

Radoman Bulatović, izvršni direktor kompanije TIMING

Posvećeni kvalitetu, izvršni u poslovanju

» Uduživanjem bolje možemo odgovoriti zahtjevima tržišta i oduprijeti se konkurenciji. Kada uduživanje postane poslovna praksa na lokalnom i državnom nivou, tada ćemo lakše pronaći partnere i na regionalnom, a kasnije i na međunarodnom nivou, navodi Bulatović.

Kompanija TIMING, od samog osnivanja, svoje poslovanje i razvoj zasniva na dobroj poslovnoj praksi i tržišnim principima poslovanja, vodeći računa da u što većoj mjeri budu zadovoljeni zahtjevi partnera, te da pruži visok nivo usluga u skladu sa najvišim standardima i pravilima struke.

- Moгу slobodno reći da se pokazalo da je to uspješan koncept, koji naravno treba stalno dograđivati novim idejama, novom energijom i prilagođavati promjenama na tržištu. Do sada je za nama jedan relativno dug i uspješan period poslovanja - period od 14 godina, u kojem smo imali priliku da pokažemo da predan rad, praćen stalnim usavršavanjem i stavljanje akcenta na kvalitet daje dobar rezultat. Time se ujedno stvorila i pretpostavka za dalji dinamičniji rast i razvoj kompanije – kazao je u intervjuu Glasniku Radoman Bulatović, izvršni direktor kompanije TIMING.

Glasnik: Molimo Vas da ukratko predstavite kompaniju TIMING, djelatnost, broj zaposlenih, misiju i viziju.

R. Bulatović: Osnovna djelatnost TIMING-a je projektovanje, inženjering i izvođenje radova na mašinskim instalacijama, kao i proizvodnja ventilacionih kanala i kanala za odvođenje dima i toplote. Kroz sve aktivnosti, uvijek nastojimo da damo svoj doprinos u unapređenju proizvoda i usluga koje pružamo i da sva rješenja koja nudimo budu jednim dijelom inovativna, ali i racionalna, energetski efikasna i održiva.

U skladu sa zahtjevima tržišta i potrebama osnovne djelatnosti razvili smo i proizvodnju ventilacionih, spiro i dimoodvodnih

kanala. Ta proizvodnja se odvija u proizvodnom pogonu u sklopu objekta TIMING-a, u Bandićima - Danilovgrad, na savremenim poluautomatskim mašinama uz primjenu svih standarda u oblasti proizvodnje ventilacionih i dimoodvodnih kanala.

Osim proizvodnje, TIMING je specijalizovan i za izvođenje zahtjevnih i specifičnih HVAC instalacija, za šta posjedujemo sve potrebne licence za rad, sa kontinuiranim aktivnostima na specijalizaciji i dodatnim obukama zaposlenih. U prilog ovome govore i brojni kvalitetno i uspješno završeni poslovi na izvođenju HVAC instalacija.

Sa posebnim zadovoljstvom ističem da su snaga naše kompanije njeni ljudski resursi, odnosno tim relativno mladih koleginica i kolega, koji su svoje radno iskustvo, u najvećem dijelu, sticali i gradili u TIMING-u. Trenutno je u našoj kompaniji 35 zaposlenih, sa značajnim potencijalom za povećanje toga broja, ukoliko se situacija prouzrokovana COVID krizom stabilizuje i zahtjevi tržišta budu išli u tom pravcu.

Naša misija je stvaranje snažne i stabilne kompanije, koja će svojim kvalitetom, odgovornošću, inovativnošću i brižljivom upotrebom resursa zadovoljiti interese i očekivanja korisnika, a samim tim ostvariti sopstvene interese i interese svojih zaposlenih.

Vizija TIMING-a je da bude jedna od vodećih kompanija u Crnoj Gori i regionu, u svojoj oblasti, prepoznatljiva po visokom nivou kvaliteta proizvoda i usluga.

Glasnik: Koji su najznačajniji projekti koje je Vaša kompanija realizovala, a šta je trenutno aktuelno?

R. Bulatović: Teško je konkretno izdvojiti najznačajnije projekte. Većina projekata, bilo da se radi o manjim ili većim, ima svoju specifičnost i znaju da budu zahtjevni. Uvijek kao novi izazov ostaje da se sistem i instalacija uspješno pusti u pogon, kao očekivana potvrda njegove dobre realizacije. Kada se tome doda činjenica da TIMING često bude i tvorac tog projekta, u vidu izrade projektnog rješenja, onda se radi o duplom izazovu i postaje još teže izdvojiti najznačajnije.

Projekat za koji možemo reći da ima svoju posebnost, kao specifična i prilično zahtjevna referenca je projekat Ugostiteljski kompleks "Imanje Knjaz", kao primjer jednog visoko energetski efikasnog projekta uz uklapanje u sve specifičnosti pri korišćenju i eksploataciji.

Svakako, veliku pažnju zavrđuje i projekat Rekonstrukcije sistema klimatizacije i ventilacije operacionog bloka Kliničkog centra Crne Gore – po principu čistih soba. Sa stanovišta izvođenja i tehničkih zahtjeva riječ je o vrlo specifičnom projektu. Ovdje se izvođenje radova odvijalo paralelno sa procesom redovnih aktivnosti u operacionom bloku. Praktično u četiri operacione sale su izvođeni radovi, a u druge četiri su vršene redovne operacije pacijenata. Ovo je zahtijevalo organizovanje procesa rada u tri smjene i planiranje svih aktivnosti bez mogućnosti bilo kakvog odstupanja. Sve to smo uspješno iznijeli, uz pohvale kolega i tehničkog osoblja KCCG koji su pokazali zavidan nivo inženjerskih i organizacionih sposobnosti, što je na kraju rezultiralo još jednim kvalitetno završenim projektom.

Sa dosta velikog spiska završenih projekata želio bih da istaknem i jednu od referenci sa regionalnog tržišta. U pitanju je projekat klimatizacije i ventilacije poslovnog objekta "OKOV" u Čačku, čiju realizaciju smo započeli kroz izradu Glavnog projekta mašinskih

instalacija, a kasnije priveli kraju izvođenjem radova i puštanjem u rad. Ovaj projekat za nas je svakako značajan što smo imali priliku da se, mogu slobodno reći uspješno, prikažemo na regionalnom tržištu i da ujedno izvezemo proizvode izrađene na našim proizvodnim linijama. Takođe, ovo je još jedan dobar primjer saradnje i jedinstvenog nastupa crnogorskih kompanija na tržištu regiona, što bi trebalo da posluži kao dobar primjer svim ostalim kompanijama koje planiraju slične projekte.

Trenutno je aktuelan niz projekata koji su u početnoj ili završnoj fazi realizacije od čega smo u neke od njih uključeni od samog početka kroz fazu izrade projektno dokumentacije što predstavlja dodatni izazov.

Glasnik: Zavrjili ste dobre preporuke partnera i klijenata iz Crne Gore i regiona. Navedite najznačajnije kompanije sa kojima saradujete.

R. Bulatović: Posvećenost kvalitetu i dobro završen posao je ujedno i sigurna preporuka za novi. To je princip koji smo ustanovili i u skladu sa tim nastojimo da zahtjevi naših partnera u najvećoj mjeri budu ispunjeni. Takav pristup poslu uz ozbiljno vrednovanje svake sugestije ili želje za doradu i ispravku, koju iskaže klijent, siguran je put za rast i razvoj bilo koje kompanije. Zadovoljstvo partnera iskazano u vidu dobre preporuke ili u vidu dugogodišnje saradnje je prava mjera uspjeha.

Sa ponosom mogu da istaknem da su naši partneri i klijenati uglavnom višegodišnji saradnici i da se svakim novim poslom ta saradnja dodatno učvršćuje i proširuje.

Kada gledamo najznačajnije kompanije sa kojima saradujemo, kao našim kupcima proizvoda i usluga, svakako tu prednost dajemo dugogodišnjim partnerima, kojih najviše ima iz sektora građevinarstva, ali ih ima i iz sektora trgovine, usluga i industrije. Iz sektora građevinarstva kao naše dugogodišnje saradnike bih izdvojio kompanije ZETAGRADNJA i IGP Fidija, sa kojima smo realizovali niz velikih projekata. Isto tako iz sektora trgovine sa posebnim zadovoljstvom mogu da istaknem veoma dobru saradnju sa kompanijom OKOV.

Što se tiče saradnje sa kompanijama koje su naši dobavljači, najveći broj je iz zemalja regiona, a tu su i naši partneri iz zemalja Evropske unije. Posebno dobru i dugogodišnju saradnju možemo da istaknemo sa kompanijama ili njihovim predstavnicima, koji dolaze iz Njemačke, Austrije, Švajcarske, Švedske, Velike Britanije, Belgije, Holandije i Italije. Iz ovih zemalja su i najveći proizvođači opreme koju ugrađujemo ili sirovine koje koristimo u proizvodnji.

Glasnik: U kojoj mjeri je Vaša kompanija posvećena kvalitetu u poslovanju? Pitamo Vas to znajući da ste implementirali standarde kvaliteta.

R. Bulatović: Kao što sam prethodno naglasio, posvećenost kvalitetu je jedan od osnovnih principa našeg poslovanja. Prvi dokaz da idemo u tom pravcu je primjenjivanje sistema menadžmenta, koji je u skladu sa zahtjevima standarda EN ISO 9001:2008, potvrđen od strane EUROCERT – certifikaciono tijelo iz EU, koji primjenjujemo od 2014 godine. Nadogradnjom ovog standarda, od prošle godine, u svom poslovanju primjenjujemo sistem menadžmenta kvalitete MEST EN ISO 9001:2016, sistem menadžmenta životnom sredinom MEST EN ISO 14001:2016 i sistem menadžmenta bezbjednošću i zdravljem na radu MEST ISO 45001:2018. Svi ovi standardi se odnose na projektovanje, inženjering i izvođenje radova na HVAC

instalacijama i proizvodnji ventilacionih i kanala za odmipljavanje.

Osim navedenih standarda u fazi smo pripreme i sprovođenja aktivnosti koje trebaju da rezultiraju dobijanjem CE znaka za naše proizvode.

Glasnik: Timing je nosilac sertifikata Excellent SME. Kako vidite značaj ovog projekta na kojem je partner Privredna komora i sertifikata kojim se ističu preduzeća koja baštine izvrsnost u poslovanju?

R. Bulatović: Na osnovu dobrih finansijskih rezultata naša kompanija je nosilac i sertifikata Excellent SME, što je samo dodatna potvrda našeg boniteta i uspješnog poslovanja.

Ovaj projekat doživljavam kao dobar primjer promocije i podrške malim i srednjim preduzećima, koji daje dodatnu sigurnost i povećava transparentnost u poslovanju. Osim u domaćem, ovaj projekat vidim kao značajan i u regionalnom i međunarodnom poslovnom okruženju. Dodatnu snagu mu daje i partnerstvo sa Privrednom komorom i siguran sam da time i Komora daje svoj doprinos u prepoznavanju kompanija sa kojima su manji rizici u poslovanju.

Glasnik: Kako je pandemija Covid-19 uticala na poslovanje Vaše kompanije? Da li je možda bilo prostora za analizu dosadašnjeg rada i osmišljavanje novih pravaca djelovanja?

R. Bulatović: Svima nama, bilo da je riječ o samoj kompaniji, bilo o široj društvenoj zajednici, pandemija Covid-19 je donijela jednu novu realnost i drugačiji pogled na svijet. Ono što je najbitnije, u zdravstvenom pogledu, unutar kompanije smo se izborili na dobar način sa pandemijom. Uspjeli smo da se za relativno kratko vrijeme organizujemo i prilagodimo naše poslovanje u skladu sa novonastalim okolnostima. Zahvaljujući tome što su svi zaposleni iskazali visok nivo profesionalne etike i bili posvećeni radnim aktivnostima to smo i u godini pandemije uspjeli da ostvarimo rast poslovnih prihoda. Kada se na to doda da smo pandemiju dočekali sa prethodnom investicijom i ulaganjima u izgradnju objekta u kojem je sada smještena kompanija sa svim poslovnim sadržajima, odmah je svima jasno koliko je bilo teško ostvariti rast i bolji poslovni rezultat u odnosu na 2019.

Sve to se možemo smatrati kao mjerilo da su ispravno određivani prioriteti tokom dosadašnjeg rada, ali i da se moraju na veoma pažljiv i racionalan način donositi odluke o budućim pravcima djelovanja.

Glasnik: Da li je po Vašem mišljenju pandemija jasno pokazala značaj domaće proizvodnje i sve izazove fokusiranja ekonomije na usluge? Iz ugla privrednika, šta smatrate da je potrebno učiniti kako bismo ojačali proizvodni sektor u Crnoj Gori?

R. Bulatović: Naš koncept i prije pandemije je bio zasnovan na osnaživanju domaćih kapaciteta, bilo da se radi o ljudskim resursima, bilo o potrebama jačanja domaće proizvodnje. Ovo smo pokušavali na taj način što smo uvijek nastojali da prednost dajemo domaćoj radnoj snazi i pored toga što je bio veliki izazov osposobiti zaposlene za neka zanimanja za koja se kod nas kako kroz sistem školstva, tako i kroz društvenu promociju, nije pridavalo mnogo značaja. Takođe, ulaganjem u proizvodnu liniju sa zavidnom tehnologijom, za takvu vrstu proizvoda, smo pokazali naše videnje buduće proizvodnje. Jedan od ciljeva takvog ulaganja je bio da dobijemo gotovi proizvod koji će po tehničkim i tehnološkim karakteristikama zadovoljiti sve međunarodne standarde i time dati

svoj doprinos u snaženju domaće proizvodnje.

Naravno, ni u kom slučaju ne treba zanemariti sektor usluga, jer to treba i može da bude značajan dio ekonomije.

Što se tiče jačanja proizvodnog sektora, treba da budemo svjesni da to ne može biti lak put. Osim značajnih ulaganja u opremu i savremene tehnološke linije, za bilo koju proizvodnju je potrebno tržište. Osvajanje tržišta je još teži poduhvat, ali to ne smijemo da doživimo kao nemoguću misiju, već treba da nam bude dodatan izazov i da budemo svjesni da se taj proces mora odvijati postepeno. Za to je potrebno strpljenje i predani rad, uz realno sagledavanje naših mogućnosti i plansku stimulaciju domaće proizvodnje, a u nekim segmentima i subvenciji.

Glasnik: Predstavnici Vaše kompanije su aktivni članovi Odbora udruženja metalurgije i metalopreradiivačke industrije, te Koordinacionog odbora za kvalitet. Po Vašem mišljenju, zašto je važno udruživanje privrede u okviru ove poslovne asocijacije i kako možete doprinijeti rješavanju izazova koji se prepoznaju u ovim oblastima?

R. Bulatović: Učešće u OU metalurgije i Koordinacionom odboru za kvalitet smo uzeli sa ciljem da saslušamo iskustva ostalih privrednika i da podijelimo naša iskustva i time pokušamo da damo svoj doprinos u rješavanju izazova koji su pred nama.

Ukoliko hoćemo da realno sagledavamo naše kapacitete, bilo pojedinačno, bilo kao poslovna asocijacija, svima nam je jasno koliko još treba da uložimo energije i sredstava, prvo da bi bili konkurentni u regionu, a kasnije na međunarodnom tržištu. Samim udruživanjem bolje možemo odgovoriti zahtjevima tržišta i oduprijeti se konkurenciji, ponekad i neloyalnoj ili konkurenciji iz sive zone poslovanja. Kada udruživanje postane poslovna praksa na lokalnom i državnom nivou, tada ćemo lakše pronaći partnere i na regionalnom, a kasnije i na međunarodnom nivou i lakše rešavati sve izazove koji budu pred nama.

Glasnik: Kakvi su razvojni planovi kompanije u post pandemijском periodu?

R. Bulatović: U dosadašnjem periodu, prije pandemije, smo uspjeli da zaokružimo jedan od bitnih ciljeva u ostvarivanju naše misije i vizije. Izgradili smo neophodnu infrastrukturu za dalji rast kompanije i samim tim omogućili lakše ostvarenje budućih planova razvoja.

Ono što će svakako biti jedna od važnih aktivnosti, za koje smo kroz izgrađene objekte predvidjeli značajne prostorne kapacitete, je obuka i edukacija zaposlenih i stvaranje mogućnosti za novo učenje i unapređenje znanja, kako naših zaposlenih tako i svih onih koji iskažu interesovanje za specijalizaciju iz djelokruga naših privrednih aktivnosti.

Jednostavno smo svjesni da je potrebno, veoma pažljivo, razraditi programe i planove za buduće pravce razvoja, u čemu ćemo nastojati da budemo uspješni kao i do sada.

Jedan od osnovnih ciljeva nam je da kompanija TIMING ostane stabilna i uspješna i unaprijedi svoje poslovanje. To unapređenje treba da prati stvaranje mogućnosti da svaki zaposleni, koji ima korektan odnos prema poslu, prepozna sebe i profesionalno se ostvari, a ujedno zaboravi na egzistencijalne probleme sebe i svoje porodice, odnosno da bude privilegija biti dio tima kompanije TIMING.

Radoman Bulatović, CEO of TIMING

Dedicated to quality, excellent in business

» By associating, we can better respond to the market demands and resist competition. When associating becomes a business practice at the local and state level, then finding partners at the regional and later at the international level will be easier, says Bulatović .

Since its establishment, TIMING has based its business and development on good business practice and market principles of business, taking care of meeting the requirements of partners to the greatest possible extent, offering a high level of services in accordance with the highest standards and rules of profession.

- I can freely say that it has proven to be a successful concept, which of course needs to be constantly upgraded with new ideas, new energy and adapted to changes in the market. So far, we have had a relatively long and successful period of business - a period of 14 years, during which we had the opportunity to show that dedicated work, accompanied by continuous improvement and emphasis on quality gives a good result. This also created a precondition for further dynamic growth and development of the company - says in the interview for Glasnik **Radoman Bulatović**, CEO of TIMING.

Glasnik: We would appreciate if you could briefly present the company TIMING, its activities, number of employees, mission and vision?

R. Bulatović: The main activity of TIMING is the design, engineering and execution of works on mechanical installations, as well as the production of ventilation and smoke and heat exhaust duct. Through all activities, we always strive to give our contribution to the improvement of products and services we provide and to offer the solutions which are partly innovative, but also rational, energy efficient and sustainable.

In accordance with the market requirements and the needs of the core business, we have also developed the production of ventilation, spiro and smoke exhaust ducts. This production takes place in the production plant within the TIMING facility, in Bandiči - Danilovgrad, on modern semi-automatic machines with the application of all standards in the field of production of ventilation and smoke exhaust ducts.

In addition to production, TIMING is also specialized in performing the demanding and specific HVAC installations, for which we have all the necessary licenses to operate, with continuous activities on specialization and additional training of employees. Numerous quality and successfully realized activities on HVAC installations speak in favour of this.

I am especially pleased to point out that the strength of our company lies in its human resources, i.e. the team of relatively young colleagues, who, for the most part, gained and built their professional experience in TIMING. Currently, our company has 35 employees, with significant potential to increase that number, if the situation caused by the COVID crisis stabilizes and the market demands take direction.

Our mission is to create a strong and stable company, which with its quality, responsibility, innovation and careful use of resources will satisfy the interests and expectations of users, and thus realize its own interests and the interests of its employees. TIMING's vision is to be one of the leading companies in Montenegro and the region, in its field, recognizable by the high level of quality of products and services.

Glasnik: What are the most important projects realized by your company and is there something in progress?

R. Bulatović: It is difficult to single out the most important projects.

Most projects, whether small or big, have their own specifics and know to be demanding. Putting the system and installation successfully into operation, as an expected confirmation of its good realization, always represents a challenge. When this is supported by the fact that TIMING is often even the creator of that project, in the form of project solution development, then it represents a double challenge and it becomes even harder to single out the most important ones.

The project which we can say it has its own uniqueness, as a specific and quite demanding reference, is the project of catering and restaurant complex "Imanje Knjaz", as an example of a highly energy efficient project with fitting into all the specifics of utilization and exploitation.

Certainly, the project related to Reconstruction of the Air Conditioning and Ventilation System of the Operating Block of the Clinical Centre of Montenegro deserves great attention - according to the principle of a cleanroom. From the point of view of execution and technical requirements, this is a very specific project. Here, the execution of works took place simultaneously with the process of regular activities in the operating room. Practically, works were performed in four operating rooms, while regular surgeries on patients were performed in the other four. This required organizing the work process in three shifts and planning all activities without the possibility of any changes. We successfully carried out everything, thanks to the cooperation of colleagues and technical staff of KCCG, who showed an enviable level of engineering and organizational skills, which ultimately resulted in another high-quality project.

From a rather large list of completed projects, I would like to single out one of the references from the regional market. It is about a project of air conditioning and ventilation for the business facility "OKOV" in Čačak, the realization of which we started through the development of the main project of mechanical installations and later brought to an end by performing works and putting it into operation. This project is certainly important for us, because we had an opportunity to, I can freely say, successfully present ourselves on the regional market and at the same time export products made in our production lines. Also, this is another good example of cooperation and unique performance of the Montenegrin companies in the region's market, which should serve as a good example to all other companies planning similar projects.

It is currently relevant range of projects which are in the initial or final phase of implementation, of which we are involved in some of them from the very beginning through the phase of drafting project documentation, which is an additional challenge.

Glasnik: You deserved good recommendations from partners and clients from Montenegro and the region. Could you list some of the most important companies you work with?

R. Bulatović: Commitment to quality and a well-done job is also a sure recommendation for a new one. This is a principle that we have established and accordingly we strive to meet the requirements of our partners to the greatest extent possible. Such an approach to work, with a serious evaluation of any suggestion or desire for refinement and correction, expressed by the client, is a sure way for the growth and development of any company. The satisfaction of a partner expressed in a form of a good recommendation or in a form of long-term cooperation is the right measure of

success. I can proudly emphasize that our partners and clients are mostly our long-term associates and that with each new business, this cooperation is further strengthened and expanded.

When we observe the most important companies we work with, as our customers of products and services, there we certainly give advantage to our long-term partners, most of whom are from the construction sector, but also from the trade, services and industry sectors. From the construction sector, as our long-term associates, I would like to mention the companies ZETAGRADNJA and IGP Fidija, with which we have implemented a number of large projects. From the trade sector I have great pleasure to outline our very good cooperation with the company OKOV.

Regarding the cooperation with the companies which are our suppliers, the largest number are from the countries of the region, and there are also our partners from the countries of the European Union. We can emphasize especially good and long-term cooperation with companies or their representatives, coming from Germany, Austria, Switzerland, Sweden, Great Britain, Belgium, the Netherlands and Italy. The most common producers of the equipment we install or the raw materials we use in production come from these countries.

Glasnik: To what extent is your company committed to quality in business? We ask you this as we know that you have implemented quality standards.

R. Bulatović: As I have previously emphasized, the commitment to quality is one of the basic principles of our business. The first proof that we are going in that direction is the application of the management system, which is in line with the requirements of the standard EN ISO 9001:2008, confirmed by EUROCERT - the certification body from the EU, which we have been applying since 2014. By upgrading this standard, as of last year, we have been applying in our business the following: quality management system MEST EN ISO 9001:2016, environmental management system MEST EN ISO 14001:2016 and occupational safety and health management system MEST ISO 45001:2018. All these standards relate to the design, engineering and execution of works on HVAC installations and the production of ventilation and smoke exhaust ducts.

In addition to the mentioned standards, we are preparing and implementing activities, which should result in obtaining the CE mark for our products.

Glasnik: TIMING is an Excellent SME certificate holder. How do you perceive the significance of this project, in which the Chamber of Economy is a partner, and the certificate which singles out the companies cherishing the business excellence?

R. Bulatović: On the grounds of good financial results, our company also became the holder of the Excellent SME certificate, which is an additional confirmation of our solvency and successful business performance.

I perceive this project as a good example of promotion and support to small and medium-sized enterprises, which provides additional security and increases transparency in business. In addition to the domestic one, I perceive the significance of this project in the regional and international business environment as well. The partnership with the Chamber of Economy of Montenegro provides additional strength, and I am sure that the Chamber also contributes to the identification of companies with lower business risks.

Glasnik: To what extent has the Covid-19 pandemic affected your company's business? Has there perhaps been a room for analysis of the work done so far and thinking of the new directions of action?

R. Bulatović: For all of us, whether it is the company itself or the wider community, the Covid-19 pandemic has brought a new reality and a different view of the world. Most importantly, in terms of health, we have coped well with the pandemic within the company. We managed to organize and adjust our business in a relatively short time in accordance with the new circumstances. Thanks to the fact that all employees showed a high level of professional ethics and were committed to work activities, we were able to achieve growth in company's revenues even in the year of the pandemic.

If we add to this the fact that the pandemic started soon after we had invested funds into the construction of the building into which the company with all the business facilities is located now, it is immediately clear to everyone how difficult it was to achieve growth and better operating result than in 2019.

All of these can be considered as an indicator that the priorities have been correctly determined during the work so far, but also that decisions on future directions of action must be made in a very careful and rational way.

Glasnik: In your opinion, has the pandemic clearly pointed out the importance of domestic production and all the challenges of focusing the economy on services? From the point of view of a businessman, what needs to be done in order to strengthen the production sector in Montenegro?

R. Bulatović: Even before the pandemic, our concept was based on strengthening the domestic capacities, whether it was about human resources or the need to strengthen domestic production. We tried to achieve this by continuous striving to give preference to the domestic workforce, despite the fact that it was a great challenge to train employees for some occupations, to which it was not given much importance not through the education system nor through social promotion. Also, by investing in a production line with enviable technology, for this type of product, we have shown our vision of future production. One of the goals of such an investment was to obtain a finished product, which will meet all international standards in terms of technical and technological characteristics and thus give its contribution to strengthening the domestic production.

Of course, the sector of services should not be neglected in any case, as it should and can be a significant part of the economy.

As for the strengthening of the production sector, we need to be aware that this cannot be an easy path. In addition to significant investments in the equipment and modern technological lines, any kind of production requires a market. Winning the market is an even more difficult undertaking, but we must not experience this as an impossible mission, but it should be an additional challenge for us and we should be aware that this process must take place gradually. This requires patience and dedicated work, with a realistic view of our capabilities and planned stimulation of domestic production and in some segments a subsidy as well.

Glasnik: The representatives of your company are active members of the Association Board of Metallurgy and Metal Processing

Industry, and the Coordination Board for Quality. In your opinion, why is it important to unite the economy within this business association and how can you contribute to solving the challenges identified in these areas?

R. Bulatović: We took part in the work of the Association Board of Metallurgy and the Coordination Board for Quality with the aim of listening to the experiences of other businessmen and of sharing our experiences and thus trying to give our contribution in solving the challenges ahead.

If we want to realistically look at our capacities, either individually or as a business association, we are all aware how much more energy and resources we need to invest, first to be competitive regionally, and later on the international market. By joining forces into associations, we can better respond to market demands and resist competition, sometimes unfair or competition from the gray business zone. When associating becomes a business practice at the local and state level, then finding partners at the regional and later at the international level will be easier, as well as facing all the challenges that lie ahead.

Glasnik: What are the company's development plans in the post-pandemic period?

R. Bulatović: In the period so far, before the pandemic, we managed to complete one of important goals in achieving our mission and vision. We built the necessary infrastructure for further growth of the company and thus made the realization of future development plans easier.

Certainly one of the important activities, for which we have planned significant spatial capacities through the constructed facilities, is the training and education of employees and creating opportunities for new learning and improving knowledge, both of our employees and all those who show interest in specialization in the range of our economic activities. We are simply aware of the necessity to develop programs and plans for future directions of development very carefully, while striving to keep being as successful as before.

One of TIMING main goals is to remain stable and successful company and improve its business. This advancement should be accompanied by creation of opportunities for every employee, who has a fair attitude towards work, to be able to recognize oneself and be professional, and at the same time forget about his/her and his/her family' existential problems, i.e. having a privilege of being part of the TIMING team.

