsticaji razvoju softverskih proizvoda namijenjenih izvozu i podsticanje zapošljavanja u IT sektoru,
- Kontinuirani rad na poboljšanju pravnog okvira kojim se uređuje ova oblast i njegova fleksibilnost prema trendovima razvoja informacionog društva,
- Jačanje postojećeg institucionalnog okvira,
- Intenzivan razvoj ljudskih resursa i njihovo formalno i specijalističko obrazovanje,
- Kontinuirana promocija informacionog društva i organizovana informatička edukacija građana.

## Razvoj i dostupnost telekomunikacione infrastrukture

Nema razvoja bez infrastrukture. Nema ICT-a bez telekomunikacione infrastrukture, nema IT sektora bez telekomunikacione infrastrukture. Može se reći - ICT aksiom. Poznat i prepoznat i u **Strategiji razvoja informacionog društva u CG od 2012 do 2016. godine** koja definiše potrebu da se u cilju razvoja ICT-a u Crnoj Gori „poboljša mogućnost broadband pristupa tj. pristupa velikim brzinama tako što će osigurati simetričan, garantovan broadband pristup (agnostik pristup) od najmanje:

- 10Mbps za 50% populacije do 2014. godine,
- 10Mbps za 100% populacije i
- 30Mbps za 50% populacije do 2016. godine, što će rezultirati tako što će se postići masovno ICT i Internet prihvatanje i poboljšati digitalno uključivanje, postići nivo: - korišćenja Interneta od 70% do 2014. godine i 80% do 2016. godine, - broadband pristupa - od 25% do 2014. godine i 40% do 2016. godine.

Postojeći stepen razvoja telekomunikacionih usluga može se sagledati na osnovu podataka Agencije za elektronske komunikacije i poštansku djelatnost, prezentovanih na sledećim graficima.



## ..... THE PRECONDITIONS FOR DEVELOPMENT

Based on the results of the research presented in the first part of this brochure, it is clear that not many companies from the Montenegrin IT sector can provide a quality response to modern IT trend requirements and offer implementation and support services such as: cloud, mobile convergence, information safety, internet trade, Big Data, etc. The currently small market potential, insufficient HR and financial capacities of IT companies, the level of development, the availability and use of IT services in Montenegro, the availability of telecommunications infrastructure and modest IT education of the citizens are only some of the factors of stagnation in the IT sector development. Montenegrin IT companies fight for liquidity on a daily basis and the investments in development are minimal.

The definition of a clear and long-term strategy of IT sector development and the activities in this respect are the only way for survival and progress of the companies engaged in information technologies. On the other hand, information technologies are one of the holders of social development and it is impossible to implement and develop them in an environment without a stable and strong IT sector. For that reason, there is a need for a coordinated cooperation on the creation and implementation of the said strategy by the relevant state and education institutions, local self-government, IT companies and big users of IT technologies. The mentioned potential partners of the IT sector have the capacity to eliminate or reduce the limiting factors of IT technology development or to provide the so-called **preconditions of development**:

- Development and availability of telecommunications infrastructure,
- Development and availability of public administration services, local self-government and banks, aimed at citizens and economy,
- Availability of favorable credit lines and state incentives for the development of software products aimed at export and boosting employment in the IT sector,
- Continuous work on the improvement of legal framework ,
- Continuous activities on the improvement of the legal framework and its flexibility to meet the trends of the information society development,
- Strengthening of the existing institutional framework,
- Intensive development of human resources and their formal and specialized education,
- Continuous promotion of information society and organized IT education of citizens.

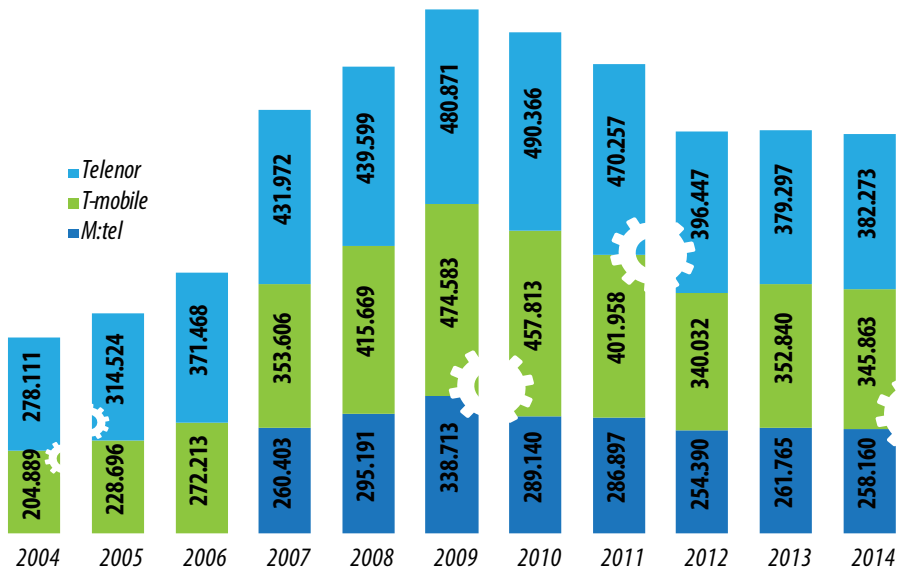
### Development and Availability of Telecommunications Infrastructure

There is no development without infrastructure. There is no ICT without telecommunications infrastructure, there can be no IT sector without telecommunications infrastructure. This can be said to be an ICT axiom. The Montenegrin Strategy for the Development of the Information Society 2012 – 2016 recognizes the need to “improve the opportunity for broadband access, i.e. the access to high speeds by ensuring guaranteed broadband access (agnostics approach) of at least:

- 10Mbps for 50% of population until 2014,
- 10Mbps for 100% of population and
- 30Mbps for 50% of population until 2016, which will lead to mass ICT and internet use and the improvement of digital connection and thus reach the level of internet use of 70% by 2014 and 80% by 2016, broadband access of 25% by 2014 and 40% by 2016.

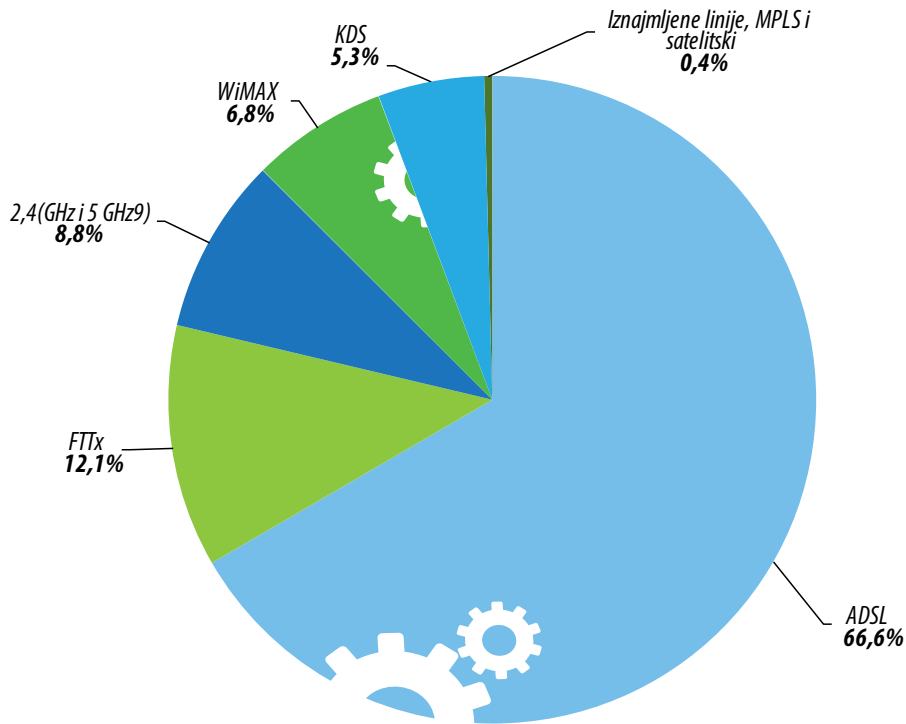
The data from the Agency for Electronic Communications and Postal Services present the current level of the development of telecommunications services, as per the graphics on these pages.

The penetration of SIM cards in Montenegro in June 2015 was **163%** despite the fact that the researches indicate that **95%** of citizens use mobile phones.



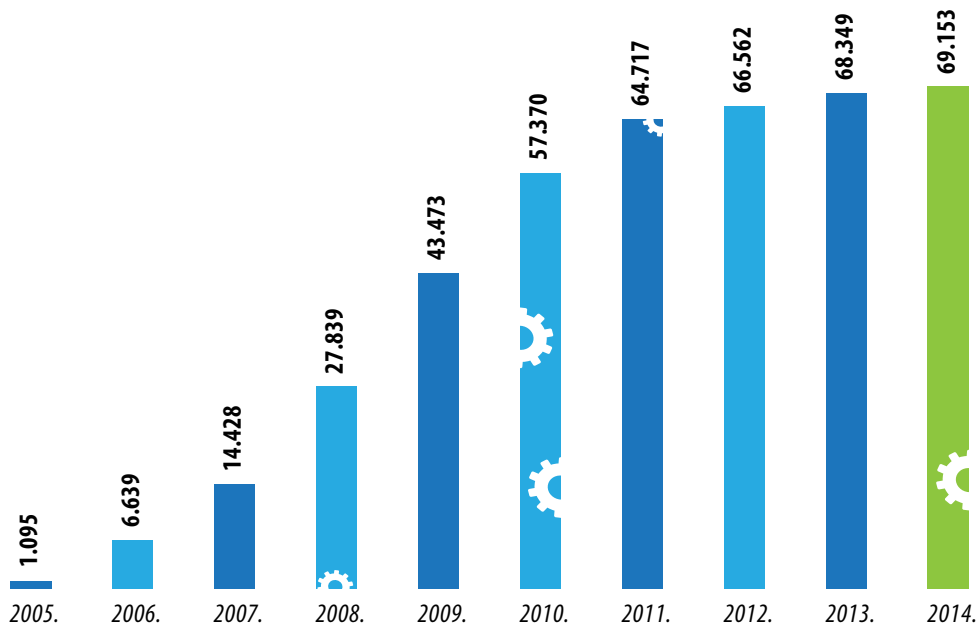
**Kretanje broja korisnika mobine telefonije u Crnoj Gori u periodu 2004 - 2014**  
**Mobile phone users in Montenegro 2004 - 2014**

Penetracija SIM kartica u CG u junu 2015 iznosila je **163%**, a prema istraživanjima **95%** građana koristi mobilni telefon.

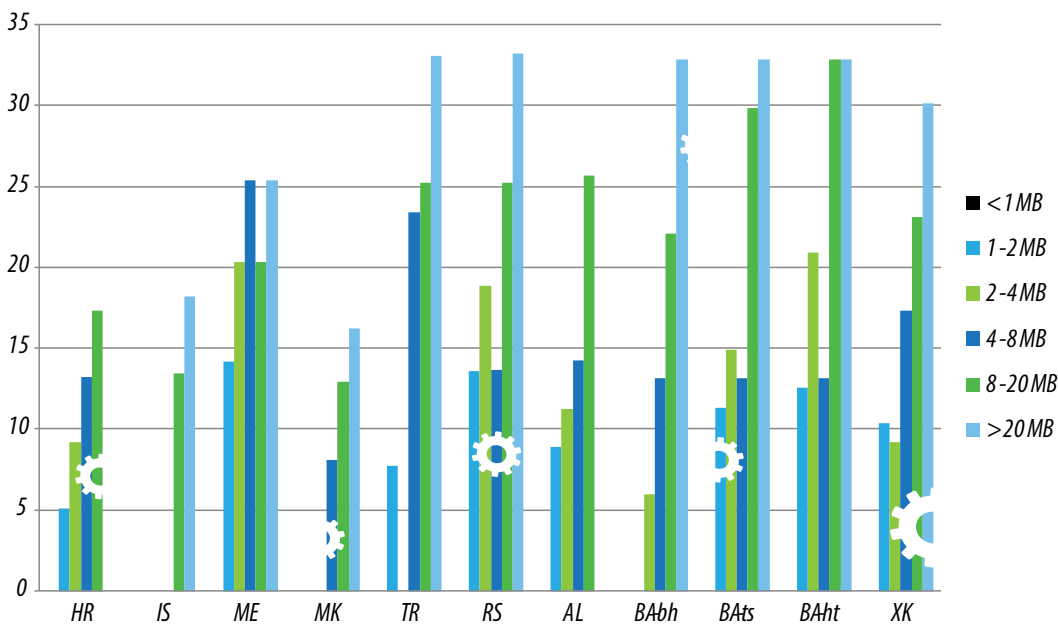


**Učešće tehnologija u ukupnom broju širokopoljasnih priključaka**  
**Participation of technologies in the total number of broadband connections**





**Kretanje broja ADSL korisnika u Crnoj Gori u periodu 2004 - 2014**  
**The number of ADSL users in Montenegro 2004 - 2014**



**Cijene širokopojsnog pristupa u zemljama regiona**  
**Prices for broadband access in the regional countries**

Podaci EKIP-a, prezentovani Odboru za ICT u julu 2015. godine, o broju korisnika telekomunikacionih servisa su:

- fiksna telefonija: 155.509 korisnika (rezidencijala 135.800 -87,33% , biznis 19.709 – 12,67%)
  - T-com 98,37%
  - Mtel 1,63%
- mobilna telefonija: 1.009.087 korisnika -penetracija 162,75% (632.516 - 62,86% prepaid, 376.571 – 37,32% postpaid)
  - Telenor 38,05%
  - T-Com 33,86%
  - Mtel 28,09%

Važno je napomenuti da u Crnoj Gori ima 194.000 domaćinstava, kako bi se ovi podaci mogli bolje sagledati.

Ukupan broj internet priključaka u Crnoj Gori je 97.804 (50,41% od ukupnog broja domaćinstava), posmatrano po tehnologiji pristupa trenutna raspodjela aktivnih korisnika je sledeća:

- ADSL – 69,20% (67.548),
- FTTX – 14,67% (14.317),
- WiMAX – 4,39%(4.813),
- KDS – 6,48%(6.323),
- Wifi – 4,72%(4.605),

Činjenica je da je postojeća infrastruktura solidno razvijena, ali je neophodno kontinuirano proširenje kapaciteta kako transportnog, tako i pristupnih segmenata ove infrastrukture. Ipak, analiza koncentracije korisnika pokazuje da u ruralnim sredinama nije zadovoljavajući stepen raspoloživosti infrastrukture. Po podacima Crnogorskog Telekomu čak 91% crnogorskog stanovništva ima obezbijedene tehničke uslove za pristup broadband servisima. Ipak, poređenje broja internet priključaka (97.804 - 50,41% domaćinstava) i broj priključaka televizije (165.358 – 85,23%), odnosno razlika od preko 35% ukazuje na nedostatak infrastrukture, posebno u ruralnim sredinama.

Za razvoj informacionog društva, a samim tim i IT sektora bitna je njena **DOSTUPNOST**, što osim stepena izgrađenosti podrazumijeva i cijene pristupa servisima. U **Strategiji razvoja informacionog društva u CG od 2012 do 2016. godine** konstatovano je „Analizirajući način korišćenja ICT-a u Crnoj Gori u nedavno objavljenom istraživanju (Istraživanje upotrebe informacionih i komunikacionih tehnologija u Crnoj Gori, april 2011. godine), kao ključni razlozi za ne korišćenje interneta identifikovani su sljedeći razlozi: - Nedostatak obrazovanja i shvatanja neophodnosti i prednosti korišćenja interneta - nedostatak jedinstvene digitalne pismenosti; - **Visoka cijena pristupa internetu i prateće opreme - nepostojanje efikasne konkurencije na broadband tržištu;**“. U proteklom periodu ponuda servisa je značajno porasla, omogućen je pristup većim brzinama, ali i dalje ne možemo biti zadovoljni stepenom DOSTUPNOSTI, posebno zbog CIJENA servisa koje su po mišljenju IT sektora još uvijek ozbiljan limitirajući faktor razvoju informacionog društva.

Povećanje dostupnosti moguće je izgradnjom novih transportnih i pristupnih kapaciteta, što bi osim povećanja raspoloživosti uticalo i na smanjenje cijena povećanjem konkurentnosti. Ovo nije samo tržišna potreba provajdera telekomunikacionih servisa. Željeznička infrastruktura Crne Gore, Crnogorski elektroprenosni sistem – CGES i Regionalni vodovod su razvili sopstvene optičke transportne kapacitete, a Radio-difuzni centar kontroliše mrežu radio-relejnih linkova. Udruživanjem ovih transportnih kapaciteta i razvojem pristupnih kapaciteta u gradovima od strane lokalnih javnih preduzeća (npr. komunalna preduzeća) moguće je obezbijediti odličnu dodatnu teritorijalnu pokrivenost, povećanje konkurentnosti, smanjenje cijena – povećanje dostupnosti, kao konačni cilj.



The data from the EKIP presented at the ICT Board in June 2014 on the number of users of telecommunication services are:

- landlines: 155,509 users (135.800 residential – 87,33% , 19.709 business-12,67%)
  - T-com 98,37%
  - Mtel 1,63%
- mobile phones: 1.009.087 users, penetrations 162,75%(632.516 prepaid – 62,86%, 376.571 post-paid – 37,32%)
  - Telenor 38,05%
  - T-Com 33,86%
  - Mtel 28,09%

In order to obtain a better idea of what these data mean, it is important to note that Montenegro has 194,000 households.

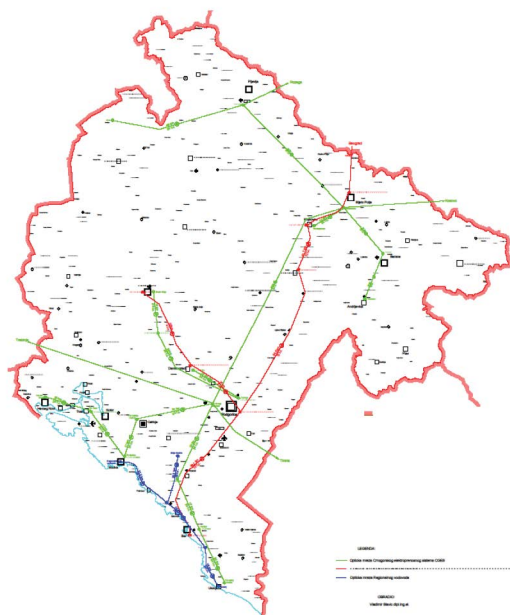
The total number of internet accesses in Montenegro is 97.804 (50,41% of the total number of households). As per the technology of access, the current share of active users is as follows:

- ADSL – 69,20%(67.548)
- FTTX – 14,67%(14.317)
- WiMAX – 4,39%(4.813)
- KDS – 6,48%(6.323)
- WiFi – 4,72%(4.605)

It is a fact that the current infrastructure is solidly developed. However, there is still a need for a continuous extension of capacities, both when it comes to the transport and access segment, respectively. Still, the analysis of the concentration of users indicates that the level of its availability in rural areas is not satisfactory. According to the data from Montenegrin Telekom even up to 91% of the Montenegrin population has technical conditions for the access to broadband services. On the other hand, the comparison of the number of internet accesses (91,804 – 47% of households) and the number of TV accesses (165.358 – 85,23%), i.e. the difference of almost 35%, points at the lack of infrastructure, especially in the rural areas.

The AVAILABILITY of infrastructure is important for the development of the information society and the IT sector. Apart from the level of its technical characteristics, the price of access to services is also very significant. The Strategy for the Development of the Information Society 2012 – 2016 says: „Analyzing the ways of ICT use in Montenegro in the recently published research (the research of the information and communications technologies in Montenegro, April 2011), the key reason for the non-use of internet was the lack of the unique digital literacy; - **A high price of access to internet and the accompanying equipment – the lack of efficient competitiveness at the broadband market**”. In the past period, the offer of services has been increased significantly and the access to higher speeds has been provided, but we still cannot be satisfied with the level of AVAILABILITY, especially due to the PRICES for services which, in the opinion of the IT sector, still present a serious limiting factor in the development of the information society.

It is possible to increase availability with the construction of new transport and access capacities. It would improve availability and lead to the reduction of prices through increased competitiveness. This is not only the market need of telecommunication service providers. The railway infrastructure of Montenegro, Montenegrin Power Transmission System (CGES) and Regional Water Company have developed their own optical transport capacities and the Radio Transmission Center controls a network of radio relay links. By joining these transport capacities and developing access capacities in towns by local public enterprises (exp. utility companies), it is possible to provide excellent additional territorial coverage, increased competitiveness, reduction of prices – increased availability, and thus meet the final objective.

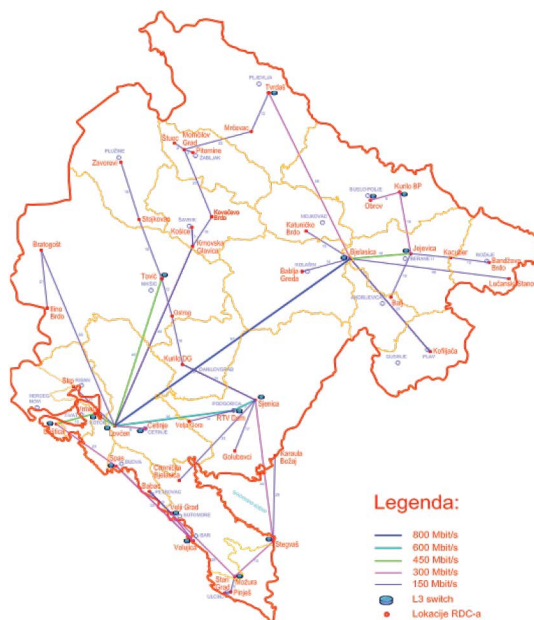


*Optička infrastruktura ŽICG (cr), CGES(z) i Regionalnog vodovoda(p)  
Optical infrastructure Railway Company of Montenegro (cr), CGES(z) and Regional Water Company (p)*

## Razvoj i dostupnost servisa državne uprave, lokalne samouprave i banaka, namijenjenih građanima i privredi

Razvoj i dostupnost e-servisa je podsticajni faktor građanima i privredi za korišćenje informacionih tehnologija. Stepen razvoja IT sektora je direktno proporcionalan broju i kvalitetu ponuđenih servisa. Broj servisa i njihov kvalitet, a posebno broj korisnika tih servisa **ne mogu se smatrati uspješnim generatorima razvoja u ovom trenutku**. Nadležne državne institucije su prepoznale značaj e-servisa za razvoj informacionog društva. U **Strategiji razvoja informacionog društva u CG od 2012 do 2016. godine** u vezi sa razvojem i dostupnošću servisa definisani su ciljevi

- Dalje poboljšanje i standardizacija državnih operacija kroz najmodernije i najnaprednije alate koji omogućavaju razvoj i distribuciju informacija između državne uprave i fizičkih/pravnih lica, uz podršku čvrste i pouzdane ICT infrastrukture.
- Modernizacija i proširenje usluga državne uprave korisnički orijentisane, i povećanje njihove dostupnosti kroz poboljšane i sigurne kanale isporuke.
- Stimulisanje potražnje među građanima i preduzećima za široko razvijenim uslugama elektronske državne uprave.
- Uspostavljanje okvira interoperabilnosti, čime će se stvoriti uslovi za unaprjeđenje procesa upravljanja informacijama te razmjena podataka između tijela državne uprave, a čime bi se građanima omogućilo jednostavnije i brže obavljanje javnih usluga elektronskim putem.
- Omogućavanje automatizovane razmjene i korišćenja podataka smještenih u državnim registrima i drugim informacionim sistemima.



**Radio relejna infrastruktura RDC**  
**Radio relay infrastructure RDC**

## Development and availability of state administration services, local self-government and banks, aimed at citizens and economy

The development and availability of e-services is a motivating factor for the citizens' and the economy's use of information technologies. The level of the IT sector development is directly in proportion with the number and quality of offered services. The number of services and their quality, and especially the number of users of these services, **cannot be considered as successful generators of development in this moment**. The relevant state institutions have recognized the significance of e-services for the development of information society. With respect to the availability of services, the **Strategy for the Development of the Information Society 2012 – 2016** has defined the following objectives

- Further improvement and standardization of state operations via most up-to-date and advanced tools which enable the development and distribution of information between the state administration and natural persons/legal entities with the support of a solid and reliable ICT infrastructure.
- Modernization and extension of user oriented state administration services and the increase of their availability through improved and safe delivery channels.
- Stimulating demand among citizens and enterprises for widely developed services of e-Government.
- Establishment of the interoperability framework, which will create conditions for the improvement of the data management processes and the exchange of data among the state administration bodies, which would secure simpler and faster electronic provision of public services.
- Enabling of automated exchange and use of data stored in state registers and other information systems.

## Zadaci:

- 100 najčešće korišćenih usluga državne uprave da bude dostupno na portalu eUprava do 2014. godine, a 200 najčešće korišćenih usluga da bude dostupno do 2016. godine;
- 100% državnih službenika da bude edukovano za korišćenje portala eUprava do 2014. godine.

Istraživanjem postojećih IT servisa u službi građana i privrede (portal e-Uprave [www.euprava.me](http://www.euprava.me)), korišćenjem metodologije koja je razvijena od strane Evropske komisije i kompanije Capgemini (*Capgemini*), prema podacima iz Ministarstva za informaciono društvo i telekomunikacije, utvrđen je sledeći nivo razvoja.

## 20 osnovnih servisa e-uprave

SERVISI ZA FIZIČKA LICA			SERVISI ZA PRAVNA LICA		
Naziv servisa	Max. nivo	Nivo u CG	Naziv servisa	Max. nivo	Nivo u CG
Predaja prijave poreza	5	4	Socijalno osiguranje za zaposlene	4	2
Traženje zaposlenja	4	3	Obračun, prijava i plaćanje poreza	4	4
Socijalna pomoć	5	1	PDV	4	2
Lični dokumenti	5	1	Registracija preduzeća	4	3
Registracija automobila	4	1	Slanje podataka statističkoj službi	5	4
Građevinske dozvole	4	2	Carinska deklaracija	4	4
Prijava policiji	3	2	Ekološke dozvole	5	2
Javne biblioteke	5	3	Javne nabavke	4	2
Isprave(lista rođenih, umrlih, vjenčanih...)	4	4			
Prijava i upis na visoku školu	4	2			
Promjena stalnog prebivališta	5	1			
Zdravstvene usluge	4	2			

## Postojeći servisi na portalu e-uprave

### Agencija za zaštitu životne sredine

- Dozvola za praćenje kvaliteta vazduha
- Dozvola za praćenje kvaliteta goriva
- Dozvola za obavljanje radijacione djelatnosti
- Dozvola za mjerenje nivoa buke u životnoj sredini
- Prijava plastične ambalaže za pravna lica
- Prijava plastične ambalaže za preduzetnike
- Upis u registar izvoznika neopasnog otpada (dozvola),
- Upis u registar trgovaca i posrednika otpadom (dozvola)
- Upis u registar za sakupljanje, odnosno transport otpada

The tasks:

- by 2014 to make available at the e-Government portal 100 most frequently used services of state administration and 200 most frequently used services by 2016;
- by 2014 to educate 100% state employees as to how to use the e-Government portal“.

According to the data from the Ministry for Information Society and Telecommunications, the research of the existing IT services for citizens and the economy (the e-Government portal [www.euprava.me](http://www.euprava.me)), using the methodology developed by the European Commission and the company Capgemini, has defined the following level of development.

## 20 basic e-government services

SERVICES FOR INDIVIDUALS			SERVICES FOR LEGAL ENTITIES		
Name of service	Max. level	Level in ME	Name of service	Max. level	Level in ME
Submission of tax return	5	4	Social insurance for employees	4	2
Search for jobs	4	3	Calculation, registration and tax payment	4	4
Social help	5	1	VAT	4	2
Identity documents	5	1	Company registration	4	3
Car registration	4	1	Sending data to the statistical service	5	4
Building permits	4	2	Customs declaration	4	4
Police report	3	2	Environmental permits	5	2
Public libraries	5	3	Public procurement	4	2
Evidence (list of births, deaths, marriages ...)	4	4			
Registration and enrollment in high school	4	2			
Change of permanent residence	5	1			
Health service	4	2			

## E-government services

### The Agency for Environmental Protection

- Permission for air quality monitoring Dozvola za praćenje kvaliteta goriva
- The license for performing radiation activity
- Permission to measure levels of environmental noise
- Registration of plastic packaging for legal entities
- Registration of plastic packaging for entrepreneurs
- Registration in the Register of exporters of non-hazardous waste (permit)
- Registration in the register of traders and brokers Management (Permit)
- Registration in collection and transport of waste

### Inspection Administration

- Reports of cases of illegal construction
- Form of notices on the introduction of overtime work



## **Uprava za inspekcijske poslove**

- Prijem prijava slučaja bespravne gradnje
- Obrazac obavještenja o uvođenju prekovremenog rada
- Prijava o početku radova
- Prijem povrede na radu
- Zahtjev za slobodan pristup informacijama

## **Ministarstvo za informaciono društvo i telekomunikacije**

- Zahtjev za izdavanje mail naloga na domenu mail.me
- Zahtjev za aktivaciju, migraciju o povećanje kapaciteta servisa
- Zahtjev za otvaranje, suspenziju, ažuriranje ili ukidanje korisničkog naloga na domenu
- Zahtjev za otvaranje, suspenziju, ažuriranje ili ukidanje e-mail naloga na domenu
- Zahtjev za izdavanje digitalnih certifikata za interne potrebe državne uprave Crne Gore
- Zahtjev za slobodan pristup informacijama
- ePost Montenegro

## **Poreska uprava**

- Zahtjev za izdavanje uvjerenja o visini prihoda
- Zahtjev za izdavanje uvjerenja o izmirenim obavezama po osnovu javnih prihoda
- Zahtjev za izdavanje uvjerenja o visini prihoda (oslobođeno plaćanja)
- Zahtjev za izdavanje uvjerenja o izmirenim obavezama po osnovu javnih prihoda (oslobođeno plaćanja)
- Zahtjev za povraćaj više plaćenog doprinosa za penzijsko i invalidsko osiguranje
- Zahtjev za registraciju privrednih subjekata (bez digitalnog certifikata)
- Zahtjev za registraciju privrednih subjekata (potpis sa digitalnim certifikatom)
- Zahtjev za slobodan pristup informacijama

## **Uprava za kadrove**

- Prijava za pohađanje seminara
- Odjava sa seminara/kursa

## **Agencija za duvan**

- Izdavanje odobrenja za obavljanje djelatnosti prometa na veliko duvanskim proizvodima
- Izdavanje odobrenja za obavljanje djelatnosti uvoza duvana, obrađenog duvana i duvanskih proizvoda
- Odobrenje za obavljanje prometa na malom duvanskim proizvodima
- Odobrenje za obradu duvana
- Odobrenje za proizvodnju duvanskih proizvoda
- Upis marki duvanskih proizvoda u registar
- Zahtjev za slobodan pristup informacijama

## **Uprava za zaštitu konkurencije**

- Obrazac zahtjeva za pokretanje postupka
- Obrazac registra prijave sporazuma



- Reporting on the start of construction
- Receiving an injury at work
- Request for Information

### **The Ministry for Information Society and Telecommunications**

- The request for the issuance of e-mail account on a domain mail.me
- Request for activation, migration of increasing the capacity of service
- Request for opening, suspension, update or terminate user accounts on the domain
- Request for opening, suspension or revocation of updating e-mail account on a domain
- Request for issuing digital certificates to internal needs of the state administration of Montenegro
- Request for Information
- Email Montenegro

### **Tax Administration**

- Request for grant of a certificate on the amount of income
- Request for grant of a certificate on settled liabilities based on public revenues
- Request for grant of a certificate on the amount of income (exempt)
- Request for grant of a certificate on settled liabilities based on public revenues (exempt)
- Request for refund of overpaid contributions for pension and disability insurance
- The application for registration of business entities (without digital certificate)
- The application for the registration of companies (with digital signature certificate)
- Request for Information

### **Human Resources Administration**

- Application for attending the seminar
- Check out the seminar / course

### **Tobacco Agency**

- Issuing licenses for carrying out activities of wholesale trade in tobacco products
- Issuance of permits for the import of tobacco, processed tobacco and tobacco products
- The approval for carrying traffic on a small tobacco products
- Approval for tobacco processing
- The approval for the production of tobacco products
- Enrollment brands of tobacco products in the register
- Request for Information

### **Competition Authority**

- The application form for proceedings
- Application form registry agreement

### **Customs Administration**

- Report corruption in the Customs Administration

### **Anticorruption Initiative**

- Reporting Corruption, the service is anonymous
- Request for Information

## **Uprava carina**

- Prijavite korupciju u Upravi carina

## **Uprava za antikorupcijsku inicijativu**

- Prijava korupcije, usluga je anonimna
- Zahtjev za slobodan pristup informacijama

## **Zavod za statistiku MONSTAT**

- Izvještaj o nastavnom osoblju i strukturi fakulteta, akademija umjetnosti i visokih škola u školskoj godini 2011/2012. godini
- Izvještaj o upisu na posleddiplomske studije u školskoj 2011/2012. godini
- Mjesečni izvještaj industrije
- Godišnji izvještaj o istraživanju i razvoju za naučno istraživačke ustanove i istraživačko-razvojne jedinice u 2011 god
- Upitnik o predviđenim ulaganjima u istraživanje i razvoj za 2012. godinu

## **Agencija za zaštitu podataka i slobodan pristup informacijama**

- AZLP prijava zbirke ličnih podataka
- AZLP registracija rukovaoca zbirke ličnih podataka

## **Privredna komora Crne Gore**

- Registar eLicenci

## **Ministarstvo unutrašnjih poslova**

- Postupak i dokazi za izdavanje lične karte
- Postupak i dokazi za izdavanje pasoša
- Postupak i potrebni dokazi za izdavanje vozačke dozvole instruktorske dozvole i potvrde o ponavljanju saobraćajnih propisa

## **Ministarstvo finansija**

- Dozvola za rad društvu za reviziju
- Licenca odobrenje za rad poreskog savjetnika
- Licence za obavljanje poslova revizije
- Odobrenje za otvaranje slobodne carinske prodavnice
- Odobrenje za proširenje slobodne carinske prodavnice
- Saglasnost za distribuciju poreskih registar kasa
- Zahtjev za slobodan pristup informacijama

## **Ministarstvo nauke**

- Izdavanje licenci za obavljanje naučno istraživačke djelatnosti

## **Ministarstvo prosvjete**

- Nostrifikacija diploma
- Evidencija ocjena

### **Statistical Office MONSTAT**

- A report on teaching staff and structure of faculties, academies and colleges in the academic year 2011/2012. year
- Report on admission to postgraduate studies in the academic year 2011/2012. year
- Monthly Industrial Report
- Annual report on research and development, scientific and research institutions and research and development units in 2011god
- Questionnaire on the planned investments in research and development for the year 2012

### **Data Protection Agency and the free access to information**

- AZLP date collection of personal data
- AZLP registration of personal data filing system

### **Chamber of Economy of Montenegro**

- Register eLicences

### **Ministry of Internal Affairs**

- Procedure and Evidence for identity card
- Procedure and Evidence for the issuance of passports
- Process and necessary evidence for issuing a driving license instructor's license and a certificate of knowledge of traffic regulations

### **Ministry of Finance**

- Work permit an audit firm
- License licensed tax advisor
- License for auditing
- Approval for opening duty free shops
- Approval for extension of duty-free shops
- Approval of the distribution of fiscal cash registers
- Request for Information

### **Ministry of Science**

- Issuing licenses for carrying out scientific and research activities

### **Ministry of Education**

- Recognition of diplomas
- Record score

### **The Ministry of Labour and Social Welfare**

- Work permit Employment Agencies
- Work permit agency for temporary assignment of employees
- Work permit for the performance of activities of institutions in the fields of social and child protection
- Work permit for conducting business activity in the fields of social and child protection
- The consent for the extension of a work permit

### **Directorate for Protection of Classified Information**

- Request for Information

### **Ministarstvo rada i socijalnog staranja**

- Dozvola za rad agencijama za zapošljavanje
- Dozvola za rad agenciji za privremeno ustupanje zaposlenih
- Dozvola za rad za obavljanje djelatnosti ustanova u oblasti socijalne i dječije zaštite
- Dozvola za rad za obavljanje preduzetničke djelatnosti u oblasti socijalne i dječije zaštite
- Saglasnost za produženje roka važenja radne dozvole

### **Direkcija za zaštitu tajnih podataka**

- Zahtjev za slobodan pristup informacijama

### **Državna komisija za kontrolu postupka javnih nabavki**

- Zahtjev za slobodan pristup informacijama

### **Ministarstvo odbrane**

- Zahtjev za slobodan pristup informacijama

### **Ministarstvo održivog razvoja i turizma**

- Zahtjev za slobodan pristup informacijama

### **Ministarstvo za ljudska i manjinska prava**

- Zahtjev za slobodan pristup informacijama

### **Sekretarijat za razvojne projekte**

- Zahtjev za slobodan pristup informacijama

### **Sekretarijat za zakonodavstvo**

- Zahtjev za slobodan pristup informacijama

### **Uprava za sprječavanje pranja novca i finansiranja terorizma**

- Zahtjev za slobodan pristup informacijama

U zavisnosti od načina komunikacije i interakcije portala i korisnika, servisi se dijele na pet nivoa. Analiza postojećih servisa ukazuje na nizak nivo interakcije sa korisnikom.

- Nivo 1 - Informacija: online informacije
- Nivo 2 - Jednosmjerna interakcija: informacije i download obrazaca
- Nivo 3 - Dvosmjerna interakcija: online podnošenje obrazaca, autentifikacija
- Nivo 4 - Transakcija: potpuna obrada predmeta, uz online plaćanje usluge
- Nivo 5 - Personalizacija: My portal

### **The State Commission for Public Procurement Control**

- Request for Information

### **The Ministry of Defence**

- Request for Information

### **Ministry of Sustainable Development and Tourism**

- Request for Information

### **The Ministry for Human and Minority Rights**

- Request for Information

### **Secretariat for development projects**

- Request for Information

### **Secretariat for Legislation**

- Request for Information

### **Directorate for Prevention of Money Laundering and Financing of Terrorism**

- Request for Information

Depending on the way of communication and interaction between the portal and the users, the services are divided into five levels. The analysis of the current services points at a low level of interaction with the users.

- Level 1 - Information: online information
- Level 2 – One-way interaction: information and download of forms
- Level 3 - Two-way interaction: online submission of forms, authentication
- Level 4 - Transaction: full processing of the request, with the online payment for services
- Level 5 - Personalization: My portal

## Kontinuirani rad na poboljšanju pravnog okvira kojim se uređuje ova oblast i njegova fleksibilnost prema trendovima razvoja informacionog društva

Dinamika razvoja i mogućnosti primjene informacionih tehnologija i njihov uticaj na život i razvoj društva usloveli su razvoj i specifičnog pravnog okvira kojim se definiše i uređuje ova oblast, ali i stvaraju pretpostavke za efikasniji razvoj. Kada govorimo o pretpostavkama razvoja, pravni okvir je jedna od onih koja se može smatrati dobro postavljenom osnovom, uz obavezu kontinuiranog prilagođavanja dinamici i stepenu razvoja informacionih tehnologija u Crnoj Gori.

Osnovni dokument kojim se uređuje ova oblast je **Strategija razvoja informacionog društva u CG od 2012 do 2016. godine**, a dokument kojim se uređuje realizacija planiranih aktivnosti je **Akcionni plan za razvoj eGovernmenta do 2016.**

### Zakoni od posebnog značaja za razvoj IT – a

- Zakon o elektronskoj upravi
- Zakon o elektronskoj trgovini
- Zakon o elektronskim komunikacijama
- Zakon o informacionoj bezbjednosti
- Zakon o elektronskom potpisu
- Zakon o centralnom registru stanovništva
- Zakon o elektronskom dokumentu

Veoma bitni strateški dokumenti koji su usvojeni u Crnoj Gori su:

- Strategija Sajber bezbjednosti 2013-2017, - CIRT
- Strategija implementacije Disaster recovery-ja,
- Strategija korišćenja Open source tehnologija u CG,

### Intenzivan razvoj ljudskih resursa i njihovo formalno i specijalističko obrazovanje

Ljudski resursi na raspolaganju IT sektoru su potencijalno na visokom nivou. Školovanje visokoobrazovanih kadrova sa stručnim znanjima neophodnim IT sektoru u Crnoj Gori se realizuje na 5 fakulteta, tri na Univerzitetu Crne Gore (ETF, PMF i Ekonomski fakultet – menadžment u informatici), jedan na Univerzitetu Mediteran (Fakultet za informacione tehnologije) i na Univerzitetu Donja Gorica (Fakultet za informacione sisteme i tehnologije). U poslednjih osam godina, od uvođenja studiranja po tzv. „Bolonji“ na PMF-u, FIT-u i ETF-u diplomiralo skoro dvije hiljade studenata zaključno sa decembrom 2014. godine. Od toga, nešto više od 800 njih su završili Studije primijenjenog računarstva, a ostali su sa akademskih studija. Ovaj broj svršenih studenata osnovnih studije predstavlja izuzetan potencijal za razvoj IT sektora. Zbunjuje nesrazmjera ukupnog broja visokoobrazovanog informatički profilisanog kadra i relativno malog broja zaposlenih u IT sektoru.



## Continuous activities on the improvement of the legal framework which regulates this area and its flexibility towards the information society development trends

The dynamics of development, as well as the possibilities of IT implementation and their influence on the life and development of society, have caused the development of a specific legal framework which defines and regulates this area but also creates preconditions for more efficient development. Speaking of the preconditions for development, we may say that the legal framework has been well set. However, there is a need for a continuous adaptation to the dynamics and level of IT development in Montenegro.

The **Strategy for the Development of the Information Society in Montenegro 2012 – 2016** is the basic document which regulates this area, while the **Action Plan for the Development of e-Government until 2016** defines the realization of planned activities.

### The laws of special significance for it development

- The Law on E-government
- The Law on E-commerce
- The Law on Electronic Communications
- The Law on Safety of Information
- The Law on Electronic Signature
- The Law on Central Registry of Citizens
- The Law on Electronic Documents

Very important strategic documents adopted in Montenegro are as follows:

- The Strategy for Cyber Safety - CIRT,
- The Strategy for Disaster Recovery Implementation,
- The Strategy for Use of Open Source Technologies.

### Intensive HR development and formal and specialist education

Human resources available to IT sector are potentially on a high level. The education of highly educated professional staff needed by the IT sector in Montenegro is realized at five faculties, three at the University of Montenegro (The Faculty of Electrical Engineering, The Faculty of Science and The Faculty of Economy – IT Management), one at the University Mediteran (The Faculty of Information Technologies) and the University of Donja Gorica (The Faculty of Information Sciences and Technologies). In the past eight years, since the introduction of the Bologna education system, by the end of Decembar 2014, more than 2,000 students received their diplomas at these three universities. Out of the total of 2,000 students, more than 900 finished Applied Information Studies and the rest finished academic studies. This number of graduates represents exquisite potential for the development of IT sector. The disproportion between the total number of highly educated IT cadre and a relatively small number of the IT sector employees is confusing.

Univerzitet	Fakultet	Smjer	Studije		
			Osnovne	Specijalističke	Master
Univerzitet Crne Gore	Elektrotehnički fakultet	Elektronika, telekomunikacije i računari	318	248	39
		Studije primjenjenog računarstva	1242	455	9
		<b>Ukupno</b>	<b>1560(809)</b>	<b>703(655)</b>	<b>48</b>
	Prirodno - matematički fakultet	Matematika i računarne nauke (B)	106	135	4
		Računarske nauke (C)	110	107	8
		Računarstvo i informacione tehnologije (D)	75	12	/
		<b>Ukupno</b>	<b>291(25)</b>	<b>254(242)</b>	<b>12</b>
Univerzitet Mediteran	Fakultet za informacione tehnologije		<b>77(26)</b>	<b>46(41)</b>	<b>5</b>
Univerzitet Donja Gorica	Fakultet za informacione sisteme i tehnologije		<b>43</b>	<b>4</b>	<b>5</b>
<b>Ukupno po nivou studija</b>			<b>904</b>	<b>942</b>	<b>70</b>
<b>UKUPNO</b>			<b>1916</b>		

## Nastava informatičkih grupa predmeta u osnovnim i srednjim školama

Nastava informatičkih grupa predmeta u osnovnim i srednjim školama je od izuzetnog značaja za informatičku pismenost nacije i pretpostavka razvoja informacionog društva. Trenutni izbor obaveznih i fakultativnih predmeta u školama je sledeći.

Informatika se u osnovnoj školi izučava u šestom (VI) razredu.

Izborni predmeti u osnovnoj školi su:

- Računarska obrada i dizajn teksta (nije vezan za razred)
- Izrada grafike i obrada slike i fotografije (nije vezan za razred)
- Izrada multimedijalnih slajd prezentacija (nije vezan za razred)
- Uvod u programiranje (2 časa sedmično u VIII ili IX razredu)

U gimnazijama, obavezni predmet Informatika izučava se sa fondom 2 časa nedjeljno, I razred.

Izborni predmeti su:

- Računarske i web prezentacije (2 časa nedjeljno u II ili III razredu)
- Poslovna informatika (2 časa nedjeljno u II ili III razredu)
- Algoritmi i programiranje (2 časa nedjeljno u III ili IV razredu)

U srednjim stručnim školama redovan predmet Informatika predaje se u I ili II razredu sa po 1 ili 2 časa nedjeljno za trogodišnje škole, a po 2 časa za četvorogodišnje škole.



University	Faculty	Department	Level of Studies		
			Basic	Specialist	Master
University of Montenegro	Electro technical Faculty	Electronics, telecommunications and computers	318	248	39
		Studies of applied computing	1242	455	9
		<b>Total</b>	<b>1560(809)</b>	<b>703(655)</b>	<b>48</b>
	Natural Sciences and Mathematics Faculty	Mathematics and Computer Science	106	135	4
		Computer Sciences	110	107	8
		Computing and information technology	75	12	/
		<b>Total</b>	<b>291(25)</b>	<b>254(242)</b>	<b>12</b>
	University Mediterranean	Faculty of Information Technology (FIT)		<b>77(26)</b>	<b>46(41)</b>
University of Donja Gorica	Faculty of Information Systems and Technology (FIST)		<b>43</b>	<b>4</b>	<b>5</b>
<b>Total by level of study</b>			<b>904</b>	<b>942</b>	<b>70</b>
<b>TOTAL</b>			<b>1916</b>		

## Teaching IT group of subjects in primary and secondary schools

Teaching IT group of subjects in elementary and secondary schools is of great importance for the computer literacy of the nation and prerequisite for the development of the information society. Current selection of compulsory and optional subjects in schools is as follows.

Informatics in elementary school taught in sixth (VI) class.

Elective courses in elementary school are:

- Computer processing and design of the text (not tied to class)
- Creating graphics and imaging and photography (not tied to class)
- Creating a multimedia slide presentation (not tied to class)
- Introduction to Programming (2 hours a week in class VIII or IX)

In secondary schools, compulsory subject Informatics is taught with the Fund 2 hours a week, and class.

Elective courses are:

- Computer and web presentation (2 hours a week in class II or III)
- Business Informatics (2 hours a week in class II or III)
- Algorithms and programming (2 hours a week in class III or IV)

In secondary vocational schools regularly subject Informatics teaches in class I or II with 1 or 2 hours a week for a three-year school, and by 2 hours for the four-year schools.

IT profession's opinion is that the number of required and elective classes and objects must be



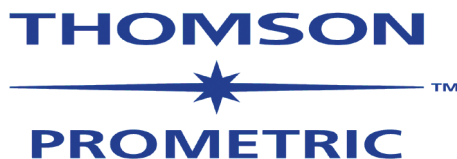
Mišljenje IT struke je da broj obaveznih i izbornih časova i predmeta mora biti veći imajući u vidu stepen potencijalnog korišćenja informacionih tehnologija i brzinu njihovog razvoja. Osim malog fonda časova i broja predmeta, nije zadovoljavajuća ni struktura dijela nastavnog kadra koji nema formalno informatičko obrazovanje.

## Neformalno IT obrazovanje

Neformalno IT obrazovanje građana je pretpostavka prihvatanja i primjene informacionih tehnologija i njihovog korišćenja. Usvojen je i strateški dokument kojim se ECDL pozicionira kao preporučeni standard za izučavanje i minimalno poznavanje informatičkih vještina. Mišljenje IT sektora je da ECDL, ako je već postavljen u žižu ovom strategijom, morao biti definisan kao obavezujući minimalni nivo poznavanja rada sa računarom. U proteklom periodu realizovan je veliki projekat "ECDL za digitalnu Crnu Goru" u toku kog je obučeno i sertifikovano 3500 zaposlenih u državnoj upravi, sudstvu i obrazovanju. Ovo je dobar primjer na kome se ne smije stati, podsjetimo da skoro pola populacije ne zna da koristi računar. U Crnoj Gori postoji jedan partnerski i 7 testnih sertifikovanih ECDL centara.

Centri za informatičku edukaciju uglavnom su organizovani u okviru IT kompanija, ali ih ima premalo, sa malim učioničkim kapacitetima i bez godišnjeg javnog plana rada, te kao takvi ne mogu biti ozbiljni nosioci informatičkog opismenjavanja nacije.

Obaveza IT sektora je i usavršavanje sopstvenih kadrova posredstvom tzv. vendorskih sertifikacija, a specijalistička IT znanja se mogu steći u Centru informacionog Sistema UCG - Cisco Akademija, na FIT-u, Oracle sertifikati. U IT sektoru postoji i zvanični Microsoft edukativni i sertifikacioni centar.



greater given the degree of the potential of information technologies and speed their development. Apart from a small number of classes and the number of cases, is not satisfactory either structure of a part of the teaching staff who have no formal IT education.

## Non-formal IT education

Non-formal IT education of citizens is a precondition for acceptance and use of information technologies and their use. It also adopted the strategic document that ECDL positioning itself as the preferred standard for the study and a minimum knowledge of ICT skills. Opinion of the IT sector is to ECDL, if it is already installed in the focus of this strategy, to be defined as a binding minimum level of computer knowledge. In the previous period realized a large project "ECDL for digital Montenegro," during which he trained and certified 3,500 employees in the state administration, judiciary and education. This is a good example of where it can not stop, recall that nearly half the population does not use a computer. In Montenegro there is one partner and 7 certified ECDL test centers.

IT education centers are mostly organized within the IT companies, but there are too few classrooms with small capacity and no annual public agenda, and as such can not be serious carriers of computer literacy of the nation.

The obligation of the IT sector and training its own staff through the so-called. vendorskih certification, a specialist IT knowledge can be acquired in the Information System UCG - Cisco Academy at FIT, Oracle certificates. In the IT sector, there is an official Microsoft education and certification center.



## UMJESTO ZAKLJUČAKA .....

Pretpostavke razvoja moraju se pretvoriti u generatore razvoja, a to je moguće samo i isključivo zajedničkim radom zainteresovanih društvenih činilaca. Ranije pomenuta neophodnost koordinirane saradnje nadležnih državnih i obrazovnih institucija, lokalne samouprave, informatičkih kompanija i velikih korisnika IT tehnologija nameće se kao neophodnost i kao jedini način za opstanak IT sektora u Crnoj Gori.

U Strategiji razvoja informacionog društva u CG od 2012 do 2016. godine konkretizovani su ciljevi kao što su :

- Promovisati tehnologiju i omogućiti inovacije i preduzetništvo pružanjem podrške za početnike i preduzetnike.
- Podržati rast i širenje ICT sektora u Crnoj Gori i stimulisati ICT preduzetništvo.
- Podstaći upotrebu ICT-a u redovnim aktivnostima kompanija i kao sredstva za učešće u globalnoj ekonomiji.

I definisani su sledeći zadaci u tom smislu:

- Povećanje od 20% javnih i privatnih investicija u ICT sektoru do 2014. i povećanje od 30% do 2016., odnosno
- Postići rast od 50% novoregistrovanih ICT preduzeća do 2014. i rast od 100% do 2016. godine.

U strategiji je zapisano i da je plan da se:

- Uveća učešće ICT-a sektora u BDP-u za 50%,
- Poveća radna snagu u ICT sektoru za 50%,

Za sada je izostao zajednički rad i koordinirana saradnja gore pomenutih činilaca IT scene u Crnoj Gori i jasno je da ovi ciljevi teško mogu biti realizovani ako se to ne promijeni u preostalom periodu na koji se odnosi strategija.

**Jasno je i da je ICT jedinstvena cjelina, ali IT sektor se mora posmatrati i odvojeno upravo zbog njegove nerazvijenosti. Pogled na IT sektor van konteksta statistike ICT-a alarmira i brine svakog iskrenog poslenika informacionih tehnologija.**

## ..... INSTEAD OF CONCLUSIONS

Assumptions for development must be converted into generators of development, and it is possible, and only by working together interested social factors. The above mentioned necessity of coordinated cooperation of relevant government and educational institutions, local governments, IT companies and large users of IT technology is imposed as a necessity and the only way for the survival of the IT sector in Montenegro.

The Strategy for Information Society Development in Montenegro from 2012 to 2016 have been detailed goals such as:

- Promote technology and allow innovation and entrepreneurship by providing support for beginners and entrepreneurs.
- To support the growth and expansion of the ICT sector in Montenegro and stimulate ICT entrepreneurship.
- Encourage the use of ICT in regular activities of companies and as a means of participation in the global economy.
- I defined the following tasks in this regard:
- Increase of 20% of public and private investment in the ICT sector by 2014 and a 30% increase by 2016, or
- Achieve an increase of 50% of newly registered ICT companies by 2014 and an increase of 100% by 2016.

The Strategy states that the plan is to:

- Increase the participation of ICT sector in GDP to 50%
- Increasing labor force in the ICT sector for 50%

For now, the missing working together and coordinated cooperation of the above mentioned factors, the IT scene in Montenegro and it is clear that these goals can hardly be realized if it is not changed in the remaining period covered in the strategy.

**It is also clear that ICTs are a single entity, but the IT sector must be viewed separately because of its underdevelopment. Look at the IT sector outside the context of statistics ICT alarms and take care of every honest laborers information technology.**

## PRIVREDNA KOMORA CRNE GORE – ODBOR UDRUŽENJA ICT

Privredna komora Crne Gore, kao nezavisna, profesionalna asocijacija privrednika udružuje preduzeća aktivna u Crnoj Gori koja na osnovu važećeg zakona postaju članovi Komore činom registracije pred Privrednim sudom. Članstvo PKCG broji približno 30.000 preduzeća-članova. Jedan od 13, na sektorskoj osnovi organizovanih odbora udruženja, je i Odbor informacionih i komunikacionih tehnologija Privredne komore, koji okuplja 26 preduzeća iz navedene oblasti.

Svoju osnovnu funkciju zastupanja interesa privrede, PKCG prilagođava zahtjevima aktuelnog ekonomskog trenutka i potrebama privrednika, koje su snažno uslovljene dinamičnim promjenama na tržištu, porastu konkurencije i novim pravilima poslovanja. Karakter i struktura organizacije koja povezuje privatni sektor koji proizvodi, državu i ostale dostupne fondove koji pružaju finansijsku i logističku podršku inovativnom poslovanju i akademsku zajednicu koja inovira - preporučili su Privrednu komoru među evropskim partnerima kao validnog nosioca mnogih projektnih aktivnosti usmjerenih na podršku preduzetništvu u Crnoj Gori. Takav pristup je prepoznat i vrednovan i kroz uključivanje Komore kao partnerske organizacije i na NEXT IPA Adriatic projektu usmjerenom na podršku malom i srednjem biznisu na području istraživanja novih proizvoda i procesa i zajedničkom nastupu i marketinškim aktivnostima na postojećim i novim tržištima, edukaciji i osposobljavanju.

Konkurentna prednost se nalazi na lokalnoj snazi - znanju, odnosima, motivaciji, razlikama koje konkurenti ne mogu lako kopirati, a koje se najbolje mogu razviti kroz klasterne. EU klasterkom politikom želi ojačati postojeće regionalne prednosti, a time i konkurentnost i inovacije. Privredna komora je klasterne prepoznala kao novi inovacijski oblik, alat za podizanje konkurentne i rastuće ekonomije. Članstvo u klasteru u direktnoj je vezi sa podizanjem inovativnosti jer se definisanjem klastera definiše i strategija dugoročnog razvoja.

Sinergijski efekat klastera i njegov potencijal za transformaciju znanja i ideja u komercijalne proizvode je uslovlilo saradnju Privredne komore i prvog IT klastera u Crnoj Gori u organizaciji nastupa na INFOFESTU 2014 i promociji mogućnosti ICT sektora u Crnoj Gori. Za mala crnogorska IT preduzeća klaster predstavlja sredstvo podizanja efikasnosti poslovanja i fleksibilnosti razvoja-oblikovanja, a ne samo opis ekonomske aktivnosti. Osnivanje i rad prvog IT klastera u Crnoj Gori ukazuje na efekte ovakog udruživanja, vidljive kroz dijeljenje znanja i mogućnosti ugovaranja radova većeg opsega za koje pojedinačno ne bi mogli konkurisati i koje ne bi mogli ugovarati, niže troškove razvoja novih proizvoda i usluga, povoljnije kreditiranje i olakšan pristup fondovima EU.



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ODBOR



## CHAMBER OF ECONOMY OF MONTENEGRO – THE ICT BOARD

The Chamber of Economy of Montenegro (CEM) as independent, professional association of businessmen joins the enterprises active in Montenegro which become its members on the basis of relevant Law by registering before the Commercial Court. Approximately 30.000 enterprises are the members of the CEM. The Board of Information and Communication Technologies of the CEM, which gathers 25 enterprises from the relevant field, is one of 13 Association Boards.

The CEM adjusts its basis role of representing the interest of economy to the demands of present economic moment and businessmen's needs which are strongly conditioned by dynamic changes on the market, increase of the competitiveness and new rules of business operations. The character and structure of the organization which joins the private sector of production, the state and other available funds which provide financial and logistic support to innovative business operations and innovative academic community have recommended the CEM to the European partners as a valid leader of many project activities aimed at supporting entrepreneurship in Montenegro. This approach is also recognized and valued through CEM involvement as partner in NEXT IPA Adriatic project aimed at supporting the small and medium-sized business in the field of researching new products and processes and joint performance and marketing activities at the current and new markets, education and training.

Competitive advantage lies in the local power – knowledge, relations, motivation, difference which may not be easily copied by the competitors, but which may be developed through clusters. With the EU cluster policy it is desired to strengthen the current regional advantages as well as competitiveness and innovations. The Chamber of Economy has recognized the clusters as new innovation form, tool for increasing competitive and growing economy. The cluster membership is directly connected with the increase of innovation, because definition of the clusters provides a definition for long-term development strategy.

Synergy effect of the cluster and its potential for transformation of knowledge and ideas into commercial products has lead to the cooperation of the CEM and the First IT cluster in Montenegro in organizing the performance in INFOFEST and promotion of ITC sector opportunities in Montenegro. For small IT enterprises in Montenegro the cluster is a tool for increasing the business efficiency and flexibility of development – form of activity, not just the description of economic activity. The establishment and operation of the first IT cluster point at the effects of such cooperation, visible through sharing knowledge and opportunities of contracting greater volume activities for which the individual would not be able to compete and negotiate, lower development costs of new products and services, favorable loans and easier access to funds EU.





## AMPLITUDO d.o.o.

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Amplitudo d.o.o. je kompanija za razvoj i distribuciju softvera, implementaciju ICT rješenja, digitalni marketing i on-line promociju, partner za e-commerce rješenja i on-line prodaju. Takođe se bavimo i izradom strategije prodaje, definisanje tržišnih niša i organizacijom i upravljenjem prodajnih procesa po principu Key Account Managementa.

Amplitudo Ltd. is a company for developing and distributing softwares, implementation of ICT solutions, digital marketing and online promotion partner for e-commerce solutions and online sales. We are also creating sales strategies, definition of market niche and the organization and management of the sales process on the principle of Key Account Management.

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## BILD STUDIO d.o.o.



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Mi smo digitalna kreativna agencija koju čine talentovani i iskusni stratezi, menadžeri, dizajneri i programeri koji su intenzivno radoznali i strastveni za strategiju, dizajn i tehnologiju. Većina nas svira, a svi volimo život i ljude.

We are a digital creative agency consisting of talented and experienced strategists, managers, designers and developers who are intensely curious and passionate for the strategy, design and technology. Most of us like it, and we all love life and people.

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## BUSINESS INTEGRATION AND BUSINESS INTELLIGENCE (2BI) d.o.o.



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“2BI” pruža svojim klijentima profesionalnu podršku kada su informacione i komunikacione tehnologije u pitanju. Nastali smo kao potreba tržišta za kompanijom koja će pomoći u rješavanju kompleksnih IT pitanja, a pri tom neće imati sukob interesa prilikom pružanja svojih usluga.

Želimo da pomognemo kompanijama u Crnoj Gori da unaprijede svoje IT okruženje čime ćemo značajno smanjiti troškove poslovanja, povećati efikasnost preduzeća i procese učiniti jednostavnijim. Kroz unapređenje IT sistema želimo da pomognemo u očuvanju prirode CG na način što ćemo smanjiti potrošnju el.energije, smanjiti korišćenje papira itd. Takođe, sa kvalitetnim IT sistemom, kompanije u CG će moći da ubrzaju svoje poslovanje, smanjice vrijeme koje im je potrebno da osmisle, razviju i plasiraju proizvod, a sve to sa ciljem da postanu konkurentne u regionu. U krajnjem želimo da IT infrastruktura u CG bude među vodećima u regionu, kako kod malih i srednjih preduzeća tako i u velikim kompanijama.

Iznajmljivanjem usluga pružamo mogućnost da naši klijenti koriste iskustvo, tehnologije i resurse 2BI preduzeća kako bi uspješno realizovali svoje projekte. Lista naših proizvoda raste iz dana u dan, a svi oni su orjentisani isključivo prema klijentima i potrebama tržišta.

“2BI” provides its customers with professional support when information and communication technologies in question. We were created as the market need for a company that would help resolve complex IT issues, yet it will not have a conflict of interest when providing their services.

We want to help companies in Montenegro to improve their IT environment which will significantly reduce the cost of operations, increase enterprise efficiency and processes make it easier. Through the improvement of the IT systems we want to help in the preservation of nature CG in a way that will reduce the consumption of electricity, reduce the use of paper, etc. Also, the quality of IT systems, companies in Montenegro will be able to accelerate their business, reduce the time it takes to design, develop and market products, all with the aim to become competitive in the region. In the end we want the IT infrastructure in Montenegro is among the leaders in the region, to the small and medium enterprises as well as large companies.

Rental Services provides features that our clients use the experience, technology and resources 2BI companies to successfully implement their projects. A list of our products is increasing day by day and they are all oriented exclusively to customers and market needs.





## CHIP d.o.o.

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Kompanija "CHIP" d.o.o. je osnovana 1995 godine. Kompanija ima 6 trajno zaposlenih i privremene spoljnihe saradnike.

Osnovne djelatnosti firme su: sklapanje, montaža, instalacije, servisiranje, održavanje kao i prodaji računara, različitih perifernih uređaja i računarske opreme i potrošnog materijala. Pored toga, firma vrši i sve ostale usluge iz oblasti informatičkog inženjeringa, instalaciju, održavanje računarskih i komunikacijskih mreža, kao i njihovo efikasnu implementaciju u neki složeniji informacioni sistem.

Uspostavili su saradnju i partnerske odnose sa najuticajnijim svjetskim IT kompanijama. "CHIP" d.o.o. je ovlašteni poslovni partner IBM, Lenovo, Hewlett Packard Preferred Partner, Dell partner, SMB poslovni partner CISCO, Intel proizvoda Integrator, Microsoft prodavač, a takođe su uspostavili neposrednu komunikaciju u prodaji proizvoda od brojnih svjetskih proizvođača: Gigabyte, APC, Samsung, LG, Intel, AMD, WD, Asus, itd.

U proteklom periodu "CHIP" d.o.o. učinio mnogo u cilju obrazovanja i osposobljavanja svojih zaposlenih kako bi se ispunili zahtjevi u stručnoj zastupljenosti navedenih proizvođača. Stoga, zaposlenima u kompaniji su uručeni sertifikati servisiranja IBM Blade centar, IBM xSeries Server, Lenovo i IBM laptop i desktop računara, ASP-HP Imaging and Printing Solutions, Cisco SMB Fondacija Solutions, Cisco SMB Security Solutions, Intel stručnjak, itd.

Company „CHIP“ d.o.o. was established 1995 year. The company has 6 permanently employed persons and temporary external associates.

Basic activities of this company are assembling, mounting, installation, servicing, maintenance and sale of computers, different peripheral devices and computer accessories and consumables. Additionally, the company deals with all other activities in information engineering, installation, maintenance of computer and communications networks as well as their efficient implementation into a more complex information system.

We have set cooperation and partner relationships with the most influential world IT companies. Among other things, „CHIP“ d.o.o. is the only authorised business partner of IBM and Lenovo, authorised member in the Hewlett Packard Preferred Partner Programme, authorised Dell Partner, authorised SMB business partner of CISCO, Intel Product Integrator, Microsoft reseller, and we have also set a direct communication in the sale of products of a number of world vendors: Gigabyte, APC, Samsung, LG, Intel, AMD, WD, Asus, etc.

In the previous period „CHIP“ d.o.o. did a lot with a view to education and training of its employees in order to meet the requirements in the professional representation of the above vendors. Therefore, the employees of the company have been awarded certificates of servicing IBM Blade Centre, IBM xSeries Server, Lenovo and IBM Notebook and desktop computers, ASP-HP Imaging and Printing Solutions, Cisco SMB Foundation Solutions, Cisco SMB Security Solutions, Intel expert, etc.



## CRNOGORSKI TELEKOM a.d.



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Crnogorski Telekom pruža sve vrste telekomunikacionih usluga – fiksna telefonija, mobilna telefonija, prenos podataka, Intenet, IPTV I međunarodne komunikacije.

Nagrade: 2014-Najbolja velika kompanija za rad u Crnoj Gori, Najatraktivniji poslodavac (prva nagrada u istraživanju među studentima) i specijalna nagrada - Fair Play za 2013.godinu – Blue Coach istraživanje (06.02.2014)

2013-Najbolja kompanija u oblasti društvene odgovornosti – Godisnja nagrada Privredne komore Crne Gore (19.04.2013.)

Specijalno priznanje za korporativnu filantropiju - Dodjela nagrada "Iskra" : Fond za aktivno građanstvo, Privredne komore CG, Ministarstvo održivog razvoja i turizma i Uprave za dijasporu pri Ministarstvu vanjskih poslova i evropskih integracija. (10.12.2013)

Telekom Montenegro provides all kinds of telecom services - fixed telephony, mobile telephony, data transmission, Intenet, IPTV and international communication.

Awards: 2014-Best big companies to work in Montenegro, the most attractive employer (first prize in the survey among students) and a special award - the 2013 Fair Play - Blue Coach Research (06.02.2014)

2013-the best companies in the field of social responsibility - Annual Award of Chamber of Economy of Montenegro (19.04.2013.)

Special Award for Corporate Philanthropy - The award ceremony of the "Iskra": Fund for Active Citizenship, the Chamber of Commerce of Montenegro, the Ministry of Sustainable Development and Tourism and the Department for Diaspora at the Ministry of Foreign Affairs and European Integration. (10.12.2013)



## CT COMPUTERS ME d.o.o.



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CT Computers u Crnoj Gori je osnovan 1999. godine u prvom talasu Comtrade Group ekspanzije na tržištima širom jugoistočne Evrope.. Kroz distribuciju IT opreme i potrošačke elektronike CT Computers ME (bivši TradeCom) postigao veliki uspjeh, a broj ugovora i partnerstava je u stalnom porastu.

Bitan činilac u uspješnoj saradnji s brojnim partnerima u Crnoj Gori je B2B portal, omogućavajući online transakcije i nesmetanu komunikaciju. Kroz svoje partnerstvo s nekim od najznačajnijih proizvođača softvera, CT Computers ME je postao jedan od najvećih lokalnih distributera softvera, kao i važan činilac legalizacije softvera.

Servisni objekti su jedana od ključnih karika u lancu kompletne i kvalitetne ponude. CT Computers servisni centar je ovlašten i sposoban da pruži podršku za proizvodne linije nekih od vodećih svjetskih proizvođača IT opreme.

CT Computers in Montenegro was established in 1999 in Comtrade Group's first wave of expansion throughout the markets of Southeastern Europe. Through distributing IT equipment and consumer electronics CT Computers ME (former TradeCom) achieved great success, and the number of contracts and partnerships is constantly increasing.

An essential contributor to the successful collaboration with numerous partners in Montenegro is the B2B portal, enabling online transactions and seamless communication. Through its partnership with some of the most important software manufacturers, CT Computers ME has become one of the largest local distributors of software, as well as an important contributor to software legalization.

Service facilities are another crucial link in the chain of complete and quality offers. CT Computers Service Center is authorized and capable to provide support for product lines of some of the world's leading IT equipment manufacturers.



## ČIKOM d.o.o.



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Djelatnosti: projektovanje, razvoj, implementacija i održavanje informacionih sistema i integracija kompleksnih IT rješenja, prodaja i održavanje informatičke opreme, edukacija i sertifikacija informatičkih kadrova, konsalting u informatici.

Danas je Čikom lider među informatičkim kompanijama u Crnoj Gori, integrator i implementator najsloženijih rješenja i osposobljen je da svojim korisnicima ponudi široki spektar usluga i roba iz oblasti informacionih i komunikacionih tehnologija. Kompanija je danas pre-poznatljiva po sertifikovanom kadru osposobljenom za realizaciju visokosof-isticiranih mrežnih i komunikacionih sistema i po pouzdanim i savremenim softverskim rješenjima, uglavnom iz domena eGovernmenta.

Čikom posjeduje sertifikat ISO 9001:2008. Iz niza domaćih i međunarodnih nagrada izdvajaju se četiri Diskobolosa (2006, 2007, 2008 i 2012 godine) za najbolja projekta rješenja, veliki broj nagrada INFOFEST-a (medju njima i nagrade za najbolji kompanijski nastup 2006, 2008, 2009, 2011 i 2013. godine), kao i prestižne Microsoft nagrade „Country Partner of the Year“ koje je Čikom dobijao na Svjetskim Microsoft partnerskim konferencijama 2010, 2011 i 2012. godine.

Vendorski programi koje firma podržava: Microsoft Certified Partner with Gold Competencies, HP Gold Server and Storage Specialist, HP Gold Service One Partner, Cisco Premier Partner, Allied Telesis Accredited Systems Integrator, Allied Telesis Accredited Service Partner, EMC Velocity Program Partner, VMware Solution Provider Partner, Checkpoint Software Technologies Bronze Partner, Symantec Silver Partner, Trend Micro Bronze Partner, Brand Rex Authorized Installer, Adobe Certified Reseller, Lexmark Authorized Service Center, ECDL Partner Center, Pearson VUE Testing Center.

Activities: design, development, implementation and maintenance of information systems and integration of complex IT solutions, sales and maintenance of equipment, training and certification informatics personnel consulting in information technology.

Today Čikom is leader among IT companies in Montenegro, integrator and implementer of the most complex solutions, and is qualified to offer its customers a wide range of goods and services in the field of information and communication technologies. Today the company is recognizable by certified personnel qualified to carry highly sophisticated networking and communications systems and reliable and modern software solutions, mainly in the field of eGovernment.

Čikom has been certified ISO 9001: 2008. From a series of national and international awards distinguish four Diskobolosa (2006, 2007, 2008 and 2012) for the best projects of solutions, a large number of awards INFOFEST (among them the award for best performance corporate 2006, 2008, 2009, 2011 and 2013), as well as the prestigious Microsoft award "Country Partner of the Year" by the Čikom received the Microsoft World Partner Conference 2010, 2011 and 2012.

Vendor programs that the company supports: Microsoft Certified Partner with Gold Competencies, HP Gold Specialist Server and Storage, HP Gold Service One Partner, Cisco Premier Partner, Allied Telesis Accredited Systems Integrator, Allied Telesis Accredited Service Partner, EMC Velocity Partner Program, VMware Solution Provider Partner, Checkpoint Software Technologies Bronze Partner, Symantec Gold Partner, Trend Micro Bronze Partner, Brand Rex Authorized Installer, Adobe Certified Reseller, Lexmark Authorized Service Center, ECDL Partner Center, Pearson VUE Testing Center.





## DATALINK d.o.o.

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Firma je osnovana 1993. godine. Bavi se prodajom i servisiranjem računarske opreme.

The company was founded in 1993. It deals with the sale and servicing of computer equipment.



## DIGIT MONTENEGRO d.o.o.

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<b>Kontakt / Contact</b>	Duško Petrović (dusko.petrovic@digit.me)

Digit Montenegro je sistemski integrator profesionalnih informatičkih rješenja. Kompanija je osnovana 1996.g. u Podgorici i od tada je jedna od vodećih u ovoj oblasti u Crnoj Gori. Naš cilj je da tržištu ponudimo usluge, rješenja i proizvode zasnovane na najmodernijim informacionim tehnologijama. Naša misija je da složene informacione tehnologije približimo korisnicima i da im pomognemo da kroz njihovu primjenu u poslovanju unaprijede efikasnost i smanje troškove. Prateći trendove trudimo se da budemo u korak sa tehnologijama i uvijek imamo u ponudi najnovije proizvode i rješenja. Projektujemo informacione sisteme, cloud data centre, računarske mreže, bezbjednost informacionih sistema, održavamo i servisiramo računarsku opremu i softver, pružamo usluge IT konsaltinga i edukacije. Digit montenegro je i edukativni centar gdje se naši klijenti mogu školovati i sertifikovati prema najsavremenijim konceptima i programima vodećih proizvođača informacionih i komunikacionih tehnologija.

Digit Montenegro je nosilac sertifikata o upravljanju kvalitetom ISO 9001:2008 za dizajn, implementaciju i održavanje informacionih sistema.

Digit Montenegro is a system integrator of professional IT solutions. The company was founded in 1996 in Podgorica and has since been one of the leaders in this field in Montenegro. Our goal is to offer the market services, solutions and products based on the latest information technologies. Our mission is to make complex information technology closer to customers and to help them through their application to improve business efficiency and reduce costs. Following the trend of trying to be in step with technology and still have to provide the latest products and solutions. We design information systems, cloud data centers, computer networks, security of information systems, maintain and service computer equipment and software, we provide IT consulting and education. Digit Montenegro is an educational center where our clients can educate and certify the most advanced concepts and programs of the leading manufacturers of information and communication technologies.

Digit Montenegro is carrier certificate of quality management ISO 9001: 2008 for the design, implementation and maintenance of information systems.





## ICT INVESTMENT d.o.o.

<b>Adresa / Address</b>	Vuka Karadžića 8; 81000 Podgorica
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<b>E-pošta / E-mail</b>	info@ict-investment.me
<b>Internet / Web</b>	www.ict-investment.me
<b>Kontakt / Contact</b>	Bojan Vujošević (bojan@ict-investment@me)

Moderna softverska kuća, zasnovana na znanju, težnji ka svršenom i inovacijama. Na tržištu smo od maja 2008. Svoje poslovanje širimo i van granica Crne Gore, a cilj nam je da postanemo vodeća IT kompanija u ovom dijelu Evrope.

Svojim uslugama, klijentima pomažemo da uvođenjem savremenih infomacionih rješenja u svoje poslovne procese postignu optimalnu organizaciju svih poslovnih funkcija, koja omogućava tržišnu postojanost i ostvarivanje profita.

Bez obzira na veličinu ili kompleksnost vaše kompanije, oblast ili oblik vlasništva, prilagodićemo se vašim potrebama i pružićemo vam kompletnu uslugu uvođenja integrisanih informacionih rješenja u vaše poslovne procese.

Obratite nam se s povjerenjem ako vam treba usluga: konsaltinga u primjeni informacionih tehnologija, izrade idejnih i izvršnih projekata u informatici, izrade programskih rješenja po posebnim zahtjevima, isporuke gotovih i u praksi potvrđenih programskih rješenja, isporuke, instalacije i održavanja informacione i komunikacione opreme, obuke i treninga korisnika.

Modern software company, based on knowledge, the pursuit of graduates and innovation. In the market we are from May 2008. Our business is expanding beyond the borders of Montenegro, and our goal is to become the leading IT company in this part of Europe.

Its services help customers introduce modern infomacionih solutions into their business processes achieve optimum organization of all business functions, enabling the market steadiness and profit.

No matter the size or complexity of your company, region or form of ownership, will adapt to your needs and we will provide full service introduction of integrated information solutions to your business processes.

Contact us with confidence if you need service: consultancy in the application of information technology, basic and executive projects in informatics, development of software solutions for specific requirements, delivery of finished and certified software solutions.

## JUGODATA d.o.o.

**jugodata**

<b>Adresa / Address</b>	Bratstva i jedinstva 69; 81000 Podgorica
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<b>Faks / Fax</b>	+382 20 624 844
<b>E-pošta / E-mail</b>	info@jugodata.co.me
<b>Internet / Web</b>	www.jugodata.co.me
<b>Kontakt / Contact</b>	Aleksandar Prelević (aleksandar.prelevic@jugodata.co.me)

Jugodata je kompanija koja od osnivanja, 1990. godine, uspješno napreduje držeći se slogana "Tražite pouzdanost, cijene kvalitet". Jugodata decenijama saraduje sa najvećim svjetskim brendovima.

Jugodata je: autorizovani Xerox Distributor – proizvođača laserskih i deskjet štampača, skenera, PC i radnih stanica, te uređaja za čuvanje podataka.

Osim po saradnji sa najvećim svjetskim brendovima Jugodata je tokom posljednje decenije postala prepoznatljiva i po inovativnim softverskim rješenjima, baziranim u potpunosti na sopstvenom razvoju. Rješenja na koja smo posebno ponosni su Warehouse Management System (klijent Gorenje) i Managing IPA documents (klijent Ministarstvo finansija CG).

Jugodata is a company that since its founding in 1990, successfully progressing holding slogans "Looking for reliability, quality prices". Jugodata decades cooperates with the world's biggest brands.

Jugodata is authorized Xerox distributor - the manufacturer of laser and deskjet printers, scanners, PCs and workstations, and storage devices.

In addition to its cooperation with the world's biggest brands Jugodata over the last decade has become renowned for their innovative software solutions, based entirely on their own development. Solutions to which we are particularly proud of Warehouse Management System (Client Gorenje) and IPA Managing documents (Client Ministry of Finance).

## LOGATE d.o.o.

**LOGATE**

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<b>E-pošta / E-mail</b>	contact@logate.com
<b>Internet / Web</b>	www.logate.com
<b>Kontakt / Contact</b>	Ivica Tatar (ivica.tatar@logate.com)

Mi smo tim prijateljskih ljudi posvećenih izgradnji ozbiljnih softverskih proizvoda i rješenja. Možemo pomoći oko rješenja za telekomunikacije, Internet provajdere, banke, trgovine ... da rade pametno, efikasno i sigurno.

We are team of friendly people dedicated to building serious software products and solutions. We can help Telecoms, Internet Service Providers, Banks, Retailers ... to work smart, efficiently and safe.





### M-KABL d.o.o.

<b>Adresa / Address</b>	Mitra Bakića b.b.; 81000 Podgorica
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<b>E-pošta / E-mail</b>	m-kabl@m-kabl.me
<b>Internet / Web</b>	www.m-kabl.net
<b>Kontakt / Contact</b>	Predrag Lalić

Misija privrednog društva M-KABL, kao KDS operatora, je da svojim intenzivnim ulaganjem u tehnološki razvoj KDS mreža omogućiti kako osnovne tako i nove servise, kao i da zadovolji sve zahtjeve svojih korisnika. Poseban akcenat biće usmjeren ka zadovoljenju zahtjeva biznis korisnika kablovskog Interneta, a u sledećoj fazi i IP telefonije.

The mission of the company M-KABL, as KDS operators to its intensive investment in technology development CATV network to provide both basic and new services, as well as to meet all the demands of its users. Special emphasis will be directed towards satisfying the demands of business users of the cable internet, and in the next phase of IP telephony.



### MG SOFT d.o.o.

<b>Adresa / Address</b>	Crnogorskih serdara b.b.; 81000 Podgorica
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<b>E-pošta / E-mail</b>	mg-soft@t-com.me
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<b>Kontakt / Contact</b>	Goran Miljević (goran.miljevic@mg-soft.co.me)

Društvo za informatički inženjering.

Enterprise for IT engineering.

## MICROSOFT MONTENEGRO d.o.o.



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<b>Telefon / Telephone</b>	+382 20 602 210
<b>Internet / Web</b>	<a href="http://www.microsoft.com/sr-latn-me/">http://www.microsoft.com/sr-latn-me/</a>
<b>Kontakt / Contact</b>	Oliver Obradović (oobrad@microsoft.com)

Od samog osnivanja 1975. godine Microsoft korporacija predstavlja vizionara u IT industriji. Korporacija se bavi razvojem, proizvodnjom i podrškom velikog broja inovativnih softverskih programa za računarske uređaje, kako bi pomogla pojedincima i organizacijama da realizuju svoj puni potencijal. Microsoft ima predstavništva u više od 100 zemalja, a zapošljava preko 90 hiljada ljudi. Predstavništvo Mikrosofta u Crnoj Gori je zvanično otvoreno u maju 2007. godine, s ciljem uspostavljanja bolje saradnje sa Vladom Crne Gore, njenim institucijama, ali i privrednim sektorom. Microsoft Montenegro ulaže velike napore u suzbijanju softverske piraterije, razvoj partnerskih kanala, unaprijeđenje odnosa sa korisnicima i u promovisanje novih tehnologija koje će pozitivno uticati na život i rad građana i privrednih subjekata u Crnoj Gori.

Since its inception in 1975 Microsoft Corporation is a visionary in the IT industry. The corporation is engaged in the development, manufacture and support of a large number of innovative software applications for computer users, in order to help individuals and organizations to realize their full potential. Microsoft has representative offices in more than 100 countries and employs over 90 thousand people. Representative Office Microsoft in Montenegro was officially opened in May 2007, with the aim of establishing better cooperation with the Montenegrin government, its institutions, and the business sector. Microsoft Montenegro is making great efforts to reduce software piracy, the development partner channels, improving customer relations and promoting new technologies that will positively affect the life and work of citizens and companies in Montenegro.



## MONTEX - ELEKTRONIKA d.o.o



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<b>E-pošta / E-mail</b>	prodaja@montexel.com
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<b>Kontakt / Contact</b>	Aleksandar Radulović (aleksandar.radulovic@montex-elektronika.com)

MONTEX - ELEKTRONIKA je osnovana 1992. godine. Naša djelatnost je oblast informatike i telekomunikacija. U tom domenu se bavimo projektovanjem, implementacijom i održavanjem rješenja zasnovanih na savremenim ICT tehnologijama.

Portfolio naših proizvoda čine softverska rješenja za podršku poslovnim procesima u dokumentacionim sistemima, rješenjima za upravljanje ljudskim resursima, finansijama, kao i posebna projektna rješenja po narudžbi. Razvijamo softverske proizvode i rješenja iz domena sistema integracije. Takođe implementiramo partnerska rješenja sa dokazanom svjetskom praksom.

Poseban segment našeg djelovanja sa već dugogodišnjim iskustvom, čini inženjering u oblasti ICT infrastrukture.

Softverska rješenja: eHRM - HR planiranje, eProfili & eZapošljavanje; Worknet eArhiva ME DMS - korporativni sistem za upravljanje dokumentacijom; ERP Apollo - informacioni sistem za finansije i računovodstvo (partnerski proizvod); eOsiguranje - upravljanje procesom obrade šteta i polisa; portali B2B & Intranet rješenja; eNabavka/JN - upravljanje procesima nabavki: korporativnih i javnih nabavki; eOS/BC Popis - upravljanje osnovnim sredstvima i elektronski (barcode) popis; TimPlaner 2015 - integralni informacioni sistem malih preduzeća.

Proizvodi sistem integracije: ICT infrastruktura serveri i mrežna oprema; Cayberoam Unified Threat Management sistemi (UTM); Draytek firewall sistemi, mrežna oprema; Microsoft prodaja & implementacija Microsoft proizvoda; Antivirusni sistemi PANDA i F-secure; Telefonske centrale SIEMENS , 3CX IP PBX; Avision brzi document skeneri; Data centri opremanje i održavanje; Usluge konsalting, projektovanje, izvođenje i održavanje ICT Sistema.

Partneri: ActFax, Apoll, Avision, Dray Tek, Dynamsoft, F- secure, Fujitsu, Inpro, Microsoft, Siemens, Yealink, 3CX

MONTEX - ELEKTRONIKA was founded in 1992. Our business is the area of IT and telecommunications. In this domain we are dealing with designing, implementing and maintaining solutions based on modern ICT technologies.

Portfolio of our products consists software solutions for support the business processes in documentation systems, solutions for human resource management, finance, as well as specific design solutions to customer. We develop software products and solutions in the domain of system integration. Also implement solutions partner with proven global practices.

A special segment of our actions with more years of experience, makes engineering in the field of ICT infrastructure.

Software solutions: eHRM - HR planning, eProfil & eEmployment; Worknet eArhiva ME DMS - corporative system for managing documents; ERP Apollo - information system for the Finance and Accounting (Partner Product); elnsurance - managing the process of claims handling and polises; Portals B2B & Intranet solutions; eProcurement/Public procurement - management of procurement processes: corporative and public procurement; eOS/BC inventory - management of assets and electronic (barcode) list; TimPlaner 2015 - integrated information system for small businesses.

Products system of integration: ICT infrastructure servers and network equipment; Cayberoam Unified Threat Management systems; Draytek firewall systems, network equipment; Microsoft sales & implementation of Microsoft products; Systems PANDA Antivirus and F-secure; Telephone system Siemens, 3CX IP PBX; Avision high speed document scanners; Data center equipment and maintenance; Services consulting, design, construction and maintenance of ICT systems.

Partners: ActFax, Apoll, Avision, Dray Tek, Dynamsoft, F- secure, Fujitsu, Inpro, Microsoft, Siemens, Yealink, 3CX

## MONTORA SOFTWARE d.o.o.



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<b>Internet / Web</b>	www.montora.com
<b>Kontakt / Contact</b>	Ljubomir Rađenović (ljubomir.radjenovic@montora.com)

Montora Software je informatička kuća koja se bavi uvođenjem i održavanjem najsavremenijih informacionih sistema zasnovanih na bazama podataka i naprednim tehnologijama najnovije generacije. Svojim klijentima pružaju zaokružen set usluga počev od analize i planiranja informacionog sistema pa sve do uvođenja poslovnih aplikacija i obuke krajnjih korisnika.

Montora Software is an IT company that specializes in introducing and maintaining modern information systems based on databases and advanced technologies of the latest generation. Providing clients with a rounded set of services ranging from analysis and planning information system until the introduction of business applications and end-user training.

## MTEL d.o.o.



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<b>E-pošta / E-mail</b>	officeinfo@mtel.me
<b>Internet / Web</b>	www.mtel.me
<b>Kontakt / Contact</b>	Vladimir Lučić

Osnovna djelatnost društva: bežične telekomunikacije.

Ostale djelatnosti: kablovske komunikacije, trgovina na malo telekomunikacionom opremom u specijalizovanim prodavnicama.

Kompanija m:tel se pokazala kao inovativni lider u servisima baziranim na mobilnom Internetu i savremenim aplikacijama, od kojih izdvajamo omiljene aplikacije naših korisnika: Montenegro Talking i mondoGo. Između ostalih povoljnosti, putem mondoGo aplikacije korisnici m:tel mreže mogu da besplatno razgovaraju ili šalju SMS iz rominga uz Montenegro talking aplikaciju imaju mogućnost da se na jednostavan način upoznaju sa svim ljepotama Crne Gore.

The main activity of the company: wireless telecommunications.

Other activities: cable communications, retail telecommunications equipment in specialized stores.

The company m:tel has proven to be an innovative leader in the service based on the mobile Internet and modern applications, some of which are favorite applications our users: Talking Montenegro and mondoGO. Among other benefits, through mondoGO application, users of m:tel network can make free calls or send SMS from roaming with Montenegro talking app have the ability to easily familiarize themselves with all the beauties of Montenegro.

## NESPA COMPUTERS d.o.o.



<b>Adresa / Address</b>	Steva Boljevića b.b.; 81000 Podgorica
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<b>E-pošta / E-mail</b>	info@nespa.me
<b>Internet / Web</b>	www.propisi.co.me
<b>Kontakt / Contact</b>	Sreten Šćepanović (podrska@nespa.me)

Preduzeće Nespa computers je osnovano 1994. godine. Naša djelatnost je kompjuterski inženjering i izdavaštvo. Preduzeće se bavi projektovanjem, izradom i prodajom softvera, kao i pružanjem usluga iz oblasti prava, u domenu pravne informatike.

Naš portfolio čine softverska rješenja koja imaju za cilj da našim korisnicima obezbijede tačne i pouzdane informacije koje se tiču prava i pravne regulative, pritom pomažući im da uštede vrijeme koje bi utrošili u traženju propisa i „prekopavanju“ arhiva. Već 20 godina naš tim zaposlenih svakodnevno je na raspolaganju našim korisnicima.

Naši proizvodi: Softver “Katalog propisa V3.06” (Registar svih propisa Crne Gore od 1945. godine, Prečišćeni tekstovi propisa Crne Gore od 1945. godine, Skenirani tekstovi svih brojeva službenog glasila Crne Gore, Registar svih međunarodnih ugovora Crne Gore, Prečišćeni tekstovi međunarodnih ugovora Crne Gore, Skenirani brojevi svih brojeva međunarodnih ugovora CG, Propisi ex-Jugoslavije od 1945. godine do 2006. godine), Softver “Katalog opštinskih propisa V1.03”, (Registar svih opštinskih propisa Crne Gore, od 1958. do danas, sa propisima opštine Budva i Kotor (važeći i nevažeći), Prečišćeni tekstovi propisa Crne Gore, od 1958. do danas, sa propisima opštine Budva i Kotor, Skenirani tekstovi svih brojeva opštinskih propisa Crne Gore od 1958. do danas, sa skeniranim brojevima opštinskih glasila Budve i Kotora.)

U pripremi: Stručna literatura iz oblasti prava - zbirke propisa, sudske prakse, zakoni, komentari zakona i sl.; Softver KATALOG PROPISA 2014, Basic, Professional i Legal expert verzije

Company Nespa computers was established in 1994. Our activity is computer engineering and publishing. The company is engaged in designing, developing and selling software, as well as providing services in the field of law, in the field of legal informatics.

Our portfolio consists of software solutions that aim to provide our customers with accurate and reliable information concerning the rights and legal regulations, thereby helping them to save time that would otherwise spend in search of regulations and “digging” archives. For 20 years our team of staff are always available to our customers.

Our Products: Software “Catalogue regulations V3.06” (the register of all regulations of Montenegro since 1945, the revised texts of regulations of Montenegro since 1945, the scanned texts of all volumes of the Official Gazette of Montenegro, the register of all international treaties Montenegro, the revised texts of international treaties Montenegro, the scanned numbers of all international treaties CG, regulations of ex-Yugoslavia from 1945 to 2006), Software “Catalog of municipal regulations V1.03” (the register of all municipal regulations of Montenegro from 1958 to the present, with the regulations of the Municipality of Budva and Kotor (valid and invalid), the revised texts of regulations of Montenegro from 1958 to the present, with the regulations of the Municipality of Budva and Kotor, the scanned texts of all volumes of municipal regulations of Montenegro from 1958 to today, with the scanned number of municipal newsletters Budva and Kotor.)

In preparation: Professional literature in the field of law - a collection of regulations, jurisprudence, legislation, law reviews, etc.; Software CATALOGUE REGULATIONS 2014, Basic, Professional and Legal expert versions.

## POŠTA CRNE GORE a.d.



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<b>Kontakt / Contact</b>	Milan Martinović (milan.martinovic@postacg.me)

Osnovna djelatnost Pošte Crne Gore je pružanje svih vrsta poštanskih usluga. Djelatnost su takođe finansijske i telegrafsko-telefonske usluge, kao i trgovina u poštama – post shop. Mnogi veliki poslovni sistemi u Crnoj Gori već koriste usluge hibridne pošte - postrojenja za masovnu varijabilnu štampu i kovertiranje. Pošta Crne Gore je od 2010. godine nacionalno certifikaciono tijelo koje izdaje više vrsta digitalnih certifikata.

Pošta Crne Gore za potrebe svoje djelatnosti ima jednu od najvećih i najrazuđenijih informaciono-komunikacionih mreža u Crnoj Gori, sposobnu da kvalitetno, brzo i pouzdano servisira potrebe savremenih korisnika.

The main activity of the Montenegro Post is provision of all types of postal services. Its activities also include the financial and telegraphic-telephone services, as well trade within post offices-post shop. Many large business systems in Montenegro have already used the hybrid mail services-device for mass variable printing and putting envelopes. Since 2010, the Montenegro Post has become a national certification body issuing many types of digital certificates.

Montenegro Post, for the purposes of its activity, has one of the biggest and most scattered information-communication networks in Montenegro, capable of servicing the needs of modern users in a quality, prompt and reliable manner.

## S&T Crna Gora d.o.o.



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<b>Kontakt / Contact</b>	Milan Marić (milan.maric@snt.me)

Kompanija S&T se bavi realizacijom kompletnih IT rješenja, integracijom sistema, pružanjem usluga informatičkog konsaltinga, servisa i podrške u cilju rješavanja poslovnih problema svojih klijenata. S&T je u Crnoj Gori je osnovan avgusta 2002 sa 100% kapitalom S&T Group AG.

S&T Crna Gora posluje u okviru poslovnih jedinica: Infrastrukturna rješenja (network & security, enterprise systems i outsourcing) i Business solutions (SW razvoj).

U Crnoj Gori nudimo rješenja bazirana na proizvodima naših partnera, renomiranih svjetskih brendova kao što su: Microsoft, Oracle, Check Point, Juniper, Entrust, SafeNet, Trend Micro, Digi, ArcSight, Iron Mountain, VmWare, McAfee, Cisco, EMC, HP, IBM, Fujitsu, Hitachi, Imperva, Bosch, CrossMatch, MaxData...

S&T Crna Gora je jedinstveni IT system integrator u Crnoj Gori, sa reputacijom pouzdanog partnera, zahvaljujući brojnim uspješno realizovanim projektima u telekomunikacionim kompanijama, finansijskim institucijama, državnom i javnom sektoru, kao i privatnom sektoru, između kojih se posebno ističu projekti koji su od strateskog značaja za dalji informatički napredak Crne Gore: Glavni web portal Vlade Crne Gore [www.gov.me](http://www.gov.me), Konsolidacija DC i DR u NLB Montenegro, Centralna korporativna informatička sigurnosna rjesenja T-Com Crna Gora, Web portal za On line servise Vlade Crne Gore [www.epravame.me](http://www.epravame.me), SW rjesenje za Projekat stručnog osposobljavanja lica sa stečenim visokim obrazovanjem, Implementacija državnog GOV CA i centralnog javnog POSTA CA PKI sistema, Implementacija SWIS, integralnog HW i SW-a rjesenja za sistem socijalnog staranja u Crnoj Gori, kao i mnogi drugi projekti i prateci ugovori podrške iz oblasti poslovnih i infrastrukturnih rješenja.

S&T is engaged in realization of complete IT solutions, system integration, supply of IT consulting services, and support in order to solve the business problems of their clients. S&T in Montenegro was established in August 2002 with 100% capital S&T Group AG.

S&T Montenegro operates within of business units: Business Solutions (network & security, enterprise systems and outsourcing) and Business Solutions (SW development).

In Montenegro, we offer solutions based on products of our partners, renowned international brands such as Microsoft, Oracle, Check Point, Juniper, Entrust, SafeNet, Trend Micro, Digi, ArcSight, Iron Mountain, VMware, McAfee, Cisco, EMC, HP, IBM, Fujitsu, Hitachi, Imperva, Bosch, crossmatch, MaxData ...

S&T Montenegro is a unique IT system integrator in Montenegro, with a reputation as a reliable partner, thanks to a number of successfully implemented projects in telecommunications companies, financial institutions, government and public sector, as well as the private sector, among which the most important projects that are of strategic importance informatički for further progress of Montenegro: The main web portal of the Government of Montenegro [www.gov.me](http://www.gov.me), Consolidation of DC and DR in NLB Montenegro, Central corporate IT security solutions T-Com Montenegro, Web portal for On line services of the Government of Montenegro [www.epravame.me](http://www.epravame.me), SW solution for project professional training of persons who acquired higher education, Implementation of the GOV CA state and central public Post CA PKI system, Implementation of the SWIS, integrated hardware and software solutions for a social welfare system in Montenegro, as well as many other projects and accompanying support contracts in the area of business and infrastructure solutions.





## S2B d.o.o.

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<b>Faks / Fax</b>	+382 20 662 179
<b>Internet / Web</b>	www.s2b.co.me
<b>Kontakt / Contact</b>	Radenko Vojinović (radenkov@t-com.me)

S2B je vodeća firma u Crnoj Gori za implementaciju poslovnih informacionih sistema i konsalting pri izradi istih.

Rješenja koja nudimo razvijena su na oracle logo tehnologiji. U sam sistem ugrađena su dugogodišnja iskustva naših projektanata i dizajnera, dajući mu poseban kvalitet, dok su znanja o pojedinim granama (vertikalama) sticana u međunarodnoj razmjeni iskustava.

Jedinstvenost i kvalitet našeg rješenja ogleda se u širini postavke sistema, visokoj parametrizovanosti, potpunoj integrisanosti, pouzdanosti, multi-jezičnosti i nezavisnom funkcionisanju od autora sistema. Sve to čini da naše rješenje svojim kvalitetom bude prepoznato kao vodeće u oblastima koje pokriva, a to su u vertikalni: prodaja (veleprodaja i maloprodaja), marketing i produkcija, zdravstveni informacioni sistem (bolnice), farmacija, usluge.

Pored ovih modula, postoji i nekoliko osnovnih, koji čine jezgro sistema: knjigovodstvo, finansije, obračun zarada, osnovna sredstva.

S2B is a leading company in Montenegro for implementation of corporate information systems and consulting in the preparation thereof.

The solutions we offer are developed on Oracle technology logo. The system itself is built are long-term experience of our engineers and designers, giving it a special quality, while the knowledge of some sectors (verticals) been acquired in the international exchange of experiences.

The uniqueness and quality of our solutions is reflected in the breadth of system, high parametrizovanosti, complete integrity, reliability, multilingualism and independent functioning by the system. All this makes our solution with their quality is recognized as a leader in the areas covered, namely in the vertical: sale (wholesale and retail sales), marketing and production, health information system (hospitals), pharmaceuticals, services.

In addition to these modules, there are several basic, which form the core of the system: accounting, economy, payroll, fixed assets.







## SAGA CG d.o.o.

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<b>Faks / Fax</b>	+382 20 201 161
<b>E-pošta / E-mail</b>	office@saga.me
<b>Internet / Web</b>	www.saga.me
<b>Kontakt / Contact</b>	Ivan Bojanović (ivan.bojanovic@saga.me)

Osnovna djelatnost: projektovanje, izgradnja, integracija i održavanje IT sistema, mrežna i telekomunikaciona rješenja (Telco/Carrier/Enterprise), sistemi za podršku operativnih i poslovnih procesa telekom operatera (OSS/BSS), kontakt centri, poslovna rješenja (ERP, CRM, Content & Document Management, DWH/BI), razvoj poslovnih aplikacija (elektronsko bankarstvo, sistemi za plaćanja...).

VENDORI: Cisco, Microsoft, HP, Juniper, Fujitsu Technology Solutions, EMC, Oracle, Hitachi Data Systems, Symantec, Interactive Intelligence, VMware, Citrix, IBM, Verint, NetApp, InfoVista.

Main activity: the design, construction, integration and maintenance of IT systems, network and telecommunications solutions (Telco/Carrier/Enterprise), systems to support operational and business processes of telecom operators (OSS/BSS), contact centers, business solutions (ERP, CRM, Content and Document Management, DWH/BI), development of business applications (e-banking, payment systems ...).

Vendors: Cisco, Microsoft, HP, Juniper, Fujitsu Technology Solutions, EMC, Oracle, Hitachi Data Systems, Symantec, Interactive Intelligence, VMware, Citrix, IBM, Verint, NetApp, InfoVista.



## TELEMACH a.d.

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Telemach je prvi kablovski operator na tržištu Crne Gore. Nastao je kao BBM 2006. godine, da bi u januaru 2015. promijenio naziv u Telemach, nakon akvizicije United Group-e. Ovom akvizicijom je ušao u društvo najvećih operatora u regionu - SBB-a u Srbiji, Telemacha u BiH i Sloveniji i Total TV-a. United Grupa preko svojih kompanija članica posluje na šest tržišta bivše Jugoslavije gdje ima oko 2 miliona pretplatnika na kablovskoj i satelitskoj televiziji, širokopojasnom internetu, fiksnoj i mobilnoj telefoniji.

Telemach is the first cable operator in the market of Montenegro. It was created as BBM 2006, and in January 2015 changed its name to Telemach, following the acquisition of United Group. This acquisition is entered into the company the largest operator in the region - SBB in Serbia, Bosnia and Telemach in Slovenia and Total TV. United Group, through its member companies operates in six markets of the former Yugoslavia, where there are about 2 million subscribers to cable and satellite television, broadband Internet, fixed and mobile telephony.



## TELEMONT d.o.o.



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<b>E-pošta / E-mail</b>	office@telemont.co.me
<b>Internet / Web</b>	www.telemont.me
<b>Kontakt / Contact</b>	Željko Savović (zeljko.savovic@telemont.co.me)

Tim od 44 mladih i obrazovanih ljudi čine danas Telemont i Smart Shop. U tehničkom sektoru 25 kolega (14 inženjera i 11 tehničara) svakodnevno pružaju usluge tehničke podrške korisnicima.

Projektovanje, instalacija i održavanje telekomunikacionih, tehničkih bezbjednosnih i multimedijalnih sistema i sistema pametnih zgrada. Vendorski programi koje firma podržava: Adria, Bosch, Hikvision, Huawei, Legrand, Milestone, Panasonic, Panduit, Ruckus, Samsung, Schrack ISO 9001. Rješenja za banke, hotele, trgovinu, državnu upravu, industriju.

A team of 44 young and educated people make today Telemont and Smart Shop. In the technical sector 25 colleagues (14 engineers and 11 technicians) provide daily technical support services to users.

Design, installation and maintenance of telecommunications, technical, security and multimedia systems and smart buildings. Vendor programs that company supports: Adria, Bosch, Hikvision, Huawei, Legrand, Milestone, Panasonic, Panduit, Ruckus, Siemens, Schrack ISO 9001 solutions for banks, hotels, trade, public administration, industry.

## TELENOR d.o.o.



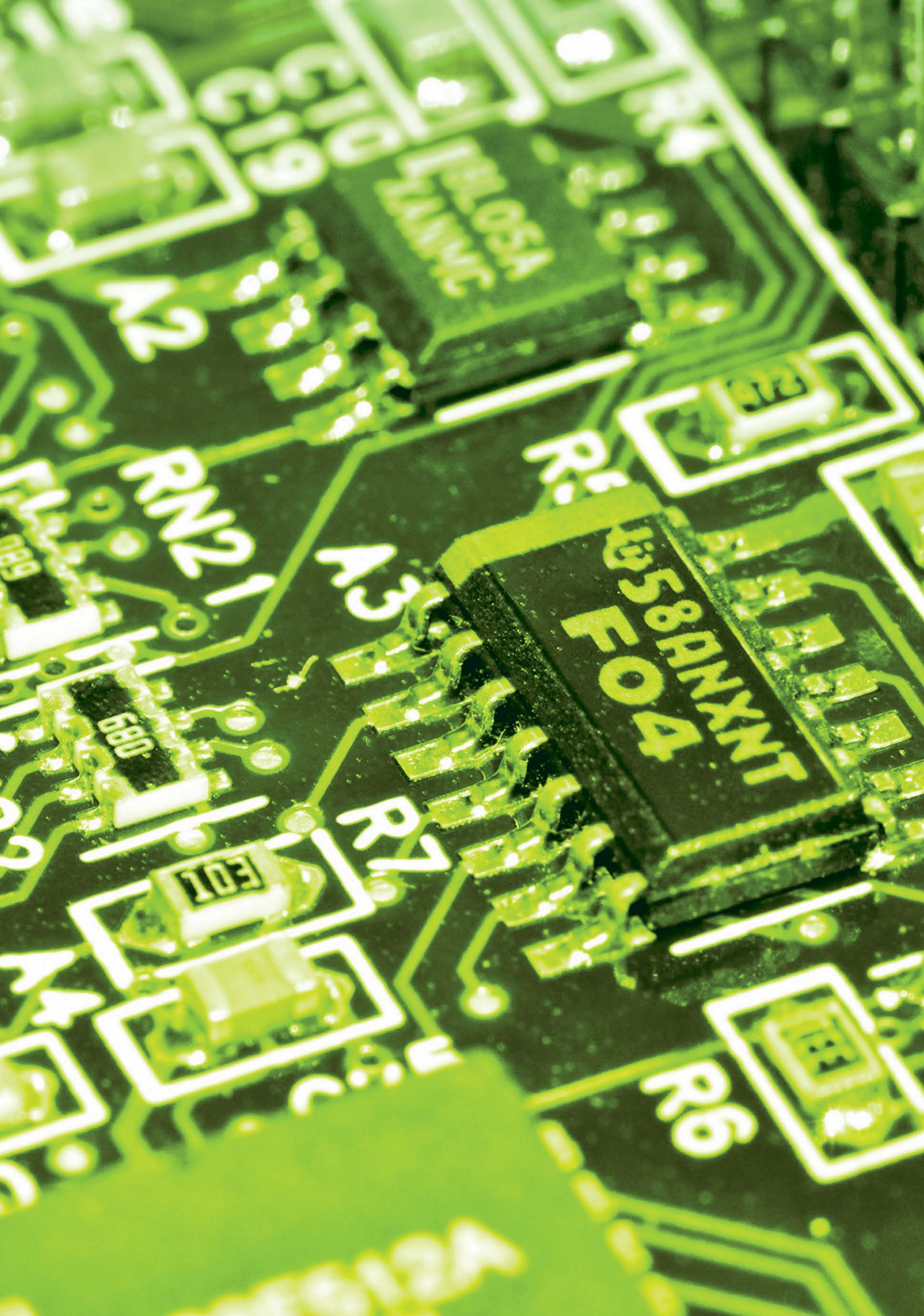
<b>Adresa / Address</b>	Rimski trg 4; 81000 Podgorica
<b>Telefon / Telephone</b>	+382 20 235 000
<b>Faks / Fax</b>	+382 20 235 035
<b>E-pošta / E-mail</b>	korporativnekomunikacije@telenor.me
<b>Internet / Web</b>	www.telenor.me
<b>Kontakt / Contact</b>	Sandra Štajner

Telenor je šesti po veličini mobilni operator u svijetu sa vlasničkim interesom u 11 mobilnih operatera širom Evrope i Azije i u 19 zemalja u kojima posluje VimpelCom (gdje je Telenor vlasnik sa udjelom od 31,67 odsto) sa 149 miliona korisnika.

Telenor je najveća telekomunikaciona kompanija u Norveškoj, a u svjetskim razmerama jedan od provajdera sa najbržim rastom. Telenor je, takođe, najveći provajder TV usluga u nordijskom regionu. Telenor je mobilni operator na nekim od tržišta sa najbržim rastom, a domaće tržište Norveška jedno je od najrazvijenijih u svijetu.

Telenor is ranked 6th among the world's top ten mobile operators with ownership interests in 11 telecommunications companies across Europe and Asia and 19 countries through Telenor's 31.67 per cent ownership in VimpelCom Ltd. and a total subscriber base of 149 million.

Telenor is Norway's largest telecommunications company and one of the fastest growing providers of mobile communications services worldwide. Telenor is also the largest provider of TV services in the Nordic region. Telenor has mobile operations in some of the world's fastest growing markets. Its home market, Norway, is one of the most advanced in the world today.



1358ANKYT  
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R6

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G19

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V2

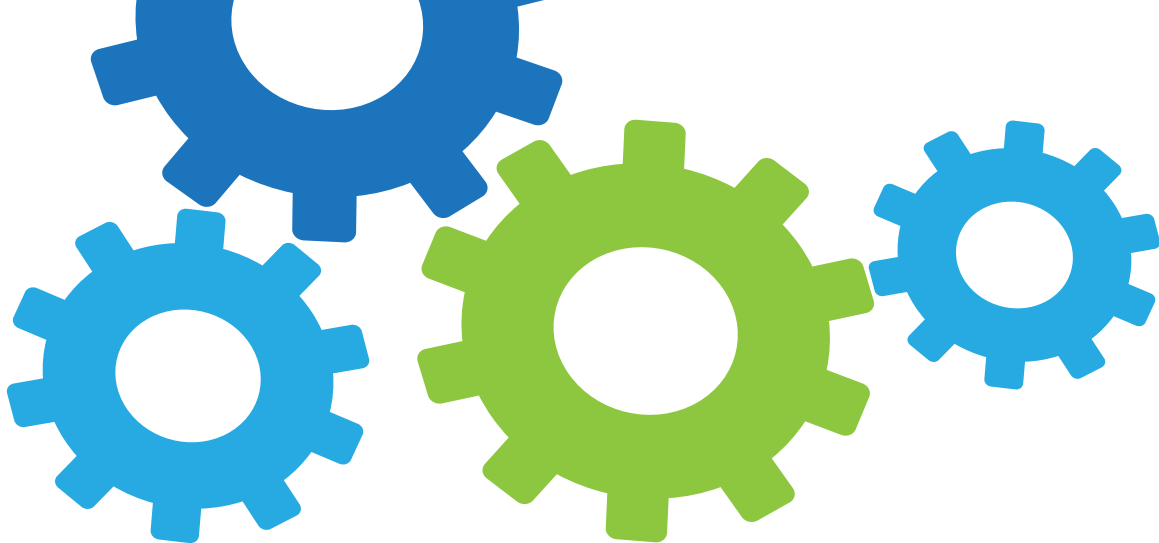
R12

R3

V3

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V1



*Projekat je sufinansiran od strane Evropske unije,  
Instrument za prepristupnu pomoć*

Ova brošura je nastala uz finansijsku pomoć programa IPA jadranske prekogranične saradnje.  
Privredna komora Crne Gore je odgovorna za sadržaj ove publikacije i ni pod kakvim okolnostima ne odražava stav odgovornih unutar IPA jadranske prekogranične saradnje.

 Next for Adriatic Ionian Macro Region

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[www.project-next.eu](http://www.project-next.eu)