

Montenegro Experts
Hospitality · Culinary · Wine

COMPANY PROFILE 2026/27

Preparing Montenegro's hospitality businesses for the European Union.

Hotel consulting for independent properties. Montenegrin roots, four decades of hotel management inside the EU single market, and one goal: hotels, restaurants and wineries in Montenegro that meet European standards, earn their money all year and are ready for accession.

7
consulting programmes, from the first analysis to the trained team

3
working languages: Montenegrin, English, German

40+
years of hotel management and wine trade experience in Europe

AT A GLANCE

Who we are and what we do

OUR ROLE IN ONE SENTENCE

Montenegro Experts Hospitality Consulting is the operational hotel consultancy for independent properties in Montenegro. We provide the basis for decisions before an owner sells, invests, applies for a loan or changes the business model, we support implementation inside the property, and we train management and staff so that the results last. On Montenegro's way into the European Union we help the hospitality sector meet European standards in good time.

We were founded in 2026 by Ljubo Vuljaj, born in Montenegro, certified sommelier and in the wine trade since 2000, and Michael Gehring, who managed hotels in Switzerland, Austria and Germany from 1981 and today works as a hotel mentor. A Business Development Manager in Podgorica is our first point of contact in the country. We work with private hotels, guesthouses, restaurants, konobas, wineries, investors and public institutions.

DECIDE

A clear basis for decisions

Analyses with figures, sources and a ranked plan. Before investment, financing, takeover, sale or a new category.

IMPLEMENT

Support inside the property

Rates, distribution, kitchen, wine, service and EU standards. We stay until the change works in daily operation.

TRAIN

People who carry it

The Academy trains managers and staff in one-day modules, in the property or in joint courses for several businesses.

1981
start of Michael Gehring's hotel career; turnarounds, openings and year-round operation

2000
start of Ljubo Vuljaj's career in the wine trade; teacher, examiner, sommelier

Podgorica
Business Development Manager on the ground, Montenegrin and English

Fixed price
agreed in writing before any work starts; first meeting free of charge

Independent
no brokerage, no commissions from suppliers, no hidden interests

15.4m
overnight stays in Montenegro in 2025 analysed in our Destination Report

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THE MARKET

Montenegro's hospitality sector at a turning point

Few countries in Europe depend as much on tourism as Montenegro. Demand is strong and keeps growing. The challenge lies elsewhere: in the length of the season, in the use of hotel beds, in the availability of skilled staff and in the professional management of hundreds of small and medium-sized family businesses.

15.4m
overnight stays in 2025, 95.8 percent from abroad

+9.0%
overnight stays January to September 2026 compared with the previous year

28%
average annual occupancy of hotel beds in 2025

66%
of all overnight stays are spent in private accommodation, not in hotels

SIX STRUCTURAL CHALLENGES WE SEE

01 A short season
In Ulcinj 96 percent and in Bar 93 percent of hotel nights fall between May and October. July and August alone bring more than half of the year. Beds stand empty for seven months.

02 Underused hotel capacity
Montenegro has 51,454 hotel beds in 458 establishments, 64 percent of them in the four and five star category. Over the year, coastal hotel beds are only 18 to 33 percent occupied.

03 Skilled staff
Four months of full work and eight months without income: seasonal employment makes it hard to keep good people. Service quality and reviews suffer first.

04 A missing middle
International luxury brands are present. The broad, well-run, independent three and four star segment that carries tourism in Austria and Switzerland is still thin.

05 Grey and private supply
Holiday flats grow faster than hotels. For the state this means lower tax revenue and less control over quality; for hotels it means price pressure.

06 New rules ahead
EU accession brings standards for food safety, employment, consumer protection, energy and environment. For many family businesses this is a significant workload.

The gap we close. Investment advice, real estate brokerage and legal services are well represented in Montenegro. What is missing is operational hotel consulting with management experience: someone who sits with the owner, reads the figures, works with the kitchen and the team, and stays until the result shows in the books.

Source: own analysis by Montenegro Experts Hospitality Consulting based on official figures of the statistical office MONSTAT (Release 27-2/2026, monthly databases as of 28 October 2026, tourist capacity 2024). Published in full in the Montenegro Destination Report 2026/27. All information without guarantee.

MONTENEGRO DESTINATION REPORT 2026/27

Our own analysis of the official figures



In November 2026 we published the Montenegro Destination Report 2026/27: an independent evaluation of the official MONSTAT figures for the nine destinations that the statistical office reports separately month by month. Six on the coast, the capital and two mountain resorts. It is free of charge and available in Montenegrin, English and German.

- 12 pages with scorecard, destination profiles and clear recommendations for hoteliers, municipalities and investors
- Occupancy of hotel beds over the year and in the season, length of stay, source markets, development since 2019
- To our knowledge currently the only freely available analysis at destination level based on official figures
- Sent to national and local media, the news agency MINA, the Chamber of Economy, the hotel association, local tourism organisations and our newsletter readers

SIX KEY FINDINGS

01 2026 will be a strong year
14.8 million overnight stays from January to September, +9.0 percent. June, July and September were the strongest of their kind on record.

02 Hotel beds are often empty
Over the year coastal hotel beds are only 18 to 33 percent occupied, 28 percent nationwide. The demand is concentrated in a few weeks.

03 Five months carry the year
In Ulcinj 96 percent of hotel nights fall between May and October, in Bar 93 percent. Only Kolašin and Podgorica are filled all year.

04 Kotor doubles, Ulcinj stands still
Kotor has grown its hotel nights by 94 percent since 2019. Ulcinj has lost almost a third of its nights including private rooms.

05 Source markets shift fast
In 2026 Poland grows by 39 percent and Germany by 20 percent, Turkey falls by 34 percent. Serbia and Russia remain the largest markets.

06 Holiday flats grow faster
Two out of three nights are spent in private accommodation. Hotels grow by 4.4 percent, the country as a whole by 9.0 percent.

Why we publish it. Good decisions in tourism need good data. The report gives hoteliers, municipalities and investors a common basis, and it shows how we work: with official figures, sources and recommendations that can be implemented. A new edition follows every year.

Free download: montenegroexperts.me/en/destination-report
Scan the QR code. Versions in Montenegrin and German are available on the same page.

Data basis: MONSTAT Release 27-2/2026, monthly databases as of 28 October 2026, tourist capacity 2024, Census 2023. Analysis and recommendations: Montenegro Experts Hospitality Consulting. Not a MONSTAT publication. All information without guarantee.

MONTENEGRO'S EUROPEAN PATH

From EU negotiation chapters to everyday hotel practice

The accession negotiations are conducted in Brussels and Podgorica. Whether they succeed in tourism is decided at the reception desk, in the kitchen and in the books of several hundred independent businesses. Our work begins where the acquis reaches the individual property. We have managed hotels inside the European single market for four decades and know what these rules mean in practice.

NEGOTIATION CHAPTER	WHAT IT MEANS FOR A HOTEL OR RESTAURANT	HOW WE HELP
Chapter 12 Food safety, veterinary and phytosanitary policy	HACCP in every kitchen, the 14 allergens on every menu, documented cold chain and traceability.	Checklists, in-house workshops on hygiene and allergens, documents for daily work in three languages (programme 04).
Chapter 19 Social policy and employment	Written contracts before the first working day, rest periods, working time records, equal treatment.	Staff planning, contract and rota routines, year-round positions that keep skilled people in the country (programmes 02, 04, 07).
Chapter 28 Consumer and health protection	Final prices including tourist tax, transparent booking conditions, clear handling of complaints.	Rate structures and price display, service standards for complaints (programmes 02, 03).
Chapter 15 Energy	Energy efficiency becomes a cost and a reputation factor; old buildings and heating systems become a risk.	Selecting measures, economic calculation, Eko-fond application with authorised engineering firms (programme 05).
Chapter 27 Environment and climate change	Waste, water and emissions; tour operators increasingly ask for proof of sustainability.	Integrating environmental measures into investment plans and funding applications (programmes 05, 06).
Chapter 20 Enterprise and industrial policy	Small and medium-sized businesses must become more productive and bankable.	Key figures, business plans and management routines that banks and investors understand (programmes 01, 02, 06).
Chapters 11 and 22 Agriculture and rural development, regional policy	IPARD and later EU structural funds only reach businesses with sound, bankable projects.	Funding checks, investment plans and complete applications; support until payout (programme 05).
Chapter 26 Education and culture	The sector needs trained managers and a modern vocational training culture.	The Academy for leadership and team, cooperation with vocational schools (programme 07).

Starting early pays twice. Businesses that adapt now spread the effort over several seasons and link the obligations with investments that are due anyway. This is how EU accession becomes an advantage for the individual property rather than a burden shortly before the deadline.

MONTENEGRO'S EUROPEAN PATH

An accession programme for the hospitality sector

The government's stated goal is to close the negotiations by the end of 2026 and to join the European Union in 2028. For tourism, the most important sector of the economy, this leaves two to three seasons. In this time several hundred independent businesses must adapt to rules that their competitors in Croatia, Italy and Greece have applied for years. We offer to accompany this step, business by business, as a structured programme.

WHAT CHANGES FOR A HOTEL WITH ACCESSION

01 Competition in the single market

Montenegrin hotels compete under the same rules as their neighbours on the Adriatic. Quality, price and service are compared directly.

02 Free movement of workers

Skilled staff can move to EU countries more easily. Keeping good people becomes a question of survival; at the same time recruiting from the EU becomes possible.

03 Access to EU funds

Structural and cohesion funds are many times larger than pre-accession aid. They reach only businesses with sound, documented and bankable projects.

04 Guests and tour operators

European consumer law, package travel rules and transparent prices apply. Tour operators audit their partner hotels against European standards.

05 Food, labelling, origin

HACCP, allergen information and traceability become routine. Protected designations of origin open new markets for regional wine, cheese, ham and olive oil.

06 Energy and environment

Energy efficiency, waste and water management become legal duties and a cost factor; funding programmes reward early movers.

FOUR STEPS TO READINESS, 2026 TO 2028

	STEP	WHAT HAPPENS	RESULT FOR THE BUSINESS
1	**Readiness check** winter 2026/27	Standardised check of kitchen, staff, prices, energy, documentation and management figures against the coming EU rules.	A priority list: what is mandatory, what is urgent, what can wait.
2	**Plan and financing** 2027	Investment and action plan, linked with funding from Eko-fond, the development bank, EBRD lines and IPARD.	Applications submitted; investments that serve both the obligation and the business.
3	**Implementation and training** seasons 2027 and 2028	Standards introduced in daily operation; Academy modules for management and staff in Montenegrin.	A team that applies the rules as a matter of course, even after staff changes.
4	**Proof and visibility** before accession	Documentation for authorities, tour operators and banks; follow-up check after one season.	A business that can show it meets European standards and is ready for EU funds.

OUR OFFER TO MONTENEGRO'S INSTITUTIONS

We can run this programme as a sector initiative for 50 to 100 independent hotels, restaurants and wineries per year, in cooperation with ministries, the Chamber of Economy and local tourism organisations. Progress is measurable: businesses checked, applications submitted and approved, staff trained, months of operation gained. Results are reported regularly and published as a guide for the whole sector.

HOW WE WORK

Eight principles that guide every assignment

We do not write reports that end up in a drawer. Our measure of success is the result in the property: higher occupancy outside July and August, better rates, a stable team and a business that a bank takes seriously.

01 The operator's view

We look at a property the way a guest, a buyer and a bank adviser would. Our recommendations come from decades of running hotels, not from theory.

02 Evidence first

Every figure carries its source and date. We work with official MONSTAT data, the property's own figures and what guests write in their reviews.

03 Fixed price, agreed in advance

Every assignment starts with a written offer at a fixed price. The first meeting of 45 minutes is free and without obligation.

04 Implementation, not just advice

We stay with the owner and the team until the change works: rates in the system, standards in daily service, an application submitted.

05 Three languages

Montenegrin, English and German. Owners, staff, banks and foreign investors each receive what they need in their own language.

06 Food, wine and hotel from one source

Kitchen, wine and service decide reviews and revenue. That is why a sommelier and a hotel manager work together on every assignment.

07 Training so that results last

Every programme can be linked with the Academy. What has been put in place stays when the team changes.

08 Clear boundaries

Legal, tax and building questions are handled by licensed firms in Montenegro. We coordinate with them, we do not replace them.

> **What we do not do.** We do not broker real estate, do not take commissions from suppliers or banks and do not issue market value appraisals. Our fee is independent of purchase price, loan amount or sale outcome. This keeps our advice free of interests other than those of our client.

OUR PROGRAMMES

Seven programmes at a glance

Each programme answers a concrete situation an owner, investor or manager faces. They can be booked individually or combined.

	PROGRAMME	TYPICAL SITUATION	LEAD
01	**Operational analysis**	I want to know where my property stands. The categorisation commission is coming.	Michael Gehring
02	**Year-round revenue**	Too many bookings through portals, rates by gut feeling, we close too early.	Michael Gehring
03	**Food, wine and service**	Restaurant, wine list or service should get better.	Ljubo Vuljaj
04	**Team and EU standards**	New rules for kitchen, staff and prices; many new staff every season.	both
05	**Funding and finance**	An investment is coming up. Is there funding, and what does the bank need?	Michael Gehring
06	**Purchase, opening and sale**	Purchase, new build, takeover, sale or handover to the next generation.	Michael Gehring
07	**Academy for leadership and team**	Keep good people, train management and staff.	both

Two kinds of programmes. The operational analysis (01) is the diagnosis: one look at the whole property at one point in time. Programmes 02 to 05 each work on one lever and support implementation over weeks or months. Programme 06 accompanies a change of ownership. The Academy (07) trains management and team on an ongoing basis, on its own or alongside any other programme.

HOW AN ASSIGNMENT RUNS

1 First contact
directly or through our Business Development Manager in Podgorica

2 First meeting
45 minutes, free, with Ljubo Vuljaj and Michael Gehring

3 Offer
in writing, at a fixed price

4 Analysis
documents, figures and a visit, from the guest's point of view

5 Plan
order, cost, impact and funding options

6 Implementation
support for owner and team until it works

PROGRAMMES 01 AND 02

Diagnosis and revenue

01 Operational analysis

A clear outside view of the property. With figures, sources and a plan.

The diagnosis: the property as an experienced guest, buyer and bank adviser would see it. A report at one point in time that shows where it pays to start.

WHO IT IS FOR

- Hotels, guesthouses and apartment buildings
- Owners who want an independent second opinion
- Properties before investment, handover or a new season
- Properties before a categorisation visit

WHAT WE DELIVER

- Report in eight chapters: location, market and competition, price, reviews and category, distribution, food and wine, potential and next steps
- Check against the national categorisation rules, on request standard by standard with an on-site inspection
- Measures ranked by order, cost and impact, with matching funding options
- Every figure with source and date, in Montenegrin, English or German

Result: The owner decides on facts and knows which measure pays off first.

02 Year-round revenue

Better rates, more direct bookings, more months open.

Rates, distribution and season length belong together: whoever opens longer needs their own guests, and whoever has their own guests pays less commission to portals.

WHO IT IS FOR

- Hotels with a high share of portal bookings
- Properties that set rates by gut feeling
- Seasonal businesses that want to open earlier or close later
- Owners who want to keep good staff all year

WHAT WE DELIVER

- Key figures check: costs, monthly result, occupancy, average rate, RevPAR
- Rate strategy by season, demand and length of stay; channel mix and direct sales
- Monthly calculation: from when opening pays off
- Offers for the shoulder months with wine, cuisine, nature, seminars and groups
- Concept for year-round positions

Result: Higher revenue on the same fixed costs, fewer commissions, a more stable team.

PROGRAMMES 03 AND 04

The table, the team and EU standards

03 Food, wine and service

Montenegro on the plate and in the glass. And service that brings guests back.

In Montenegro the kitchen is often the strongest part of a property, yet barely visible at booking. We turn it into a coherent concept and a service that does not depend on the mood of the day.

WHO IT IS FOR

- Hotel restaurants, restaurants and konobas
- Wineries and tasting rooms
- Properties whose reviews for service or food are slipping
- Teams that come together anew each season

WHAT WE DELIVER

- Wine list by cuisine, region and price level, with Montenegrin varieties such as Vranac, Krstač and Žižak
- Service check from the guest's point of view, written service standards
- Selling at the table without pressure; training during live service, also in Montenegrin
- F&B concept, menu and food cost; links to regional wineries
- Follow-up check after six to eight weeks

Result: Higher spend per guest, a distinct profile in reviews, local producers in the value chain.

04 Team and EU standards

Prepare today for what EU accession brings. With a team that pulls together.

EU accession brings rules for kitchen, staff and prices. Starting early spreads the effort and links the obligations with investments that are due anyway.

WHO IT IS FOR

- Hotels and restaurants with kitchen and staff
- Managers and heads of department
- Owners who are planning investments
- Businesses with many new staff each season

WHAT WE DELIVER

- Checklist with priorities for kitchen, staff and prices
- HACCP and the 14 allergens; rest periods and written contracts
- Final prices including tourist tax
- One-day in-house workshops on hygiene, allergens and procedures
- Documents and checklists for daily work in three languages

Result: No time pressure before the deadline, more trust from guests, tour operators and investors.

PROGRAMMES 05 AND 06

Financing and change of ownership

05 Funding and finance

From funding check to payout. With a business plan that bank and funding body understand.

Montenegro offers grant and loan programmes for tourism and hospitality. Many small businesses do not use them because the application needs a plan they do not have. We prepare it.

WHO IT IS FOR

- Hotels, guesthouses, restaurants and konobas
- Wineries, olive oil mills and farms
- Owners and investors with concrete projects

WHAT WE DELIVER

- Funding check: suitable programmes, order, own contribution, possible amount
- Investment and business plan to the requirements of the development bank, a commercial bank or Eko-fond
- Energy audit with an authorised engineering firm where required
- Complete application and support at the bank meeting
- Tendering, interim reports and final accounts

Result: Programmes that would otherwise be missed are used, with one contact for the whole way.

06 Purchase, opening and sale

Hotel projects from the operator's point of view. Before buying, before opening, before selling.

A hotel is a running business, not only a building. Whether someone buys, opens or sells, the questions are the same: does it keep its guests, can it find staff, does it earn outside the summer?

WHO IT IS FOR

- Investors before buying a hotel or new-build project
- Developers and owners in the build-up phase
- New owners after a takeover
- Family businesses before a sale or handover

WHAT WE DELIVER

- Purchase check: location, demand, category, building condition, figures of recent years
- Revenue in three scenarios, from summer to year-round operation
- Pre-opening from the space programme to opening day: concept, team, rates, distribution
- Sale readiness analysis and exposé in German and English, only with the owner's approval

Result: Investment decisions backed by operator experience; a fixed fee, independent of price or outcome.

PROGRAMME 07

Skills that stay in the country

07 Academy for leadership and team

Training for managers and staff. So that what has been put in place stays.

The biggest bottleneck of the hotel industry in Montenegro is people. The Academy trains managers and staff in one-day modules, in the property or together with other businesses, in Montenegrin, English and German.

WHO IT IS FOR

- Owners and directors who want to strengthen their management
- Heads of reception, kitchen, service and housekeeping
- Seasonal teams that must come together quickly
- Staff who want to stay and move up

WHAT WE DELIVER

- Leadership: finding, keeping and leading staff, onboarding, returning-staff models
- Key figures every head of department should know; direct sales and AI in daily work
- Service quality with mixed teams; wine and recommendation at the table
- Hygiene, allergens and procedures to EU standard
- Handout and certificate of attendance for every participant

Result: Good people stay longer, standards hold after staff changes, managers onboard new staff themselves.

ACADEMY MODULES 2026/27

	MODULE	CONTENT	FOR
L1	**Finding and keeping people**	Employer presence, onboarding, models for returning seasonal staff, year-round positions	Managers
L2	**Leading mixed and seasonal teams**	Clear routines, briefings, feedback, leading across languages and cultures	Managers
L3	**Key figures for heads of department**	Occupancy, average rate, RevPAR, food cost, staff cost: what to read and what to do	Managers
L4	**Direct sales and AI in daily work**	Website, booking engine, guest communication, sensible use of AI tools	Managers
L5	**Year-round operation**	What a longer season means for team, planning, purchasing and offers	Owners, managers
S1	**Service from welcome to farewell**	Standards with mixed teams, the guest's point of view, small gestures with big effect	Staff
S2	**Wine and recommendation at the table**	Montenegrin varieties, wine service, recommending without pressure	Staff
S3	**Guests with complaints**	Stay calm, solve, follow up; turning a complaint into a returning guest	Staff
S4	**Hygiene, allergens and procedures**	HACCP and the 14 allergens to EU standard, in daily practice	Staff

Format. One day per module, in the property or as a joint course for several businesses. Before the season as a starter pack (March to May), in the low season for deeper learning (November to February). In Montenegrin, English or German, with handout and certificate of attendance.

FUNDING AND FINANCE

Turning available money into real projects

Grant and loan programmes for tourism exist in Montenegro. What often fails is the step in between: a small family business rarely has an investment plan, a business plan or the time to complete an application. Every euro that is not called up is an investment that does not happen. We close this gap for individual businesses and thereby strengthen the country's ability to absorb pre-accession and later EU funds.

PROGRAMME	KEY FACTS (AS OF NOVEMBER 2026)	OUR ROLE
Eko-fond: energy efficiency in hotels	Grant up to 70 percent, at most EUR 50,000 per hotel, at least 30 percent own contribution, budget EUR 500,000. Around EUR 2.2 million already awarded to 15 hotels. The call for hotels has not yet been published.	Selecting measures, economic calculation, application, coordination with qualified contractors, support through the twelve-month implementation.
Investment and Development Fund (Razvojna banka)	Tourism loans, direct at 5.40 percent; 4.90 percent in the north and in less developed municipalities. Credit line running until 31 December 2026.	Investment and business plan in the format the bank requires; preparation of the bank meeting.
EBRD lines through commercial banks	Go Green: 10 percent of the loan as an incentive, 15 percent for renewable energy (for example through CKB and NLB). Go Digital for digital investments.	Linking energy and digital measures with the loan; documentation for the bank.
IPARD III	Sub-measure 7.1 for supplementary rural accommodation on registered farms, not for hotels; next call planned for Q4 2026. Consulting costs from Austria are recognised as general costs according to the managing authority.	Eligibility check, business plan, application for farms, wineries and rural guesthouses.
Further programmes	Tourism ministry programme 2026, Interreg South Adriatic and municipal support schemes.	Funding check: which programme fits which project and in which order.

WHAT THIS MEANS FOR MONTENEGRO

More funds called up

Projects reach the bank and the funding body in a form that can be approved.

Better projects

Every investment is checked against the market, the season and the operating figures before it is built.

Year-round operation

We favour measures that extend the season, in line with the preference of current programmes.

Transparency

Figures with sources, fixed fees, no commission on loans or grants.

Figures checked against primary sources on 28 October 2026 (Eko-fond public call id 192, EU Delegation, Investment and Development Fund PRG-26-7, IPARD managing authority, letter of 26 October 2026). Dates of future calls are planned dates and may change. No legal or tax advice.

KNOWLEDGE AND MARKET ACCESS

Knowledge for the whole sector

We publish what we learn. Hoteliers, municipalities, journalists and investors can use our analyses free of charge. This is how we build trust before the first assignment, and it is our contribution to a sector that makes decisions on better data.

Montenegro Destination Report 2026/27
Nine destinations, official MONSTAT figures, occupancy, seasonality, source markets and recommendations. To our knowledge currently the only freely available analysis at destination level based on official figures. Published in Montenegrin, English and German in November 2026.

Market Brief
Every two weeks in English and German: news on investment, hotel projects, funding calls and legislation in Montenegro's hospitality sector, for owners and investors.

Guides for owners
Practical guides, for example on the Eko-fond energy efficiency programme for hotels, in three languages and free to download.

montenegroexperts.me
Website in Montenegrin, English and German with articles on revenue management, pre-opening, year-round operation and the Montenegrin wine and food culture.

A BRIDGE TO THE GERMAN-SPEAKING MARKETS

Germany, Austria and Switzerland are among Europe's most reliable and highest-spending travel markets, and they travel outside the peak season as well. German overnight stays in Montenegro grew by almost 20 percent in 2026. We know these guests, their expectations of quality and value, and the tour operators, media and investors in the region. We bring this knowledge to Montenegrin businesses, and we explain Montenegro to partners in Vienna, Munich and Zurich.

700,862	**+19.7%**	**+38.6%**	**5 cities**
German overnight stays January to September 2026	growth of the German market compared with 2025	Poland, the fastest growing source market in 2026	Graz · Vienna · Munich · Zurich · Podgorica: where our network works

Source: MONSTAT, all accommodation, January to September 2026, provisional figures; own analysis.

OUR FIRST YEAR IN FIGURES AND STEPS

August 2026	Montenegro Experts Hospitality Consulting founded; montenegroexperts.me online in Montenegrin, English and German
September 2026	Guide for hoteliers on the Eko-fond energy efficiency programme, in three languages and free of charge
October 2026	Eligibility of consulting costs clarified in writing with the IPARD managing authority; funding figures checked against primary sources
November 2026	Montenegro Destination Report 2026/27 published in three languages and sent to media, associations and tourism organisations
November 2026	Seven consulting programmes and the Academy for leadership and team ready for the 2027 season
2027	First assignments, Academy courses before the season start, second edition of the Destination Report

THE TEAM

Two careers, one team on the ground

Ljubo Vuljaj brings the country, the language and the cuisine. Michael Gehring brings the figures, the structure and the leadership. On every assignment both work together, supported by our Business Development Manager in Podgorica.



FOOD AND WINE

Ljubo Vuljaj

Born in Montenegro, certified sommelier, in the wine trade since 2000. Teacher of restaurant service at the vocational school in Bad Gleichenberg (Austria), examiner at sommelier exams, formerly head of the Styrian regional wine shop in St. Anna am Aigen. Runs the agency Weingutmarketing, which supports wineries in marketing and sales.

Ljubo connects Montenegrin hospitality with European standards of wine and service, in Montenegrin, German and English.



HOTELS AND STRATEGY

Michael Gehring

Hotel mentor. For more than forty years, from 1981, he managed hotels in Switzerland, Austria and Germany, many of them as general manager: leisure, conference and boutique hotels, seasonal and year-round, from opening to turnaround. Today he runs the hotel consultancy HotelSuccess and advises owners in the German-speaking countries and in Montenegro.

His focus: figures that guide decisions, year-round operation, pre-opening and leadership of teams.

Montenegro Experts
Hospitality · Culinary · Wine

YOUR CONTACT IN MONTENEGRO

Business Development Manager, Podgorica

First point of contact in the country. Knows the local market, takes up requests from businesses and institutions and arranges the first meeting with Ljubo Vuljaj and Michael Gehring. Montenegrin and English. business@montenegroexperts.me

Our network. For legal, tax and building matters we work with licensed firms in Montenegro, for energy audits with authorised engineering firms. Behind us stand the hotel consultancy HotelSuccess and its partners in Austria, Germany and Switzerland, and the wine and food network of Weingutmarketing.

COOPERATION

Where we can contribute together with public institutions

Many of the challenges described here cannot be solved by one business alone. We would be glad to place our experience at the service of Montenegro's institutions. The following proposals are starting points for a conversation, each one feasible as a pilot within one season.

1 **Pilot: the year-round hotel**

Five to ten hotels in one coastal destination work together for one year on opening longer: rates, offers for the shoulder months, staff and costs. The results are published as a guide for the whole sector.

POSSIBLE PARTNERS: Ministry of Tourism, local tourism organisation, municipality

2 **EU readiness check for small hotels**

A short, standardised check of kitchen, staff, prices and energy against the coming EU rules, with a priority list for every business. Feasible for dozens of properties per season.

POSSIBLE PARTNERS: Ministry of Tourism, Chamber of Economy, hotel association

3 **Hospitality Academy with vocational schools**

One-day modules for managers and staff, train-the-trainer for teachers, practical training in real properties. In Montenegrin, with European standards.

POSSIBLE PARTNERS: Ministry of Education, vocational schools, Chamber of Economy

4 **Funding clinics**

Consultation days in the regions where owners bring their project and leave with a funding check and the next steps. More applications that can be approved.

POSSIBLE PARTNERS: Investment and Development Fund, Eko-fond, EU Delegation

5 **Destination data for decisions**

Our Destination Report as an annual analysis for municipalities and tourism organisations: occupancy, seasonality, source markets and recommendations based on official figures.

POSSIBLE PARTNERS: Local tourism organisations, National Tourism Organisation, MONSTAT

6 **Bridge to Austria, Germany and Switzerland**

Know-how transfer, contacts to investors, tour operators and media in the German-speaking region, study visits to year-round destinations in the Alps.

POSSIBLE PARTNERS: Embassies, chambers of commerce, investor councils

> We are convinced that Montenegro's hospitality sector can become one of the strongest in the region, with year-round jobs, local products in the value chain and family businesses that hold their own in the European single market. We would like to contribute to this, together with those who have prepared the country's path to Europe.

Montenegro Experts
Hospitality · Culinary · Wine

CONTACT

We look forward to the conversation.

A first meeting of 45 minutes is free of charge and without obligation. We are happy to meet in Podgorica, in Vienna or online.

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