

COMMERCIAL & PRICING VISIBILITY

Trends

- 1 Hotels increasingly justify price increases using inflation, but corporates are challenging this rationale.
- 2 Suppliers are reducing Last Room Availability (LRA) allocations in many markets.
- 3 Dynamic pricing is being pushed more aggressively, sometimes across entire brands.

Thinking points

- ☐ Have you mapped out your mix of fixed vs. dynamic rates for 2025–26?
- ☐ Do you track how inflation-linked increases compare to market averages?
- ☐ Have you reviewed whether shorter contracts or onboarding challenger properties could work in your markets?

TRAVELLER SAFETY & INCLUSIVITY

Trends

- 1 Many hotel programmes still prioritise rate discounts over safety and inclusivity criteria.
- 2 Female travellers, LGBTQ+ travellers, and those with visible/non-visible disabilities often face different risk profiles even in standard business destinations.
- 3 Accessibility desks and new tools are emerging from major TMCs to meet these needs.

Thinking points

- ☐ Do you request and capture information on basic safety standards (e.g., fire checks, secure entry, 24/7 reception)?
- ☐ Have you built in a process for travellers to feedback concerns, with escalation routes if needed?
- ☐ Are inclusivity and accessibility questions part of your RFP template?

PROGRAMME DESIGN, DATA & EMERGING AREAS

Trends

- 1 Meetings and transient travel sourcing are converging — giving some corporates more leverage.
- 2 Demand for lifestyle hotels and serviced apartments is growing as blended travel expands.
- 3 Sustainability criteria, from EV charging to evidence-backed questionnaires, are becoming baseline in Europe.

Thinking points

- ☐ Have you assessed whether combining meetings and transient spend would strengthen negotiations?
- ☐ Are lifestyle and long-stay accommodation options visible in your channels where demand exists?
- ☐ Do you have a simple process to capture sustainability responses and integrate them into selection?