SERVICE PORTFOLIO 2026

We make hotels in Montenegro fit for the future.

Hotel strategy, food and wine from one source, in three languages.



Montenegro Experts combines Montenegrin roots and sommelier experience (Ljubo Vuljaj) with more than 40 years of running hotels in Switzerland, Austria and Germany (Michael Gehring). We work with private hotels, restaurants, konobas, wineries and investors, hands-on, backed by evidence and at a fixed price, and we train management and staff.

SEVEN PROGRAMMES

01 Operational analysis
A clear outside view of your property. With figures, sources and a plan.

02 Year-round revenue
Better rates, more direct bookings, more months open.

03 Food, wine and service
Montenegro on the plate and in the glass. And service that brings guests back.

04 Team and EU standards
Prepare today for what EU accession brings. With a team that pulls together.

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

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

07 Academy for leadership and team
Training for managers and staff. So that what has been put in place stays.

HOW WE WORK

1 First contact
Directly with us or through our Business Development Manager in Podgorica

2 First meeting
45 minutes, free and without obligation, with Ljubo Vuljaj and Michael Gehring

3 Offer
in writing, fixed price before we start

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

5 Plan
order, cost, impact, funding options

6 Implementation
support for owner and team

YOUR CONTACTS



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Michael Gehring
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YOUR CONTACTS

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. You can reach us directly or through our Business Development Manager in Podgorica. On every programme, all three of us are there for you.



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, examiner for sommelier exams, formerly head of the Styrian regional wine shop in St. Anna am Aigen. Runs the agency Weingutmarketing.

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HOTELS AND STRATEGY

Michael Gehring

More than 40 years of hotel management since 1981, in Switzerland, Austria and Germany, from opening to turnaround. Leisure, conference and boutique hotels, seasonal and year-round operation. Runs the hotel consultancy HotelSuccess.

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YOUR CONTACT IN PODGORICA

Business Development Manager

Your first contact in Montenegro. Knows the local market, takes up your request and arranges the first meeting with Ljubo Vuljaj and Michael Gehring. Montenegrin and English.

WHICH PROGRAMME FITS YOUR SITUATION?

YOUR SITUATION	PROGRAMME
I want to know where my property stands	**01 Operational analysis**
The commission is coming, a renovation is finished	**01 Operational analysis, category deep dive**
Too many bookings through portals, rates set by gut feeling	**02 Year-round revenue**
We close too early, good people leave every year	**02 Year-round revenue**
Restaurant, wine list or service should get better	**03 Food, wine and service**
New teams, EU rules for kitchen, staff and prices	**04 Team and EU standards**
An investment is coming up, is there funding?	**05 Funding and finance**
Purchase, new build, takeover, sale or handover	**06 Purchase, opening and sale**
Keep good people, train management and team	**07 Academy for leadership and team**

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

PROGRAMME 01

01 Operational analysis

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

Owners who know exactly where their property stands today invest more precisely. The operational analysis describes your property the way an experienced guest, buyer and bank adviser would see it. It is the diagnosis: 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
- Businesses before investments, handovers or a new season
- Properties before a re-assessment or upgrade of their category

YOUR BENEFIT

- You decide on the basis of facts, not gut feeling
- You see which measure pays off first
- No surprises when the commission visits
- A basis for bank, funding body or family

WHAT WE DELIVER

- Report with eight chapters: the property at a glance, summary for owners, location, market and competition, price, reviews and category, distribution and visibility, food and wine, potential and next steps
- Check against the national categorisation for every property
- Measures ranked by order, cost and impact
- Every figure with source and date, on request in Montenegrin, German or English

Category deep dive. If the commission is due or a renovation is complete, we also check all mandatory and optional standards of the national categorisation, standard by standard, with an on-site inspection. You receive an investment list by cost and priority and the matching funding options. This deep dive can also be booked on its own.

HOW IT WORKS

1 First contact
Directly with us or through our Business Development Manager in Podgorica

2 First meeting
45 minutes, free and without obligation, with Ljubo Vuljaj and Michael Gehring

3 Fixed-price offer

4 Review documents and figures

5 Analysis remotely or on site

6 Report and discussion

How this programme differs. The operational analysis looks once at the whole property and shows where the biggest lever is. Programmes 02 to 05 then work on one lever and stay with you through implementation.

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PROGRAMME 02

02 Year-round revenue

Better rates, more direct bookings, more months open.

Good properties deserve good rates. And they deserve to earn in May and October too. Today July and August bring more than 40 percent of overnight stays. We work on rates, distribution and season length together, because the three are linked: if you open longer, you need your own guests, and if you have your own guests, you pay less commission.

WHO IT IS FOR

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

YOUR BENEFIT

- Higher revenue at the same occupancy
- Less commission, more of your own guests
- More turnover on the same fixed costs
- A more stable team, less onboarding

WHAT WE DELIVER

- Key figures check: costs, monthly result, occupancy, average rate, RevPAR
- Rate strategy by season, demand and length of stay
- Channel mix: portals, website, tour operators, regular guests
- Direct sales: website, booking engine, offers, email, social media, AI tools used sensibly
- Monthly calculation: from when opening pays off
- Offers for the shoulder months with wine, cuisine, nature, seminars and groups, plus the sales plan
- Concept for year-round positions to retain skilled staff

HOW IT WORKS

1 First contact
Directly with us or through our Business Development Manager in Podgorica

2 First meeting
45 minutes, free and without obligation, with Ljubo Vuljaj and Michael Gehring

3 Fixed-price offer

4 Analyse figures and sales channels

5 Action plan with monthly calculation

6 Support implementation over one season

> **How this programme differs.** This is about one lever, revenue, and about implementation over months. The result is not a report but rates in the system, a website that sells, and a plan for the low season.

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PROGRAMME 03

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 it is barely visible at booking. We turn it into a coherent concept, a wine list with a regional profile and a service that does not depend on how individual staff feel on the day. The way leads through the table: we look at what the guest experiences today and work with the team during normal operation.

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 or come from several countries

YOUR BENEFIT

- Higher spend per guest in the restaurant
- A profile that stands out in reviews
- A team that enjoys recommending wine
- Consistent service, even when the team changes

WHAT WE DELIVER

Wine

- Wine list by cuisine, region and price level, with Montenegrin varieties such as Vranac, Krstač and Žižak
- Pricing per bottle and per glass, programme for wines by the glass
- Wine pairing for set menu and à la carte
- Purchasing and storage: quantities, temperature, rotation
- Links to wineries in the region, tastings for guests

Service

- Service check from the guest's point of view, from welcome to farewell, observed and documented
- Written service standards: greeting, recommendation, wine service at the table, handling complaints
- Selling at the table without pressure: aperitif, wine, dessert
- Training during live service, also in Montenegrin
- Follow-up check after six to eight weeks

Kitchen and concept

- F&B concept and positioning
- Menu and food cost
- Marketing for wineries and tasting rooms

HOW IT WORKS

1 First contact
Directly with us or through our Business Development Manager in Podgorica

2 First meeting
45 minutes, free and without obligation, with Ljubo Vuljaj and Michael Gehring

3 Fixed-price offer

4 Visit with service check and tasting

5 Concept, wine list and standards

6 In-house training and follow-up

How this programme differs. Programme 02 takes care of revenue in the room, programme 03 of revenue and experience at the table. The follow-up check after a few weeks is a fixed part, so that the standards hold in daily work.

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PROGRAMME 04

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. It is put in place with the team: in one-day workshops in your own property, in the staff's language.

WHO IT IS FOR

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

YOUR BENEFIT

- No time pressure shortly before the deadline
- More trust from guests, tour operators and investors
- Investments that work twice
- Uniform standards across the whole property

WHAT WE DELIVER

- Checklist with priorities for kitchen, staff and prices
- HACCP and the 14 allergens
- Rest periods and written contracts before the first working day
- Final prices including tourist tax
- Linking the necessary investments with suitable funding options
- One-day in-house workshops on hygiene, allergens and procedures
- Further topics for management and team through the Academy (programme 07)
- Documents and checklists for daily work, in German, English and Montenegrin

HOW IT WORKS

1 First contact
Directly with us or through our Business Development Manager in Podgorica

2 First meeting
45 minutes, free and without obligation, with Ljubo Vuljaj and Michael Gehring

3 Fixed-price offer

4 Assess the current state

5 Plan with priorities

6 On-site workshops and support

> **How this programme differs.** The workshops in this programme serve the EU obligations in your own property. Ongoing training in leadership, service, revenue and sales is offered by the Academy (07).

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PROGRAMME 05

05 Funding and finance

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

In 2026 Montenegro offers funding and loan programmes for tourism and hospitality. We find the right programmes, prepare the documents in the required format and support you until payout. After the funding check you decide freely whether to continue.

WHO IT IS FOR

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

YOUR BENEFIT

- You use programmes you would otherwise miss
- One contact for the whole way
- After the funding check you decide freely on the next step

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

Programmes, examples as of November 2026. Eko-fond energy efficiency for hotels (grant up to 70 percent, maximum EUR 50,000) · Development bank (Razvojna banka), tourism loans · EBRD lines Go Green and Go Digital · IPARD III · Tourism ministry programme 2026 · Interreg South Adriatic

HOW IT WORKS

1 First contact
Directly with us or through our Business Development Manager in Podgorica

2 First meeting
45 minutes, free and without obligation, with Ljubo Vuljaj and Michael Gehring

3 Funding check

4 Investment and business plan

5 Application and bank meeting

6 Support until payout

How this programme differs. Funding is often the occasion, not the goal. The investment plan builds on the operational analysis (01) or on the investment list from the category check, if available.

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PROGRAMME 06

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 property. Whether someone buys, opens or sells: the questions are the same. Does the property keep its guests, does the kitchen work, can you find staff, does the business earn outside the summer? We answer them with operator experience.

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
- Owners and family businesses before a sale or handover
- Agents who want to present a hotel as a running business

YOUR BENEFIT

- Secure investment decisions with operator experience
- A hotel that convinces in reviews and revenue from day one
- Faster sale with documented figures, answers to buyers' questions before they are asked
- Fixed fee, independent of purchase price and sale outcome

WHAT WE DELIVER

Buy and reposition

- Purchase check: location and demand, category and building condition, figures of recent years
- Revenue in three scenarios, from summer to year-round operation
- Repositioning after the takeover: positioning, longer season, figures for owner and bank
- Financing through the development bank

Open

- Pre-opening from the space programme to opening day
- Food and wine concept
- Team, service culture, rates and distribution

Sell

- Sale readiness analysis: confidential report on nine areas, it belongs to you alone
- Exposé in German and English, only after your approval
- Revenue plan in three scenarios: today's summer operation, extended season, year-round operation
- Your hotel presented the way buyers expect

HOW IT WORKS

1 First contact
Directly with us or through our Business Development Manager in Podgorica

2 First meeting
45 minutes, free and without obligation, with Ljubo Vuljaj and Michael Gehring

3 Fixed-price offer

4 Documents, analysis and site visit

5 Report, concept or exposé

6 Support as needed

How this programme differs. The sale readiness analysis uses the structure of the operational analysis but looks through the buyer's eyes and also delivers an exposé and revenue scenarios. No market value appraisal, no brokerage.

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PROGRAMME 07

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 staff. Finding, keeping and leading good people decides service, reviews and revenue. The Academy trains managers and staff, in one-day modules, in your own property or together with other businesses, in German, English and Montenegrin.

WHO IT IS FOR

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

YOUR BENEFIT

- Good people stay longer because they can develop
- The same standard across the whole team, even after changes
- Managers who can onboard new staff themselves
- What was put in place in programmes 01 to 06 holds in daily work

WHAT WE DELIVER

For managers

- Finding, keeping and leading staff: employer presence, onboarding, models for returning staff
- Price, quality and costs: key figures every head of department should know
- Direct sales and AI in the daily work of the property
- Year-round operation: what it means for team and planning

For staff

- Service quality with mixed teams, from welcome to farewell
- Wine and recommendation at the table, with Montenegrin varieties
- Guests with complaints: stay calm, solve, follow up
- Hygiene, allergens and procedures to EU standard

Format

- One-day modules, in-house or as a joint course for several businesses
- Before the season as a starter pack, in the low season for deeper learning
- Handout for every module, certificate of attendance for every participant
- On request three months of support afterwards

HOW IT WORKS

1 First contact
Directly with us or through our Business Development Manager in Podgorica

2 First meeting
45 minutes, free and without obligation, with Ljubo Vuljaj and Michael Gehring

3 Fixed-price offer

4 Clarify the team's needs

5 Modules in-house or in a joint course

6 Handout and follow-up

How this programme differs. Programme 04 prepares the property for the EU obligations. The Academy is ongoing training for management and team, season after season. Individual modules can be combined with any other programme.

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