

Official Report

Theme: Promotion and positioning of Montenegro as a Luxury Destination

Dates: 16–17 October 2025

Locations: One&Only Portonovi (Day 1) | Regent Porto Montenegro (Day 2)

Organizers: NGO Montenegro Luxury Association, Montaste doo

Main Strategic Partner: Ministry of Tourism of Montenegro

Institutional Partners: Tourism Organisation of Tivat, Ministry of Regional Investment Development and Cooperation with NGOs

Hosting Partners: One&Only Portonovi, Regent Porto Montenegro, Portonovi

Sponsors: Turkish Airlines, Lazure Hotel & Marina, Mamula Island by Banyan Tree, Akul Yachts, Milena Đurđić Designerwear

Production Partners: Yellow Events, Extraterrestre, Travel Twitch, Nemanja Studović

Supporting Partners: Ivana Milić art, Mille Bacci, New Page Congress Support

Media Partners: The Collection Magazine, Caffè Montenegro, Diplomacy & Commerce, Exclusive Magazin, WOW Montenegro

Additional Forum Contributors: Forbes Travel Guide, Quintessentially SEE, ICF Aviation & Tourism, National Tourism Organisation of Montenegro, Airports of Montenegro, Tourism organization of Kotor, Tourism organization of Herceg Novi, Porto Montenegro, The Chedi Luštica Bay, Maestral Resort & Casino, Heritage Grand Perast, Villa Geba, ICT Cortex, Talas M, Gray International, Financial Times, Porto Montenegro Studios, CMM Investment Consulting Group, Montenegro Properties, Square Portonovi, One Day Charter, Burevestnik Montenegro

INTRODUCTION

The Destination Excellence Forum 1.0 served as a two-day working platform uniting the public and private sectors under a shared vision: to generate actionable initiatives that deliver measurable results for Montenegro's positioning as a luxury destination of excellence.

Unlike traditional conferences, the Forum was designed as a **results-driven dialogue**, setting clear priorities, defining challenges, and forming working groups to ensure continuous implementation.

DAY 1 – CONFERENCE & WORKSHOP

One&Only Portonovi, 16 October 2025

Conference

Opened with welcome remarks by:

- **Ivana Bulatović**, Director General for EU Integration, International Funds and Digitalisation at the Ministry of Tourism of Montenegro (Main Strategic Partner)
- **Andreas Porias**, General Manager at the One&Only Portonovi
- **Stefan Stešević**, Founder and Director at the NGO Montenegro Luxury Association

Keynote speeches and panel discussions delivered by distinguished international and local experts:

- **Jared Harckham** (VP Managing Director at ICF Aviation, Travel & Tourism)
Flying in Style: Connectivity Development Designed for Luxury
- **Nina Lakičević** (CEO at Tivat Tourism Organisation)
Tivat Travel: Inspiring Collaborations for Destination Promotion
- **Isabel Tapp** (Founder & CEO at AllDetails, Boutique Luxury Communications, Luxury Tourism & Hospitality Advisor) – Strategic Branding and Marketing for Destinations
- **Katarina Larisa Ham** (Founder & CEO at Quintessentially SEE)
Captivate Affluent Travelers and Empower Communities
- Destination in Motion: Plans, Programs & Policies for Excellence
Ivana Bulatović (Director General at Ministry of Tourism), **Roko Tolić** (CEO at Airports of Montenegro) and **Jovan Ristić** (CEO at Tourism Organisation of Kotor.)
- **Megan Torrance** (Senior Vice President, Global Head of Learning & Development at Forbes Travel Guide)
– Quality Standards and Reputation in Luxury Hospitality
- **Yolanda Perdomo** (Global Tourism Strategist & Board Advisor)
Destination Development through Public-Private Collaboration

Conclusion of the Conference

The conference served as an educational and inspirational segment of the Forum, clearly defining the direction for the development of Montenegro's luxury tourism — one that values authenticity, service excellence, and meaningful collaboration between the public and private sectors.

Speakers and participants explored ways to strengthen destination branding, enhance international connectivity, and raise overall quality standards.

The key message was clear: true luxury extends beyond exclusive hotels — it lies in the complete experience of a well-organized, sustainable, and inspiring destination.

Workshop: “If There Were No Barriers”

The interactive workshop, moderated by **Yolanda Perdomo** and **Isabel Tapp**, with the support of **Ivana Bulatović**, brought together representatives of both the public and private sectors, divided into four mixed teams.

The purpose of the session was to inspire collaboration over competition — to encourage participants to think freely and creatively about how Montenegro’s luxury tourism could evolve if there were no limitations, institutional or competitive.

Each team was challenged to design a project that would meaningfully contribute to the development and positioning of Montenegro as a luxury destination.

Team 1 – “Montenegro All-in-One App”

An integrated digital platform that unites Montenegro’s north and south tourism offer under one virtual space, featuring the country’s top attractions, services, and experiences in a single, user-friendly interface. The app would help visitors easily explore Montenegro’s most authentic and luxurious offers.

Team 2 – “Authentic Montenegro: The United Luxury Brand”

A joint luxury branding concept for Boka Bay and Sveti Stefan, representing Montenegro through a unified national narrative. Focused on united promotion at specialized luxury travel fairs, in collaboration with local artists to create authentic storytelling campaigns that highlight Montenegro’s identity.

Team 3 – “Tivat Airport Water Terminal Activation”

Concept of revitalizing and fully activating the existing water terminal at Tivat Airport to establish a regular eco-friendly water transport route connecting the airport with luxury hotels and marinas across Boka Bay. The project combines functionality, sustainability, and transforms transportation into an experience.

✔ **This project was selected as the winning idea of the workshop.**

Team 4 – “Surprise Montenegro Experience”

Exclusive surprise travel itineraries: personalized luxury adventures where guests book an experience without knowing their full itinerary in advance. The goal was to connect local partners (hotels, restaurants, DMCs...) and curate hidden, authentic, and emotional experiences across both the coast and the north.

Although **Team 3** received the award for the best project, the initiative proposed by **Team 2** has already entered implementation through the newly formed **Luxury Destination Positioning Task Force**.

Conclusion of the Workshop

The workshop proved that when we turn towards one another, creativity flourishes, resources unite, and new value is created. Through collaboration and open dialogue, participants from public and private sectors demonstrated that Montenegro’s greatest potential lies in collective action: where ideas grow into projects, and cooperation transforms vision into reality.

DAY 2 – EXECUTIVE ROUNDTABLE DISCUSSION

Regent Porto Montenegro, 17 October 2025

Official Opening

- **Mirsada Bošnjak**, State Secretary at Ministry of Regional-Investment Development and Cooperation with NGOs
- **Stefan Stešević**, Founder & Director at NGO Montenegro Luxury Association
- **Olivera Blagojević**, Acting Director General, Directorate for Tourism Destination Development & Strategic Planning of Ministry of Tourism of Montenegro (Main Strategic Partner)

Their messages collectively emphasized that Montenegro's progress as a luxury destination depends on unity, shared vision, and active cooperation between the public and private sectors. The speakers highlighted that the path forward lies in harmonizing tourism development with a stable investment environment, sustainability, and clear strategic goals.

Moderator: Yolanda Perdomo, Global Tourism Strategist & Board Advisor

Structure of the Discussion

The roundtable was divided into three phases, each focused on transforming dialogue into action:

Phase 1: Mapping Key Challenges & Opportunities

Phase 2: Collaborative Ideas & Solutions

Phase 3: Action Plan & Implementation

The discussion was marked by openness, constructive dialogue, and a strong sense of partnership. Instead of criticism, participants focused on practical, forward-looking ideas and genuine cooperation, proving that progress comes when we work together towards shared goals.

*Key Challenges/Goals Mapped:

1. Creation of a **unified strategy for the promotion and positioning of Montenegro as a luxury destination.**
2. **Digitalization of tourism products, services, and processes** to improve efficiency and visibility.
3. Improvement of **taxi services, organization and professionalism** at Tivat and Podgorica airports.
4. Enhancement of **traffic flow and congestion management** through smarter seasonal logistics.
5. Development of **human resources, addressing workforce shortages and raising service quality** through continuous training and education.

Adopted Collaboration Framework and Action Plan

The Forum participants agreed to follow a goal-by-goal and bottom-up approach, ensuring that every action is grounded in private-sector insights and strengthened through institutional support.

Step 1: Establish the **Luxury Destination Positioning Task Force**, bringing together leading hotels and DMCs from Boka Bay and Sveti Stefan to align on goals, target markets, and buyer personas.

Step 2: Present and harmonize the proposed strategy with local tourism organizations.

Step 3: Submit a consolidated proposal to the National Tourism Organisation of Montenegro (NTOCG) and the Ministry of Tourism for inclusion in the national promotional framework.

Step 4: Begin implementation, gradually turning the agreed priorities into concrete, measurable results.

Signed Memorandums of Understanding

Within the Forum, Memorandums of Understanding were signed between the Tourism Organisation of Tivat, the Tourism Organisation of Kotor, the ICT Cortex Cluster, and on the other side the NGO Montenegro Luxury Association. These agreements officially confirm the shared commitment to continue joint efforts in the areas of digital transformation, destination promotion, and the sustainable development of Montenegro as a luxury destination of excellence.

Conclusion of the Roundtable Discussion

The Executive Roundtable concluded in a spirit of unity and determination. Participants left the Forum with a shared sense of accomplishment and a clear roadmap for future cooperation. This session demonstrated that honest and constructive dialogue between the public and private sectors can transform ideas into tangible actions and visible results.

The day concluded with a cocktail, celebrating not only the success of the Forum but also the beginning of a new chapter of collaboration and shared purpose.

DEF 1.0 Final Note

The Destination Excellence Forum 1.0 was more than an event — it was a turning point. It showed that Montenegro's true strength lies not only in its natural beauty, but in its people, their ideas, and their willingness to work together.

Let's build a brighter future for Montenegro, TOGETHER.

Podgorica, 29.10.2025.



Founder & CEO

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