



BUSINESS HOTEL BAROMETER

Observatory carried out by CDS Groupe
& MKG Consulting

APRIL 2024



SUMMARY

03 ANALYSIS OF THE MONTH

04 EUROPEAN CITIES FOR BUSINESS TRAVEL

08 EUROPEAN CITIES FOR BUSINESS TRAVEL – 3* Hotels

12 EUROPEAN CITIES FOR BUSINESS TRAVEL – 4* Hotels

16 EUROPEAN CITIES FOR BUSINESS TRAVEL – 5* Hotels

20 FRENCH CITIES FOR BUSINESS TRAVEL

24 FRENCH CITIES FOR BUSINESS TRAVEL – 2* Hotels

28 FRENCH CITIES FOR BUSINESS TRAVEL – 3* Hotels

32 FRENCH CITIES FOR BUSINESS TRAVEL – 4* Hotels

36 GERMAN CITIES FOR BUSINESS TRAVEL

40 GERMAN CITIES FOR BUSINESS TRAVEL – 3* Hotels

44 GERMAN CITIES FOR BUSINESS TRAVEL – 4* Hotels

48 GERMAN CITIES FOR BUSINESS TRAVEL – 5* Hotels

52 ITALIAN CITIES FOR BUSINESS TRAVEL

56 ITALIAN CITIES FOR BUSINESS TRAVEL – 3* Hotels

60 ITALIAN CITIES FOR BUSINESS TRAVEL – 4* Hotels

64 ITALIAN CITIES FOR BUSINESS TRAVEL – 5* Hotels

68 MAIN EUROPEAN AIRPORTS

72 METHODOLOGY

Monthly performance (APRIL 2023 compared to APRIL 2024)

If performances have declined in certain destinations, the fundamentals remain solid. Thus, Amsterdam loses 2 points of occupancy rate compared to March and Paris loses 3 points, but both still maintain an occupancy rate of 82% and 79% respectively. The hoteliers in these two destinations chose to stabilise their prices with decreases in ADR (average daily rate) including breakfast of 2% and 1%. These ADRs remain among the highest in the European business travel market. Paris, with a deeper market than Amsterdam, benefits from the attractiveness of its destination for both leisure and corporate clientele. The same goes for London, where the occupancy rate drops by 4 points but still holds at 75%.

Athens and Istanbul continue their strong progression with 12 and 13 points increase in occupancy rate. In parallel, hoteliers push ADRs by 8% and 37% for Istanbul. The Turkish city, in addition to the holiday period on several source markets and Ramadan, hosted several events in April.

Frankfurt remains the worst-off destination, unable to capitalise on leisure clientele unlike the other destinations in the panel.

Year to date performance

Year-to-date, all destinations show increases or stagnations in occupancy rate except Düsseldorf (-1 point to 60%) and Lisbon (-1 point to 69%). Over the first four months of the year, London (75%) and Paris (73%) have the highest occupancy rates. Athens shows the lowest occupancy rate (56%), though up by 4 points compared to the first four months of 2023.

In terms of average daily rates, hoteliers in Paris, followed by those in London and Barcelona, achieve the highest prices.

Performance by category

Among the 16 urban European destinations in the panel, 9 have average daily rates equal to or higher than €130 (including breakfast) for the 3-star category. In this segment, Istanbul shows the highest increase in ADR at +32% compared to April 2023.

For the 4-star category, the cities of Amsterdam, Barcelona, Brussels, Istanbul, London, and Paris exceed €190 in ADRs. Here too, Istanbul outperforms with a +26% increase in ADR. The same trend is seen in the 5-star category with a 24% increase in ADR. Barcelona also shows a significant increase in ADRs.

Airport Zone Performances

Slight decrease in occupancy for the destinations of London Heathrow (-2 points) and Paris Roissy (same). Contrary to the overall destination trend, the airport area of Frankfurt outperforms with a +10 points OR increase compared to March, with ADR up by 10%. Stable occupancy for Amsterdam-Schiphol, although the increase in average daily rates allowed hoteliers in the area to achieve higher revenue per available room. The Madrid-Barajas area sees its occupancy rise by 5 points and ADR by +9%.

Overall Trend

Despite some disparities, the fundamentals of the European business travel destination markets are solid. Performance fluctuations are minimal, and the absolute values of OR and ADR are strong. After many months of significant average daily rate increases compared to 2019, the markets are stabilising as expected.

APRIL 2024 – All Hotels

EUROPEAN CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
277	272	-2%	Amsterdam	84%	82%	-2
230	248	8%	Athens	63%	75%	12
238	272	14%	Barcelona	83%	84%	1
146	148	2%	Berlin	77%	76%	0
179	193	8%	Brussels	75%	76%	1
133	137	3%	Budapest	70%	72%	1
153	153	0%	Cologne	72%	74%	3
115	154	33%	Düsseldorf	61%	64%	3
132	147	12%	Frankfurt	51%	59%	9
245	290	19%	Geneva	56%	69%	14
184	186	1%	Hanover	62%	68%	6
178	244	37%	Istanbul	57%	70%	13
175	174	-1%	Lisboa	85%	83%	-2
263	249	-5%	London	78%	75%	-4
186	208	12%	Madrid	73%	79%	5
157	136	-13%	Munich	67%	68%	1
258	256	-1%	Paris	82%	79%	-3
128	136	6%	Prague	76%	75%	-1
154	154	0%	Vienna	79%	77%	-2
179	178	-1%	Zurich	69%	74%	5

ADR expressed in euros VAT incl
Source: MKG_Consulting

APRIL 2024

ADR (Breakfast included) BY CATEGORY

EUROPEAN CITIES FOR BUSINESS TRAVEL

Cities	Economy			Upscale					
	3*			4*			5*		
	2023	2024	chge (%) 2023	2023	2024	chge (%) 2023	2023	2024	chge (%) 2023
Amsterdam	201	204	1%	267	257	-4%	473	461	-2%
Athens	n/a	n/a	n/a	140	155	11%	268	287	7%
Barcelona	172	189	10%	223	262	17%	372	431	16%
Berlin	123	129	5%	154	154	0%	253	267	6%
Brussels	156	165	5%	195	212	9%	261	262	1%
Budapest	n/a	n/a	n/a	127	128	1%	n/a	n/a	n/a
Cologne	141	138	-2%	164	165	1%	n/a	n/a	n/a
Düsseldorf	106	137	29%	117	161	37%	n/a	n/a	n/a
Frankfurt	112	128	15%	131	147	12%	218	224	3%
Hanover	151	160	6%	213	211	-1%	n/a	n/a	n/a
Istanbul	101	147	46%	192	247	28%	248	349	41%
Lisboa	127	129	1%	152	156	3%	n/a	n/a	n/a
London	170	164	-3%	258	253	-2%	456	431	-6%
Madrid	153	170	11%	186	211	13%	352	397	13%
Munich	139	121	-13%	164	142	-13%	n/a	n/a	n/a
Paris	173	163	-6%	267	262	-2%	608	589	-3%
Prague	92	97	5%	134	142	6%	n/a	n/a	n/a
Vienna	122	120	-2%	158	157	-1%	293	307	5%

ADR expressed in euros VAT incl
Source: MKG_Consulting

Note : the panel of participants classified 2* is not large enough to be able to disseminate statistics

YEAR-TO-DATE– APRIL 2024

All Hotels

EUROPEAN CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
219	218	-1%	Amsterdam	69%	69%	0
199	218	9%	Athens	52%	56%	4
209	230	10%	Barcelona	70%	72%	2
139	142	2%	Berlin	66%	67%	2
170	178	4%	Brussels	67%	67%	1
123	125	2%	Budapest	57%	57%	0
146	150	3%	Cologne	64%	69%	6
144	143	-1%	Düsseldorf	60%	60%	-1
153	158	3%	Frankfurt	54%	58%	4
251	238	-5%	Geneva	56%	60%	4
136	137	1%	Hanover	56%	58%	2
172	219	28%	Istanbul	60%	66%	6
147	152	3%	Lisboa	70%	69%	-1
245	239	-3%	London	74%	75%	1
166	182	10%	Madrid	67%	71%	4
130	125	-4%	Munich	57%	60%	3
241	240	0%	Paris	74%	73%	0
106	115	9%	Prague	60%	64%	4
142	144	1%	Vienna	59%	62%	3
179	176	-1%	Zurich	63%	65%	3

ADR expressed in euros VAT incl
Source: MKG_Consulting

YEAR-TO-DATE– APRIL 2024

ADR (Breakfast included) BY CATEGORY

EUROPEAN CITIES FOR BUSINESS TRAVEL

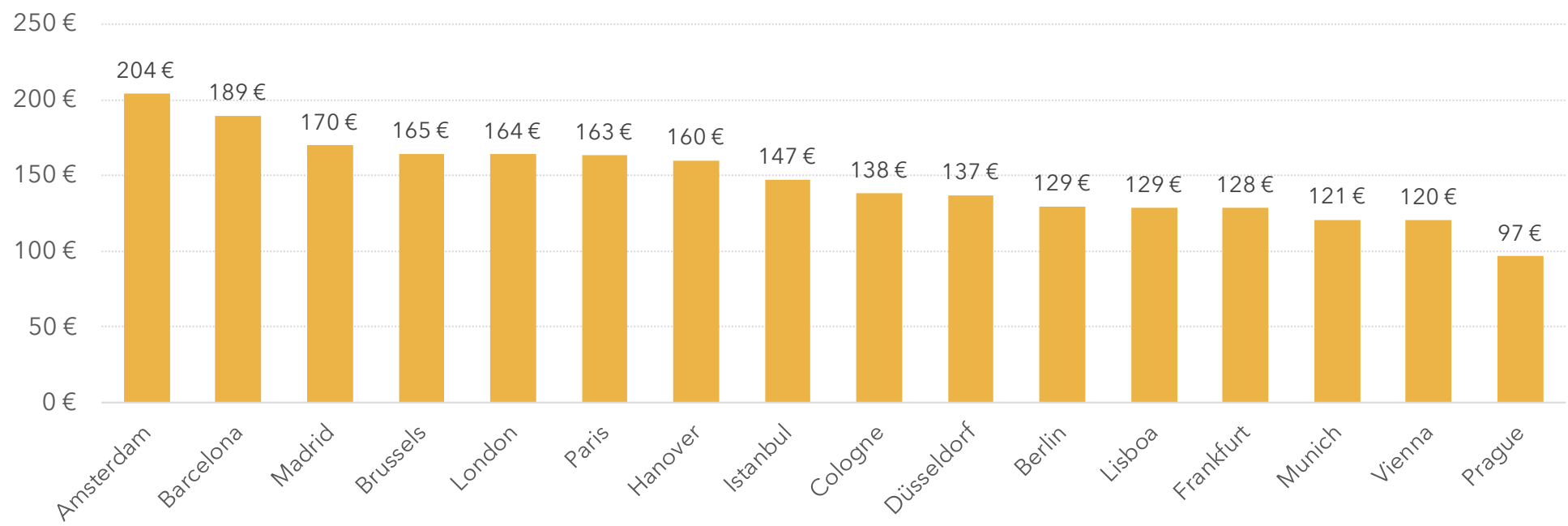
Cities	Economy			Upscale					
	3*			4*			5*		
	2023	2024	chge (%) 2023	2023	2024	chge (%) 2023	2023	2024	chge (%) 2023
Amsterdam	157	160	2%	215	210	-2%	367	361	-2%
Athens	n/a	n/a	n/a	127	135	7%	231	252	9%
Barcelona	142	156	10%	195	222	14%	338	368	9%
Berlin	120	124	4%	147	148	1%	265	253	-4%
Brussels	147	149	1%	188	194	4%	257	256	0%
Budapest	n/a	n/a	n/a	116	116	0%	n/a	n/a	n/a
Cologne	135	139	4%	158	162	2%	n/a	n/a	n/a
Düsseldorf	132	129	-2%	148	148	0%	n/a	n/a	n/a
Frankfurt	132	141	7%	155	159	3%	238	230	-3%
Hanover	124	120	-3%	149	152	2%	n/a	n/a	n/a
Istanbul	102	134	32%	179	226	26%	244	303	24%
Lisboa	106	109	3%	131	136	4%	n/a	n/a	n/a
London	158	155	-2%	241	239	-1%	422	412	-2%
Madrid	132	147	11%	168	187	11%	317	346	9%
Munich	114	112	-2%	135	129	-5%	n/a	n/a	n/a
Paris	155	152	-2%	245	244	0%	590	571	-3%
Prague	73	79	8%	112	121	8%	n/a	n/a	n/a
Vienna	112	112	1%	139	142	2%	292	290	-1%

ADR expressed in euros VAT incl
Source: MKG_Consulting

Note : the panel of participants classified 2* is not large enough to be able to disseminate statistics

APRIL 2024
ADR (Breakfast included)
3* Hotels

EUROPEAN CITIES FOR BUSINESS TRAVEL



APRIL 2024 – 3* Hotels

EUROPEAN CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
201	204	1%	Amsterdam	91%	89%	-2
172	189	10%	Barcelona	87%	90%	3
123	129	5%	Berlin	81%	78%	-3
156	165	5%	Brussels	80%	83%	3
141	138	-2%	Cologne	75%	76%	1
106	137	29%	Düsseldorf	60%	67%	8
112	128	15%	Frankfurt	50%	55%	5
151	160	6%	Hanover	68%	71%	3
101	147	46%	Istanbul	59%	69%	10
127	129	1%	Lisboa	85%	86%	1
170	164	-3%	London	84%	84%	0
153	170	11%	Madrid	81%	87%	6
139	121	-13%	Munich	67%	68%	1
173	163	-6%	Paris	87%	81%	-6
92	97	5%	Prague	86%	77%	-8
122	120	-2%	Vienna	83%	82%	-2

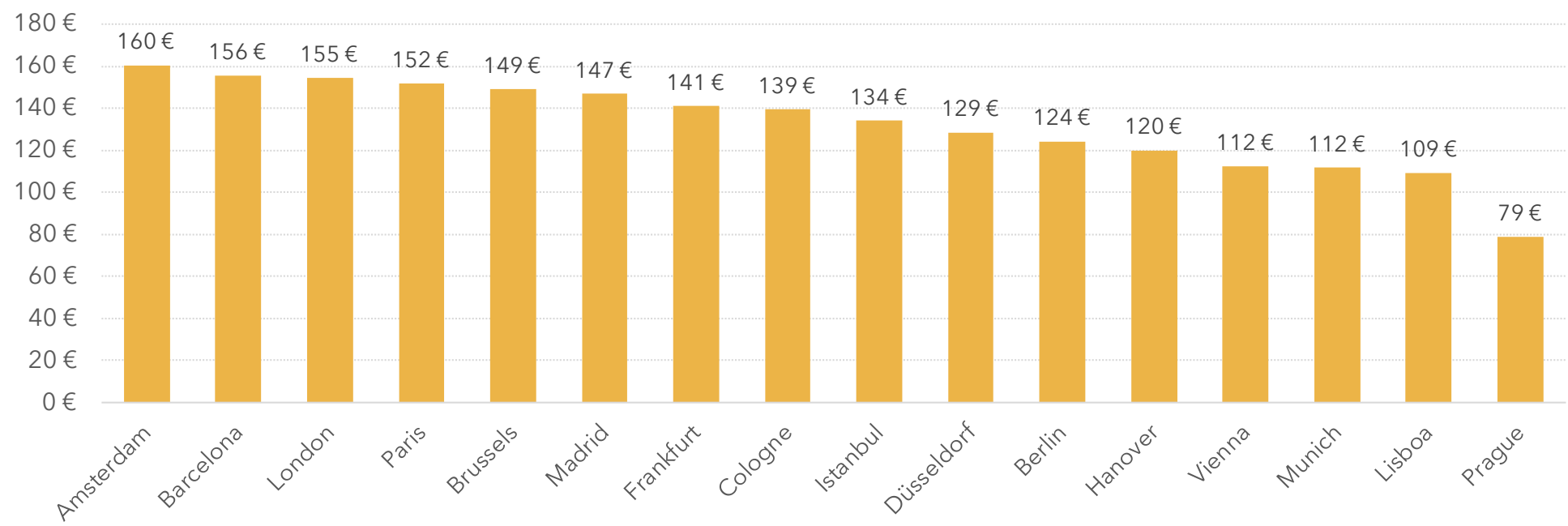
ADR expressed in euros VAT incl
Source: MKG_Consulting

YEAR-TO-DATE- APRIL 2024

ADR (Breakfast included)

3* Hotels

EUROPEAN CITIES FOR BUSINESS TRAVEL



YEAR-TO-DATE– APRIL 2024

3* Hotels

EUROPEAN CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
157	160	2%	Amsterdam	77%	75%	-2
142	156	10%	Barcelona	76%	79%	3
120	124	4%	Berlin	70%	69%	-1
147	149	1%	Brussels	73%	76%	3
135	139	4%	Cologne	67%	73%	6
132	129	-2%	Düsseldorf	57%	62%	5
132	141	7%	Frankfurt	57%	56%	-1
124	120	-3%	Hanover	58%	59%	0
102	134	32%	Istanbul	65%	66%	1
106	109	3%	Lisboa	76%	74%	-1
158	155	-2%	London	78%	80%	2
132	147	11%	Madrid	75%	80%	6
114	112	-2%	Munich	58%	59%	1
155	152	-2%	Paris	79%	78%	-1
73	79	8%	Prague	67%	65%	-1
112	112	1%	Vienna	59%	63%	4

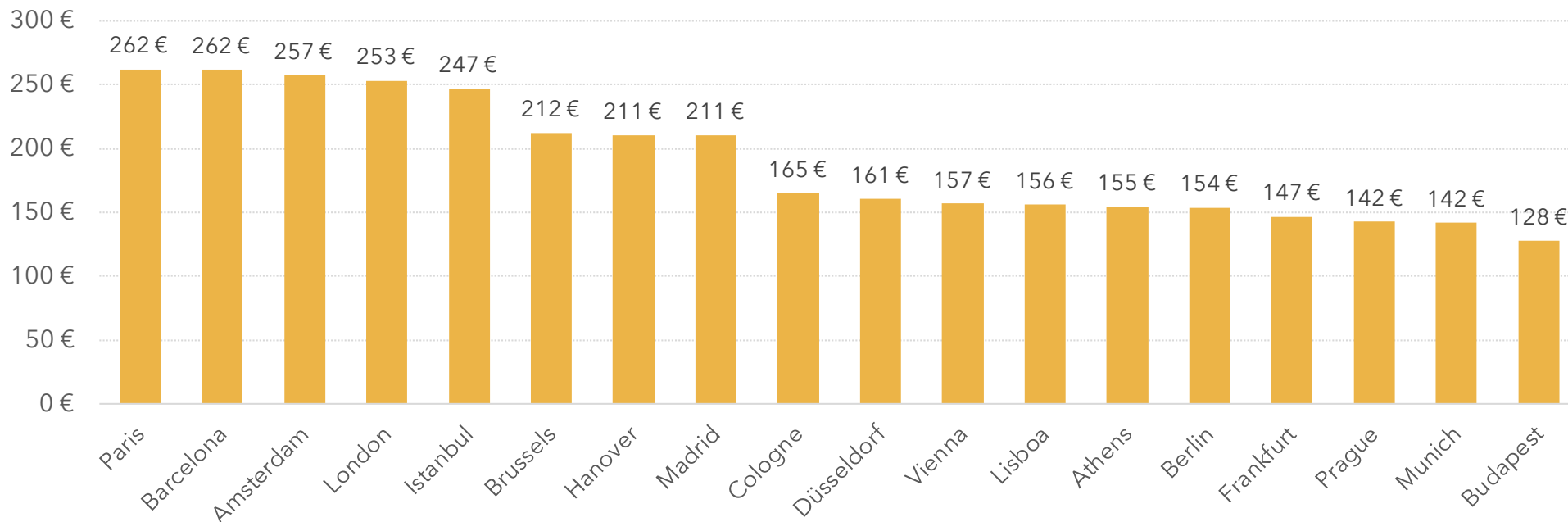
ADR expressed in euros VAT incl
Source: MKG_Consulting

APRIL 2024

ADR (Breakfast included)

4* Hotels

EUROPEAN CITIES FOR BUSINESS TRAVEL



APRIL 2024 – 4* Hotels

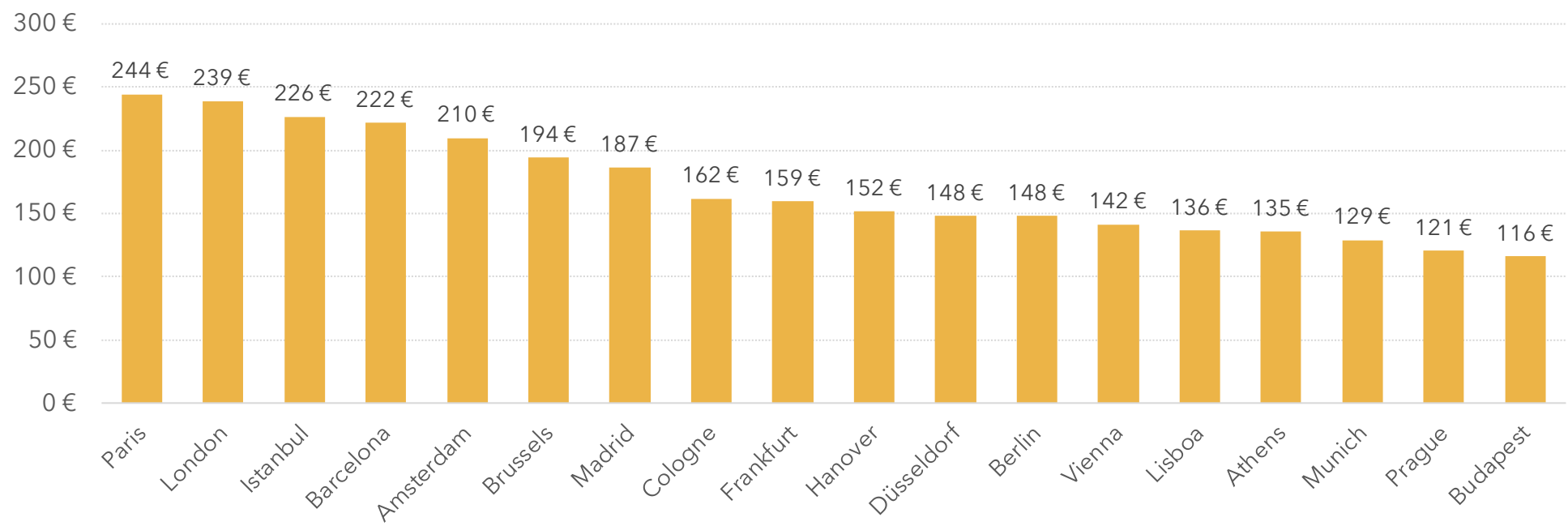
EUROPEAN CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
267	257	-4%	Amsterdam	85%	81%	-3
140	155	11%	Athens	65%	78%	13
223	262	17%	Barcelona	81%	81%	-1
154	154	0%	Berlin	75%	78%	2
195	212	9%	Brussels	71%	74%	3
127	128	1%	Budapest	68%	69%	1
164	165	1%	Cologne	71%	74%	3
117	161	37%	Düsseldorf	63%	64%	0
131	147	12%	Frankfurt	52%	60%	8
213	211	-1%	Hanover	59%	66%	7
192	247	28%	Istanbul	54%	71%	17
152	156	3%	Lisboa	88%	84%	-5
258	253	-2%	London	80%	73%	-6
186	211	13%	Madrid	71%	77%	6
164	142	-13%	Munich	67%	69%	1
267	262	-2%	Paris	83%	80%	-2
134	142	6%	Prague	72%	73%	2
158	157	-1%	Vienna	77%	76%	-1

ADR expressed in euros VAT incl
Source: MKG_Consulting

YEAR-TO-DATE- APRIL 2024
ADR (Breakfast included)
4* Hotels

EUROPEAN CITIES FOR BUSINESS TRAVEL



YEAR-TO-DATE– APRIL 2024

4* Hotels

EUROPEAN CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
215	210	-2%	Amsterdam	67%	68%	1
127	135	7%	Athens	55%	59%	4
195	222	14%	Barcelona	69%	70%	1
147	148	1%	Berlin	65%	68%	3
188	194	4%	Brussels	62%	65%	3
116	116	0%	Budapest	56%	55%	-1
158	162	2%	Cologne	63%	69%	6
148	148	0%	Düsseldorf	63%	61%	-2
155	159	3%	Frankfurt	55%	58%	3
149	152	2%	Hanover	53%	55%	3
179	226	26%	Istanbul	57%	67%	10
131	136	4%	Lisboa	71%	69%	-2
241	239	-1%	London	73%	75%	1
168	187	11%	Madrid	66%	71%	5
135	129	-5%	Munich	57%	61%	4
245	244	0%	Paris	74%	73%	-1
112	121	8%	Prague	56%	62%	6
139	142	2%	Vienna	62%	64%	2

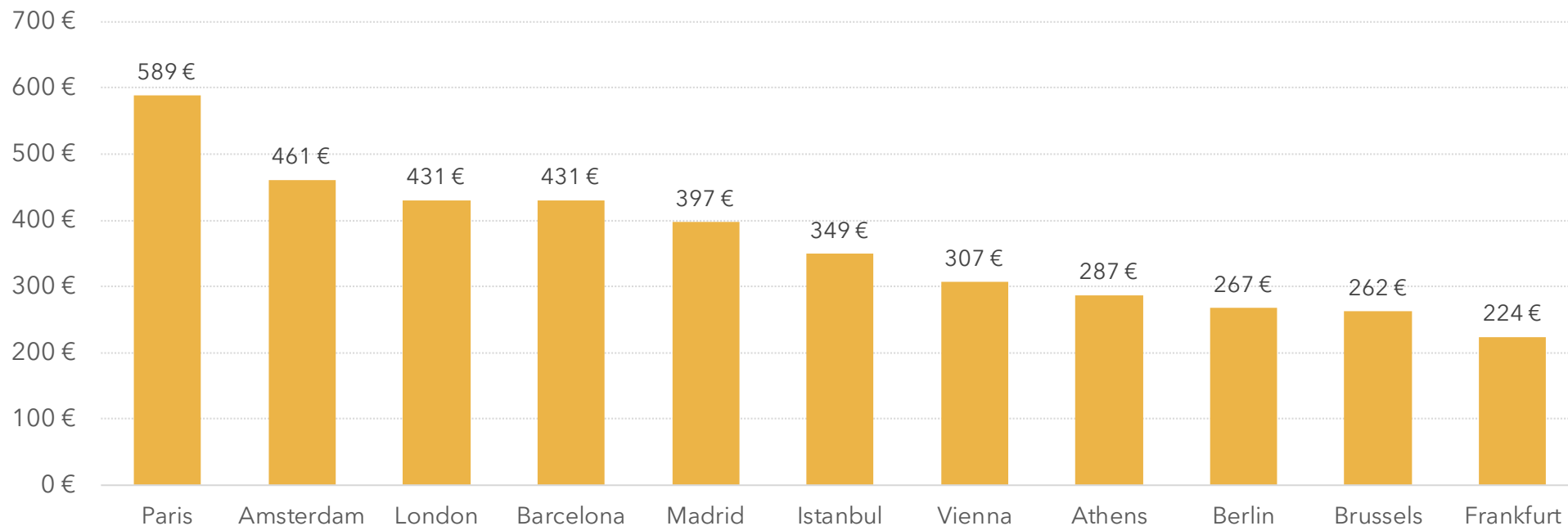
ADR expressed in euros VAT incl
Source: MKG_Consulting

APRIL 2024

ADR (Breakfast included)

5* Hotels

EUROPEAN CITIES FOR BUSINESS TRAVEL



APRIL 2024 – 5* Hotels

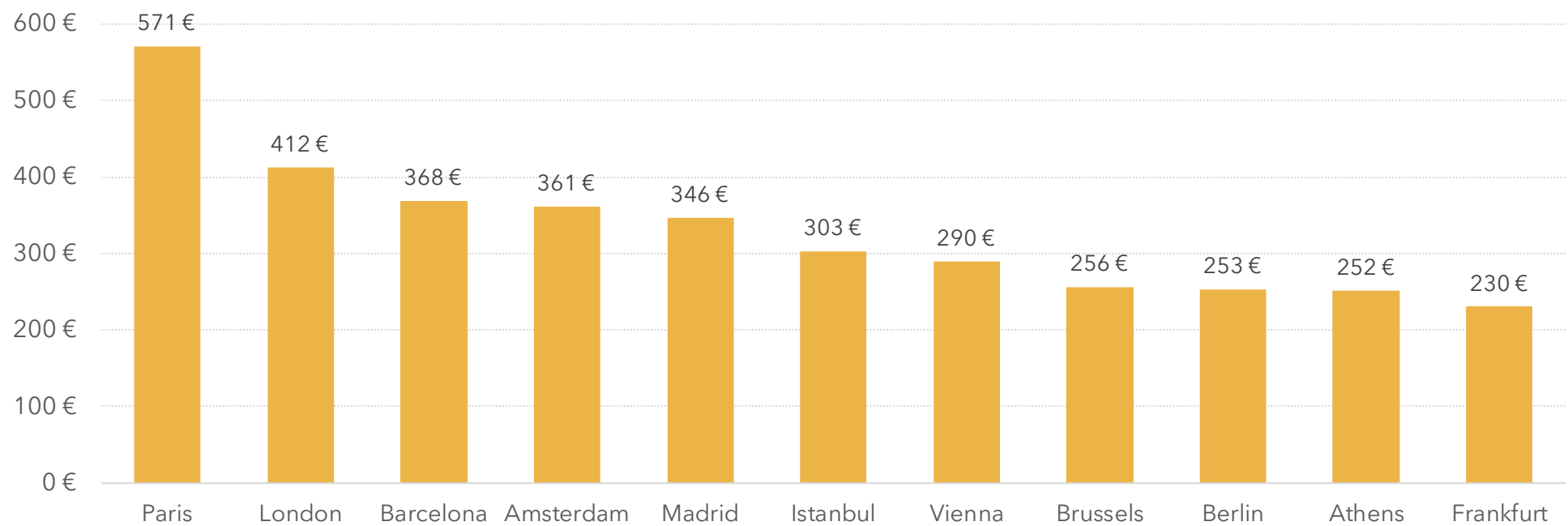
EUROPEAN CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
473	461	-2%	Amsterdam	71%	73%	2
268	287	7%	Athens	62%	74%	12
372	431	16%	Barcelona	79%	79%	0
253	267	6%	Berlin	57%	59%	2
261	262	1%	Brussels	66%	70%	4
218	224	3%	Frankfurt	51%	73%	23
248	349	41%	Istanbul	58%	68%	10
456	431	-6%	London	73%	65%	-8
352	397	13%	Madrid	67%	67%	0
608	589	-3%	Paris	64%	70%	6
293	307	5%	Vienna	69%	69%	0

ADR expressed in euros VAT incl
Source: MKG_Consulting

YEAR-TO-DATE – APRIL 2024
ADR (Breakfast included)
5* Hotels

EUROPEAN CITIES FOR BUSINESS TRAVEL



YEAR-TO-DATE – APRIL 2024

5* Hotels

EUROPEAN CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
367	361	-2%	Amsterdam	59%	61%	2
231	252	9%	Athens	51%	55%	4
338	368	9%	Barcelona	65%	67%	2
265	253	-4%	Berlin	42%	50%	8
257	256	0%	Brussels	51%	57%	5
238	230	-3%	Frankfurt	48%	64%	16
244	303	24%	Istanbul	59%	65%	6
422	412	-2%	London	68%	66%	-2
317	346	9%	Madrid	59%	55%	-3
590	571	-3%	Paris	59%	64%	4
292	290	-1%	Vienna	57%	61%	4

ADR expressed in euros VAT incl
Source: MKG_Consulting

APRIL 2024 – All Hotels

FRENCH CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
127	126	-1%	Biarritz	62%	61%	-1
140	142	1%	Bordeaux	72%	71%	0
282	283	0%	Cannes	50%	51%	2
92	94	3%	Clermont-Ferrand	57%	57%	1
105	108	2%	Dijon	63%	64%	1
134	130	-3%	Lille	70%	71%	1
154	149	-3%	Lyon	75%	72%	-3
136	137	1%	Marseille	72%	72%	-1
106	109	2%	Montpellier	65%	63%	-2
108	111	2%	Nantes	68%	64%	-4
185	184	0%	Nice	76%	79%	2
95	94	-1%	Poitiers	68%	63%	-5
106	113	7%	Rennes	61%	66%	5
107	107	0%	Rouen	67%	65%	-1
121	121	0%	Strasbourg	69%	69%	0
115	116	1%	Toulouse	63%	60%	-3
93	98	5%	Tours	61%	62%	1

ADR expressed in euros VAT incl
Source: MKG_Consulting

APRIL 2024

ADR (Breakfast included) BY CATEGORY

FRENCH CITIES FOR BUSINESS TRAVEL

Cities	Economy						Upscale		
	2*			3*			4*		
	2023	2024	0	2023	2024	0	2023	2024	0
Biarritz	83	82	-1%	101	105	4%	170	165	-3%
Bordeaux	83	84	0%	113	118	4%	157	157	0%
Cannes	n/a	n/a	n/a	108	101	-6%	195	185	-5%
Clermont-Ferrand	64	67	4%	87	88	1%	132	134	2%
Dijon	74	76	2%	99	103	3%	137	139	1%
Lille	92	85	-7%	111	111	0%	161	154	-4%
Lyon	89	88	-1%	117	116	-1%	168	160	-5%
Marseille	80	86	7%	102	101	-1%	172	167	-3%
Montpellier	74	71	-4%	101	100	-1%	130	138	6%
Nantes	82	86	4%	102	107	4%	146	148	1%
Nice	84	89	5%	114	114	0%	208	206	-1%
Poitiers	74	71	-4%	94	94	-1%	141	136	-4%
Rennes	75	81	7%	99	105	6%	139	144	3%
Rouen	68	70	2%	90	89	-1%	140	144	3%
Strasbourg	78	81	4%	99	102	3%	145	141	-3%
Toulouse	72	74	3%	103	104	0%	144	144	0%
Tours	71	71	-1%	91	98	7%	128	136	6%

ADR expressed in euros VAT incl
Source: MKG_Consulting

Note : the panel of participants classified 5* is not large enough to be able to disseminate statistics

YEAR-TO-DATE – APRIL 2024

All Hotels

FRENCH CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
113	115	2%	Biarritz	51%	51%	0
129	131	2%	Bordeaux	61%	63%	2
303	296	-2%	Cannes	45%	42%	-3
93	94	2%	Clermont-Ferrand	56%	55%	-1
103	104	1%	Dijon	57%	59%	2
130	134	3%	Lille	65%	67%	2
156	148	-5%	Lyon	72%	70%	-3
129	131	1%	Marseille	64%	61%	-2
104	102	-2%	Montpellier	60%	60%	0
109	111	2%	Nantes	65%	62%	-3
152	154	1%	Nice	59%	63%	4
90	89	0%	Poitiers	56%	54%	-2
111	116	5%	Rennes	61%	62%	1
103	105	1%	Rouen	58%	56%	-2
114	118	3%	Strasbourg	56%	59%	3
116	119	3%	Toulouse	60%	60%	0
92	94	3%	Tours	52%	54%	2

ADR expressed in euros VAT incl
Source: MKG_Consulting

YEAR-TO-DATE– APRIL 2024

ADR (Breakfast included) BY CATEGORY

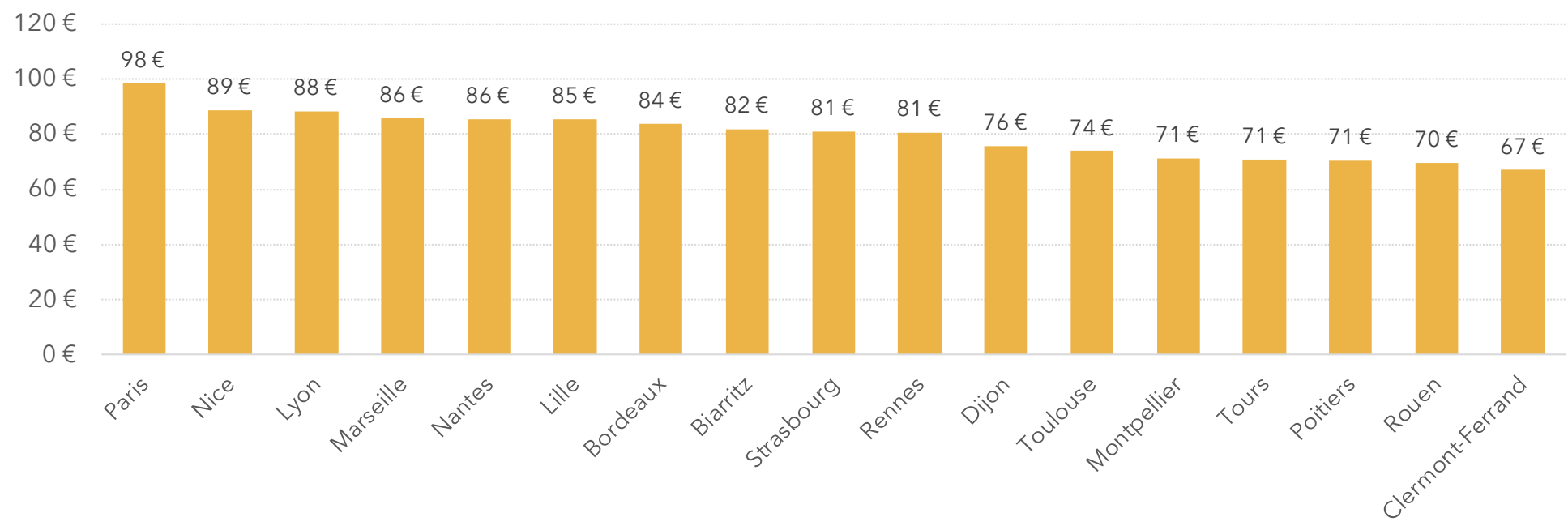
FRENCH CITIES FOR BUSINESS TRAVEL

Cities	Economy						Upscale		
	2*			3*			4*		
	2023	2024	0	2023	2024	0	2023	2024	0
Biarritz	73	75	3%	91	93	2%	152	155	2%
Bordeaux	76	78	3%	107	110	3%	147	149	1%
Cannes	n/a	n/a	n/a	91	91	-1%	216	209	-3%
Clermont-Ferrand	64	66	3%	88	88	0%	133	135	1%
Dijon	71	74	4%	98	99	1%	136	134	-2%
Lille	85	85	1%	110	113	3%	156	159	2%
Lyon	95	92	-3%	n/a	n/a	n/a	170	159	-6%
Marseille	78	82	5%	96	95	0%	163	161	-1%
Montpellier	71	71	0%	101	98	-2%	131	125	-5%
Nantes	81	85	5%	106	108	2%	147	148	0%
Nice	74	78	4%	93	93	0%	170	174	2%
Poitiers	67	67	-1%	87	86	-1%	130	129	-1%
Rennes	78	83	6%	107	112	5%	144	150	4%
Rouen	67	68	2%	89	89	0%	136	140	4%
Strasbourg	75	79	5%	94	98	5%	138	138	0%
Toulouse	73	74	2%	104	106	2%	147	150	2%
Tours	70	71	1%	92	94	2%	126	129	2%

ADR expressed in euros VAT incl
Source: MKG_Consulting

Note : the panel of participants classified 5* is not large enough to be able to disseminate statistics

APRIL 2024
ADR (Breakfast included)
2* Hotels
FRENCH CITIES FOR BUSINESS TRAVEL



APRIL 2024 – 2* Hotels

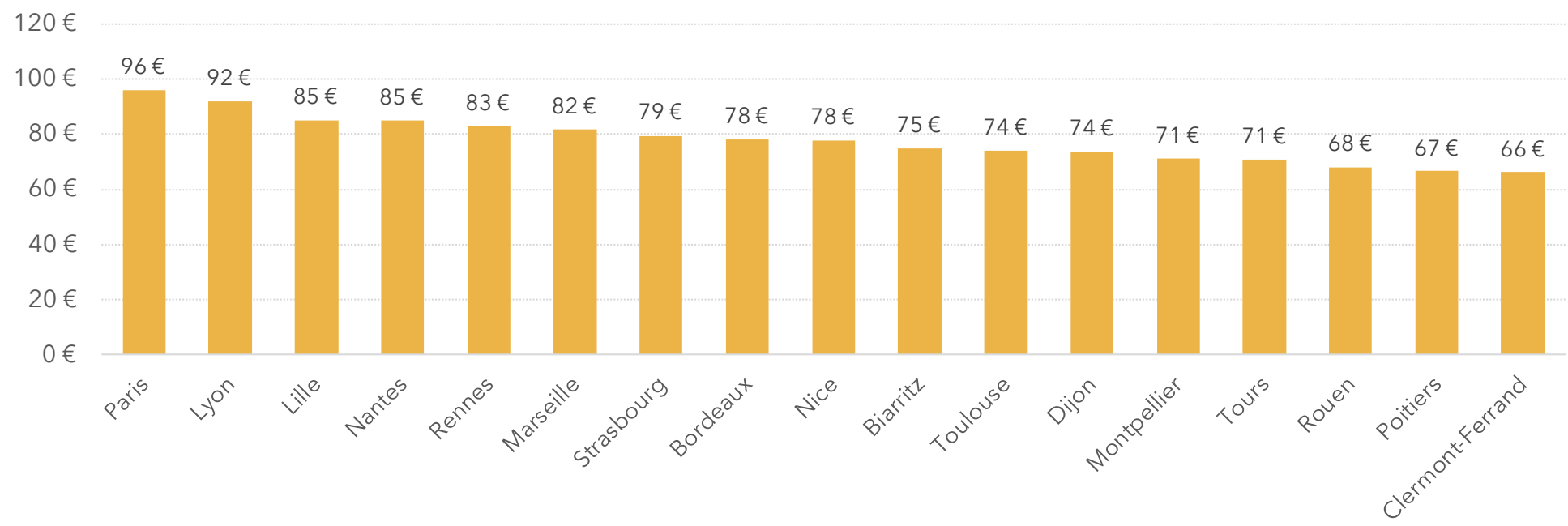
FRENCH CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
83	82	-1%	Biarritz	70%	68%	-2
83	84	0%	Bordeaux	82%	81%	-1
64	67	4%	Clermont-Ferrand	60%	59%	-1
74	76	2%	Dijon	61%	67%	7
92	85	-7%	Lille	67%	70%	3
89	88	-1%	Lyon	86%	85%	-1
80	86	7%	Marseille	79%	71%	-8
74	71	-4%	Montpellier	68%	67%	-1
82	86	4%	Nantes	68%	64%	-4
84	89	5%	Nice	79%	83%	4
74	71	-4%	Poitiers	70%	69%	-2
75	81	7%	Rennes	67%	66%	-1
68	70	2%	Rouen	61%	60%	-1
78	81	4%	Strasbourg	66%	63%	-3
72	74	3%	Toulouse	71%	62%	-9
71	71	-1%	Tours	65%	65%	0

ADR expressed in euros VAT incl
Source: MKG_Consulting

YEAR-TO-DATE- APRIL 2024
ADR (Breakfast included)
2* Hotels

FRENCH CITIES FOR BUSINESS TRAVEL



YEAR-TO-DATE- APRIL 2024

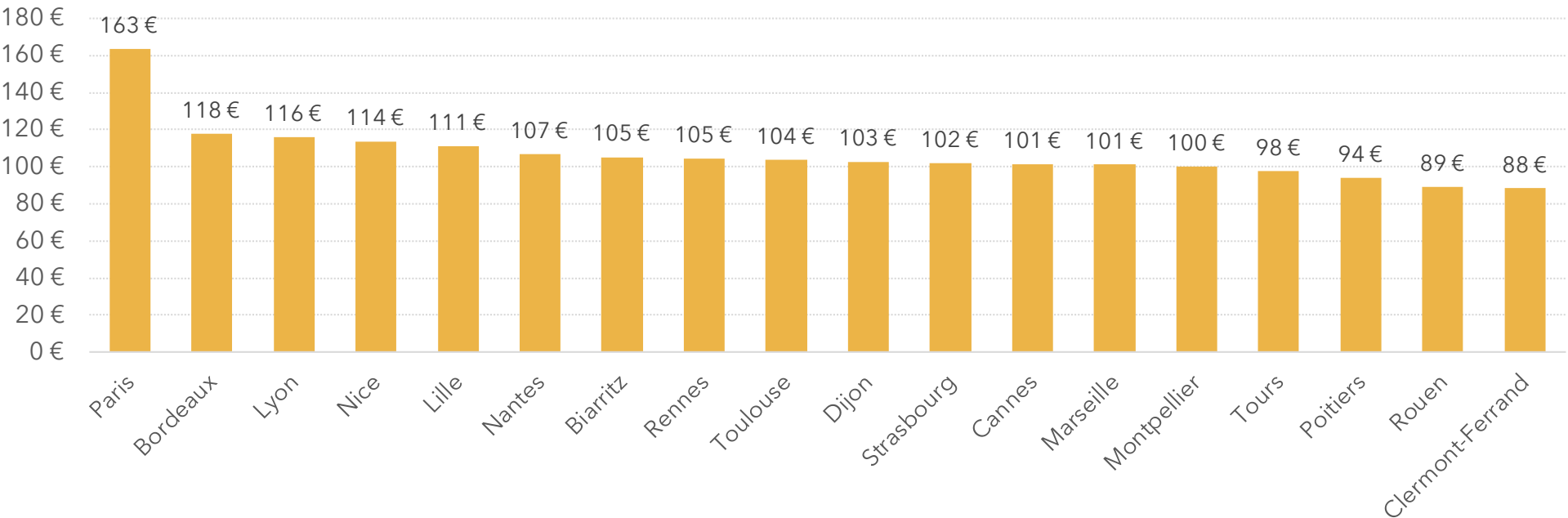
2* Hotels

FRENCH CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
73	75	3%	Biarritz	60%	60%	0
76	78	3%	Bordeaux	74%	72%	-2
64	66	3%	Clermont-Ferrand	57%	56%	-1
71	74	4%	Dijon	58%	62%	4
85	85	1%	Lille	59%	65%	6
95	92	-3%	Lyon	82%	78%	-4
78	82	5%	Marseille	72%	62%	-9
71	71	0%	Montpellier	66%	65%	-1
81	85	5%	Nantes	67%	61%	-7
74	78	4%	Nice	59%	64%	5
67	67	-1%	Poitiers	54%	54%	0
78	83	6%	Rennes	65%	64%	-1
67	68	2%	Rouen	56%	51%	-5
75	79	5%	Strasbourg	51%	51%	0
73	74	2%	Toulouse	62%	59%	-2
70	71	1%	Tours	56%	55%	0

ADR expressed in euros VAT incl
Source: MKG_Consulting

APRIL 2024
ADR (Breakfast included)
3* Hotels
FRENCH CITIES FOR BUSINESS TRAVEL



APRIL 2024 – 3* Hotels

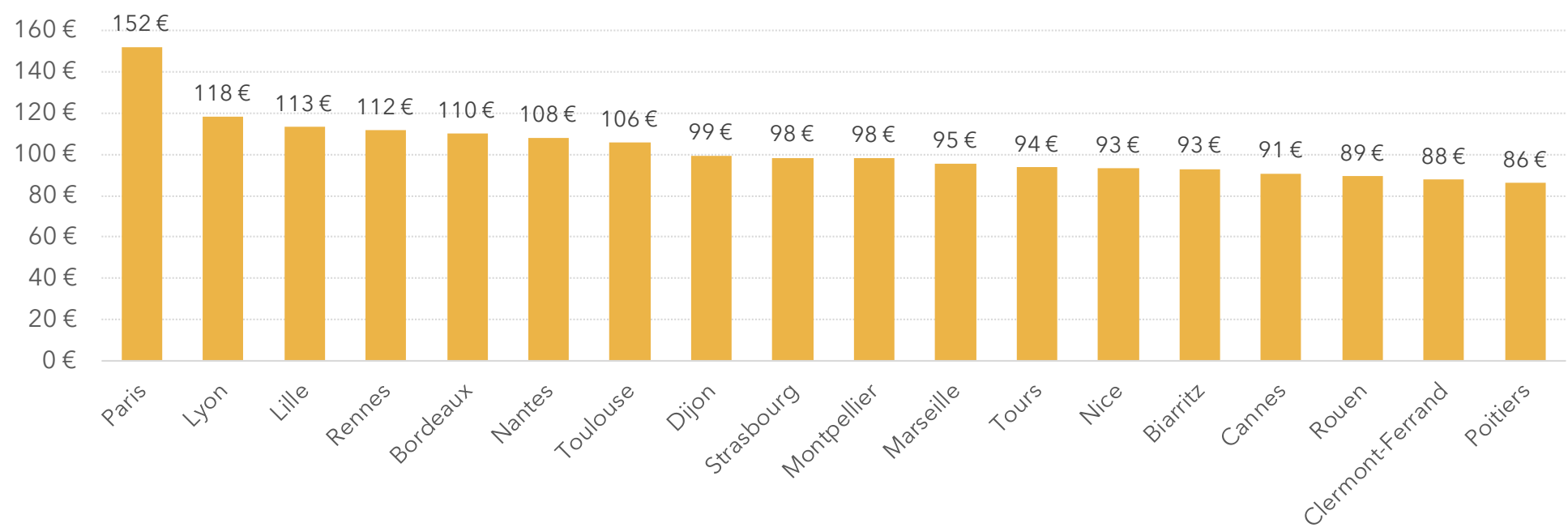
FRENCH CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
101	105	4%	Biarritz	62%	61%	-1
113	118	4%	Bordeaux	71%	72%	1
108	101	-6%	Cannes	65%	62%	-3
87	88	1%	Clermont-Ferrand	56%	57%	1
99	103	3%	Dijon	64%	65%	1
111	111	0%	Lille	73%	74%	1
117	116	-1%	Lyon	75%	69%	-6
102	101	-1%	Marseille	74%	74%	0
101	100	-1%	Montpellier	68%	63%	-5
102	107	4%	Nantes	69%	64%	-5
114	114	0%	Nice	86%	84%	-3
94	94	-1%	Poitiers	64%	58%	-6
99	105	6%	Rennes	62%	67%	5
90	89	-1%	Rouen	61%	63%	1
99	102	3%	Strasbourg	77%	73%	-4
103	104	0%	Toulouse	64%	60%	-4
91	98	7%	Tours	57%	60%	3

ADR expressed in euros VAT incl
Source: MKG_Consulting

YEAR-TO-DATE- APRIL 2024
ADR (Breakfast included)
3* Hotels

FRENCH CITIES FOR BUSINESS TRAVEL



YEAR-TO-DATE – APRIL 2024

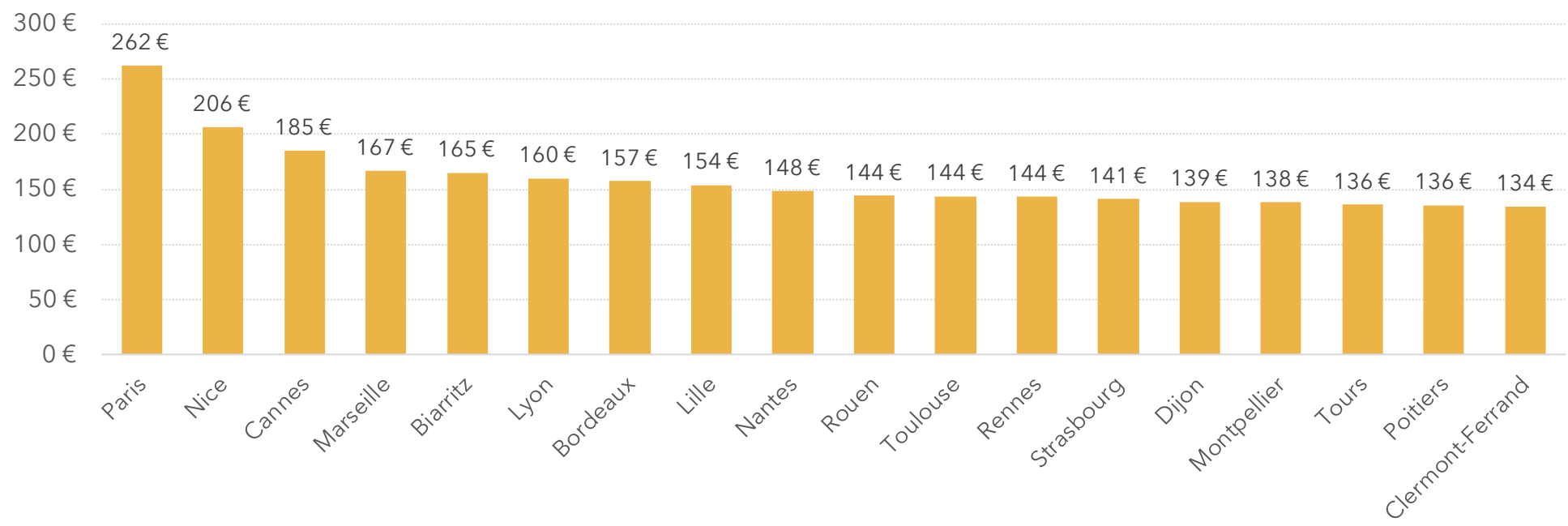
3* Hotels

FRENCH CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
91	93	2%	Biarritz	50%	51%	0
107	110	3%	Bordeaux	60%	64%	4
91	91	-1%	Cannes	57%	59%	3
88	88	0%	Clermont-Ferrand	57%	55%	-2
98	99	1%	Dijon	59%	60%	2
110	113	3%	Lille	67%	68%	1
125	118	-5%	Lille	72%	67%	-5
96	95	0%	Marseille	64%	64%	0
101	98	-2%	Montpellier	60%	58%	-2
106	108	2%	Nantes	65%	64%	-1
93	93	0%	Nice	68%	69%	1
87	86	-1%	Poitiers	55%	54%	-1
107	112	5%	Rennes	61%	62%	1
89	89	0%	Rouen	52%	54%	2
94	98	5%	Strasbourg	63%	62%	-2
104	106	2%	Toulouse	61%	59%	-2
92	94	2%	Tours	49%	53%	5

ADR expressed in euros VAT incl
Source: MKG_Consulting

APRIL 2024
ADR (Breakfast included)
4* Hotels
FRENCH CITIES FOR BUSINESS TRAVEL



APRIL 2024 – 4* Hotels

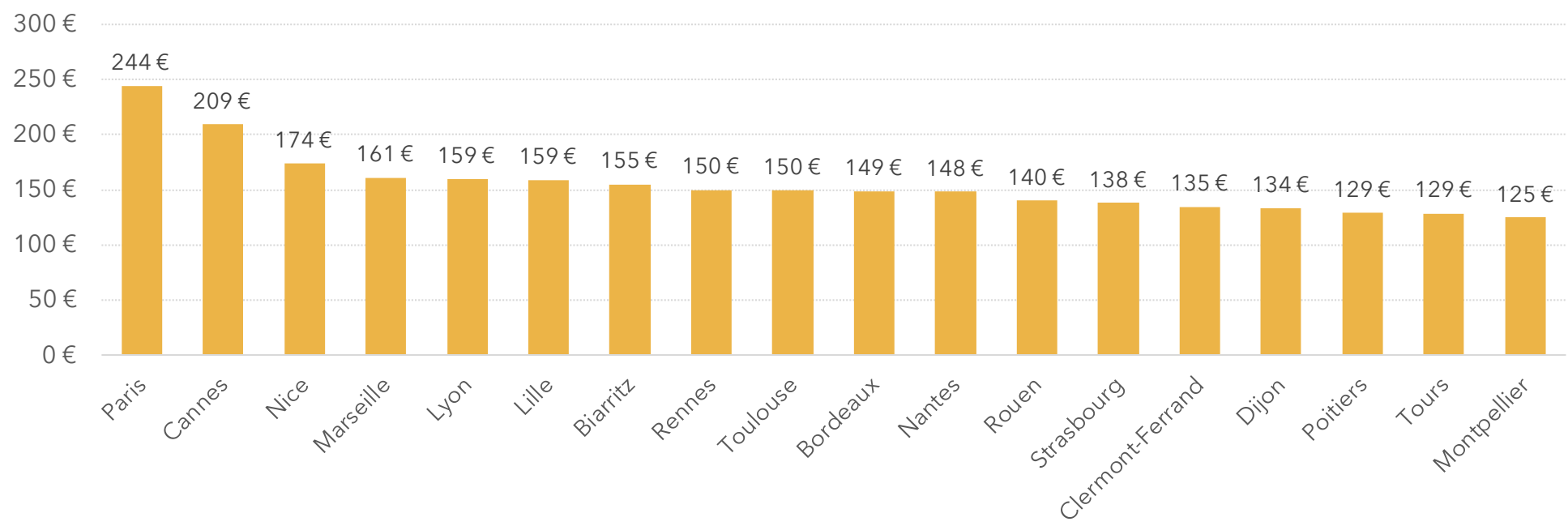
FRENCH CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
170	165	-3%	Biarritz	60%	63%	3
157	157	0%	Bordeaux	68%	68%	0
195	185	-5%	Cannes	54%	51%	-3
132	134	2%	Clermont-Ferrand	56%	58%	3
137	139	1%	Dijon	66%	63%	-3
161	154	-4%	Lille	72%	72%	0
168	160	-5%	Lyon	75%	74%	-2
172	167	-3%	Marseille	67%	70%	3
130	138	6%	Montpellier	60%	60%	1
146	148	1%	Nantes	68%	62%	-6
208	206	-1%	Nice	72%	76%	4
141	136	-4%	Poitiers	65%	63%	-2
139	144	3%	Rennes	55%	65%	9
140	144	3%	Rouen	73%	68%	-5
145	141	-3%	Strasbourg	66%	71%	5
144	144	0%	Toulouse	58%	59%	1
128	136	6%	Tours	67%	67%	0

ADR expressed in euros VAT incl
Source: MKG_Consulting

YEAR-TO-DATE- APRIL 2024
ADR (Breakfast included)
4* Hotels

FRENCH CITIES FOR BUSINESS TRAVEL



YEAR-TO-DATE- APRIL 2024

4* Hotels

FRENCH CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
152	155	2%	Biarritz	52%	51%	-1
147	149	1%	Bordeaux	57%	60%	3
216	209	-3%	Cannes	46%	43%	-3
133	135	1%	Clermont-Ferrand	55%	56%	1
136	134	-2%	Dijon	56%	58%	2
156	159	2%	Lille	67%	70%	3
170	159	-6%	Lyon	72%	72%	0
163	161	-1%	Marseille	59%	59%	0
131	125	-5%	Montpellier	55%	59%	3
147	148	0%	Nantes	63%	60%	-3
170	174	2%	Nice	55%	60%	5
130	129	-1%	Poitiers	57%	56%	-2
144	150	4%	Rennes	55%	58%	3
136	140	4%	Rouen	61%	58%	-2
138	138	0%	Strasbourg	54%	62%	8
147	150	2%	Toulouse	56%	58%	2
126	129	2%	Tours	55%	57%	2

ADR expressed in euros VAT incl
Source: MKG_Consulting

APRIL 2024 – All Hotels

GERMAN CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
146	148	2%	Berlin	77%	76%	0
153	153	0%	Cologne	72%	74%	3
115	154	33%	Düsseldorf	61%	64%	3
132	147	12%	Frankfurt	51%	59%	9
148	146	-2%	Hamburg	82%	79%	-3
184	186	1%	Hanover	62%	68%	6
157	136	-13%	Munich	67%	68%	1
145	130	-10%	Stuttgart	60%	68%	8

ADR expressed in euros VAT incl
Source: MKG_Consulting

APRIL 2024

ADR (Breakfast included) BY CATEGORY

GERMAN CITIES FOR BUSINESS TRAVEL

Cities	Economy			Upscale					
	3*			4*			5*		
	2023	2024	chge (%) 2023	2023	2024	chge (%) 2023	2023	2024	chge (%) 2023
Berlin	123	129	5%	154	154	0%	253	267	6%
Cologne	141	138	-2%	164	165	1%	n/a	n/a	n/a
Düsseldorf	106	137	29%	117	161	37%	n/a	n/a	n/a
Frankfurt	112	128	15%	131	147	12%	218	224	3%
Hamburg	127	127	0%	157	152	-3%	n/a	n/a	n/a
Hanover	151	160	6%	213	211	-1%	n/a	n/a	n/a
Munich	139	121	-13%	164	142	-13%	n/a	n/a	n/a
Stuttgart	140	126	-10%	169	146	-14%	n/a	n/a	n/a

ADR expressed in euros VAT incl
Source: MKG_Consulting

Note : the panel of participants classified 2* is not large enough to be able to disseminate statistics

YEAR-TO-DATE – APRIL 2024

All Hotels

GERMAN CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
139	142	2%	Berlin	66%	67%	2
146	150	3%	Cologne	64%	69%	6
144	143	-1%	Düsseldorf	60%	60%	-1
153	158	3%	Frankfurt	54%	58%	4
135	138	3%	Hamburg	70%	71%	0
136	137	1%	Hanover	56%	58%	2
130	125	-4%	Munich	57%	60%	3
131	141	7%	Stuttgart	54%	61%	7

ADR expressed in euros VAT incl
Source: MKG_Consulting

YEAR-TO-DATE– APRIL 2024

ADR (Breakfast included) BY CATEGORY

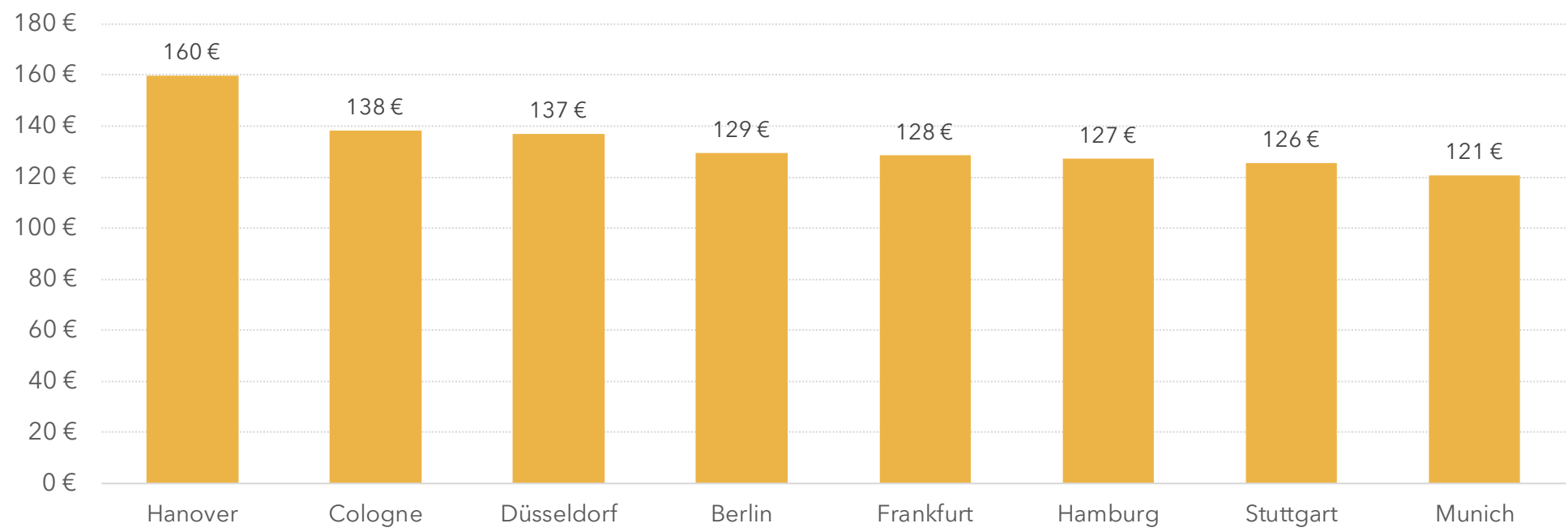
GERMAN CITIES FOR BUSINESS TRAVEL

Cities	Economy			Upscale					
	3*			4*			5*		
	2023	2024	chge (%) 2023	2023	2024	chge (%) 2023	2023	2024	chge (%) 2023
Berlin	120	124	4%	147	148	1%	265	253	-4%
Cologne	135	139	4%	158	162	2%	n/a	n/a	n/a
Düsseldorf	132	129	-2%	148	148	0%	n/a	n/a	n/a
Frankfurt	132	141	7%	155	159	3%	238	230	-3%
Hamburg	117	123	5%	141	143	1%	n/a	n/a	n/a
Hanover	124	120	-3%	149	152	2%	n/a	n/a	n/a
Munich	114	112	-2%	135	129	-5%	n/a	n/a	n/a
Stuttgart	123	131	6%	157	170	8%	n/a	n/a	n/a

ADR expressed in euros VAT incl
Source: MKG_Consulting

Note : the panel of participants classified 2* is not large enough to be able to disseminate statistics

APRIL 2024
ADR (Breakfast included)
3* Hotels
GERMAN CITIES FOR BUSINESS TRAVEL



APRIL 2024 – 3* Hotels

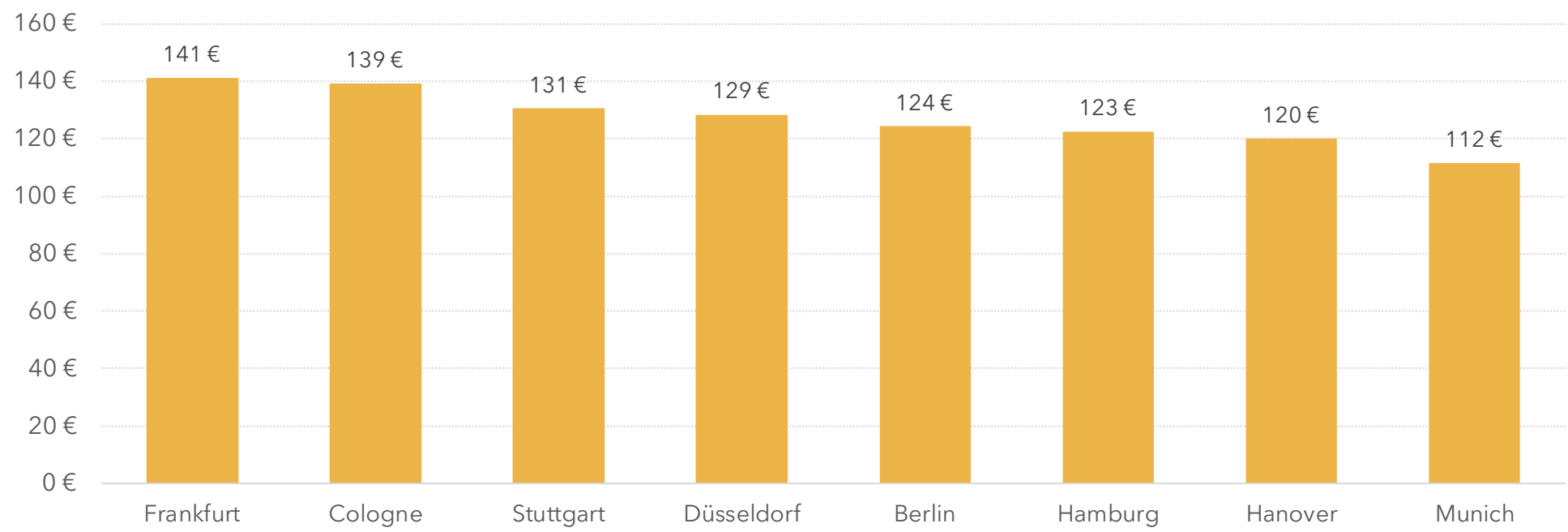
GERMAN CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
123	129	5%	Berlin	81%	78%	-3
141	138	-2%	Cologne	75%	76%	1
106	137	29%	Düsseldorf	60%	67%	8
112	128	15%	Frankfurt	50%	55%	5
127	127	0%	Hamburg	88%	82%	-6
151	160	6%	Hanover	68%	71%	3
139	121	-13%	Munich	67%	68%	1
140	126	-10%	Stuttgart	58%	69%	11

ADR expressed in euros VAT incl
Source: MKG_Consulting

YEAR-TO-DATE – APRIL 2024
ADR (Breakfast included)
3* Hotels

GERMAN CITIES FOR BUSINESS TRAVEL



YEAR-TO-DATE – APRIL 2024

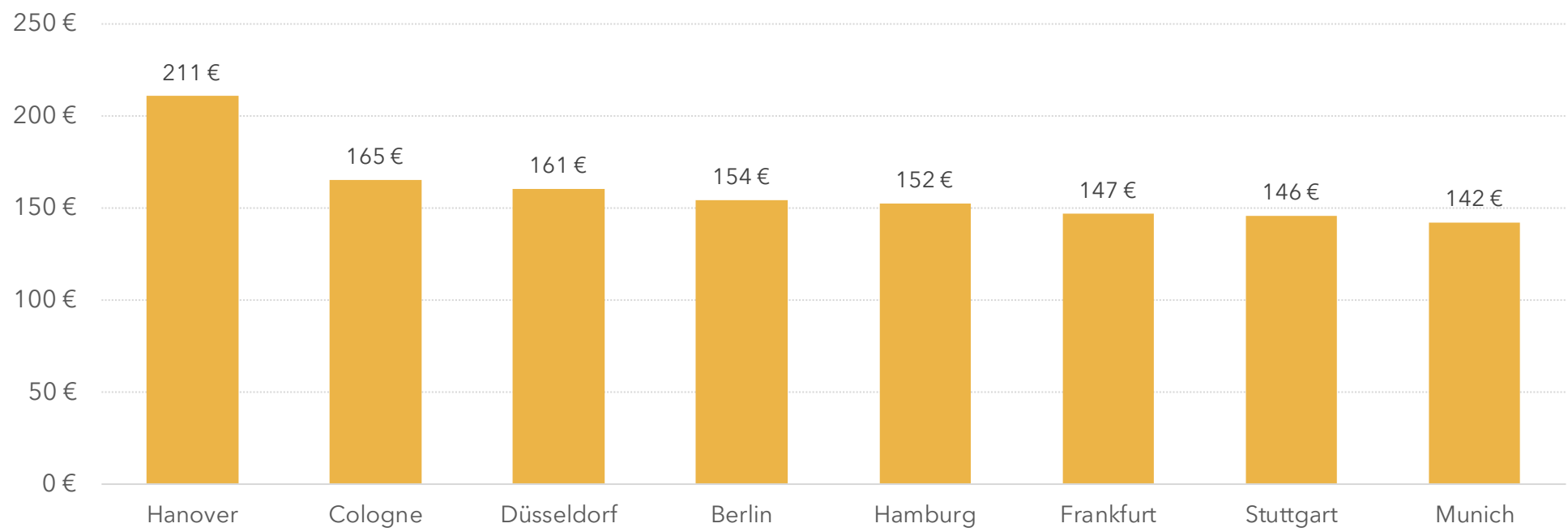
3* Hotels

GERMAN CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
120	124	4%	Berlin	70%	69%	-1
135	139	4%	Cologne	67%	73%	6
132	129	-2%	Düsseldorf	57%	62%	5
132	141	7%	Frankfurt	57%	56%	-1
117	123	5%	Hamburg	75%	71%	-4
124	120	-3%	Hanover	58%	59%	0
114	112	-2%	Munich	58%	59%	1
123	131	6%	Stuttgart	56%	61%	5

ADR expressed in euros VAT incl
Source: MKG_Consulting

APRIL 2024
ADR (Breakfast included)
4* Hotels
GERMAN CITIES FOR BUSINESS TRAVEL



APRIL 2024 – 4* Hotels

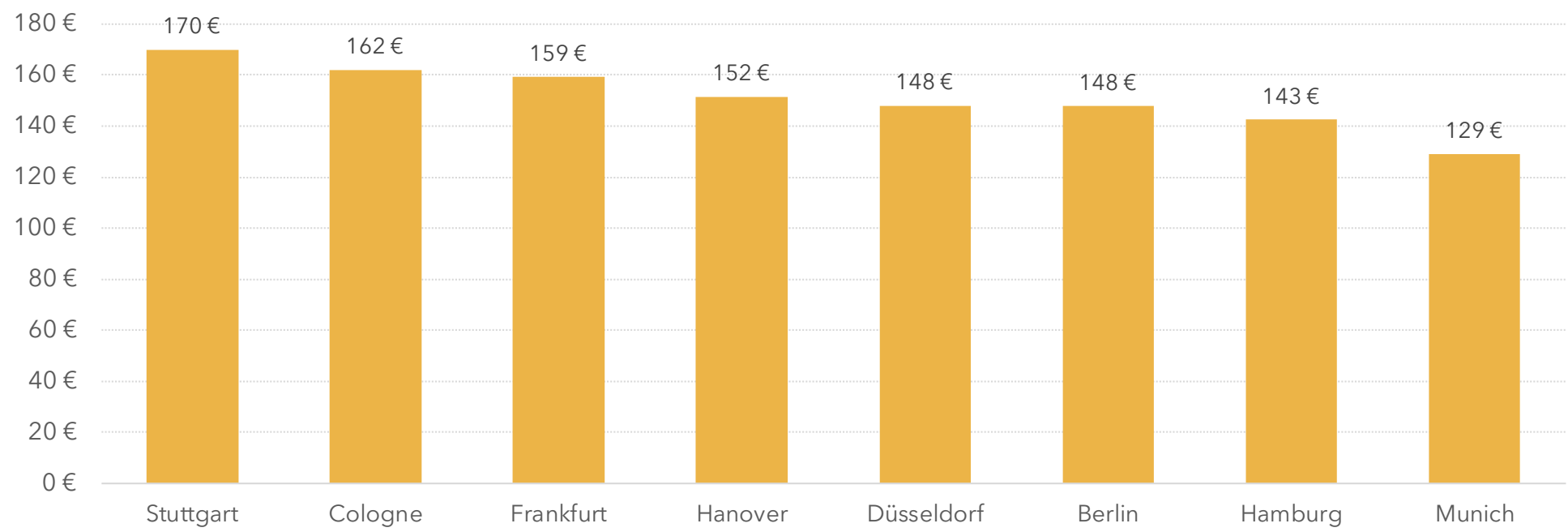
GERMAN CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
154	154	0%	Berlin	75%	78%	2
164	165	1%	Cologne	71%	74%	3
117	161	37%	Düsseldorf	63%	64%	0
131	147	12%	Frankfurt	52%	60%	8
157	152	-3%	Hamburg	81%	78%	-3
213	211	-1%	Hanover	59%	66%	7
164	142	-13%	Munich	67%	69%	1
169	146	-14%	Stuttgart	59%	67%	8

ADR expressed in euros VAT incl
Source: MKG_Consulting

YEAR-TO-DATE – APRIL 2024
ADR (Breakfast included)
4* Hotels

GERMAN CITIES FOR BUSINESS TRAVEL



YEAR-TO-DATE – APRIL 2024

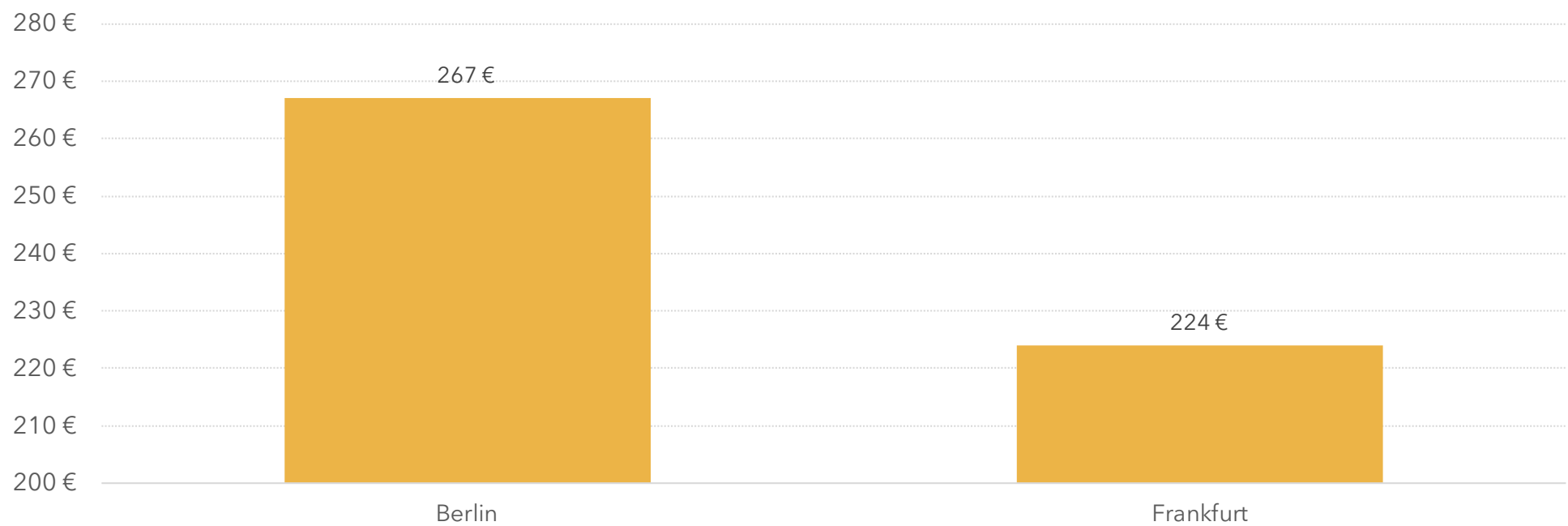
4* Hotels

GERMAN CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
147	148	1%	Berlin	65%	68%	3
158	162	2%	Cologne	63%	69%	6
148	148	0%	Düsseldorf	63%	61%	-2
155	159	3%	Frankfurt	55%	58%	3
141	143	1%	Hamburg	70%	72%	1
149	152	2%	Hanover	53%	55%	3
135	129	-5%	Munich	57%	61%	4
157	170	8%	Stuttgart	52%	61%	10

ADR expressed in euros VAT incl
Source: MKG_Consulting

APRIL 2024
ADR (Breakfast included)
5* Hotels
GERMAN CITIES FOR BUSINESS TRAVEL



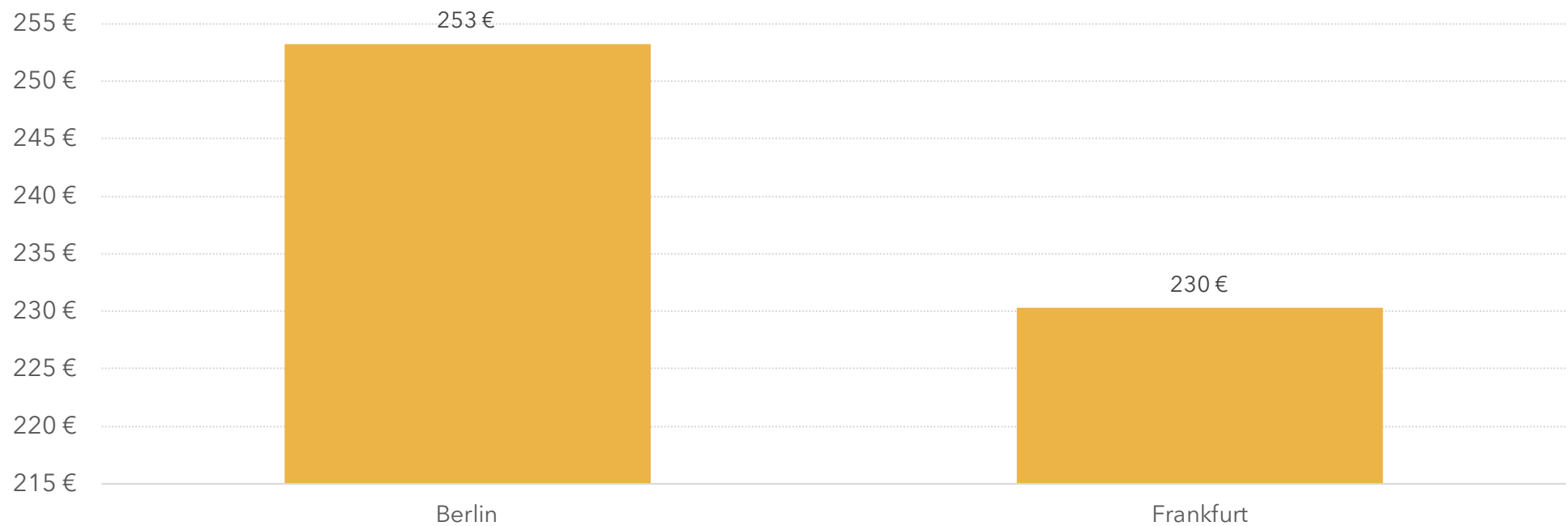
APRIL 2024 – 5* Hotels

GERMAN CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
253	267	6%	Berlin	57%	59%	2
218	224	3%	Frankfurt	51%	73%	23

ADR expressed in euros VAT incl
Source: MKG_Consulting

YEAR-TO-DATE – APRIL 2024
ADR (Breakfast included)
5* Hotels
GERMAN CITIES FOR BUSINESS TRAVEL



YEAR-TO-DATE– APRIL 2024

5* Hotels

GERMAN CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
265	253	-4%	Berlin	42%	50%	8
238	230	-3%	Frankfurt	48%	64%	16

ADR expressed in euros VAT incl
Source: MKG_Consulting

APRIL 2024 – All Hotels

ITALIAN CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
311	229	-26%	Florence	82%	77%	-5
157	131	-16%	Genoa	75%	75%	0
264	240	-9%	Milan	77%	82%	6
248	234	-6%	Rome	81%	80%	0
153	146	-5%	Turin	76%	77%	1
277	359	30%	Venice	71%	72%	1

ADR expressed in euros VAT incl
Source: MKG_Consulting

APRIL 2024

ADR (Breakfast included) BY CATEGORY

ITALIAN CITIES FOR BUSINESS TRAVEL

Cities	Economy			Upscale					
	3*			4*			5*		
	2023	2024	chge (%) 2023	2023	2024	chge (%) 2023	2023	2024	chge (%) 2023
Florence	n/a	n/a	n/a	228	211	-7%	644	722	12%
Genoa	n/a	n/a	n/a	150	141	-6%	n/a	n/a	n/a
Milan	162	134	-17%	254	260	2%	460	513	12%
Rome	110	97	-12%	187	195	5%	572	583	2%
Turin	n/a	n/a	n/a	161	167	4%	n/a	n/a	n/a
Venice	n/a	n/a	n/a	209	258	23%	n/a	n/a	n/a

ADR expressed in euros VAT incl
Source: MKG_Consulting

Note : the panel of participants classified 2* is not large enough to be able to disseminate statistics

YEAR-TO-DATE– APRIL 2024

All Hotels

ITALIAN CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
235	226	-4%	Florence	72%	70%	-2
120	121	1%	Genoa	65%	68%	3
213	215	1%	Milan	70%	74%	4
205	209	2%	Rome	65%	67%	2
136	141	3%	Turin	69%	70%	1
222	245	10%	Venice	54%	58%	4

ADR expressed in euros VAT incl
Source: MKG_Consulting

YEAR-TO-DATE– APRIL 2024

ADR (Breakfast included) BY CATEGORY

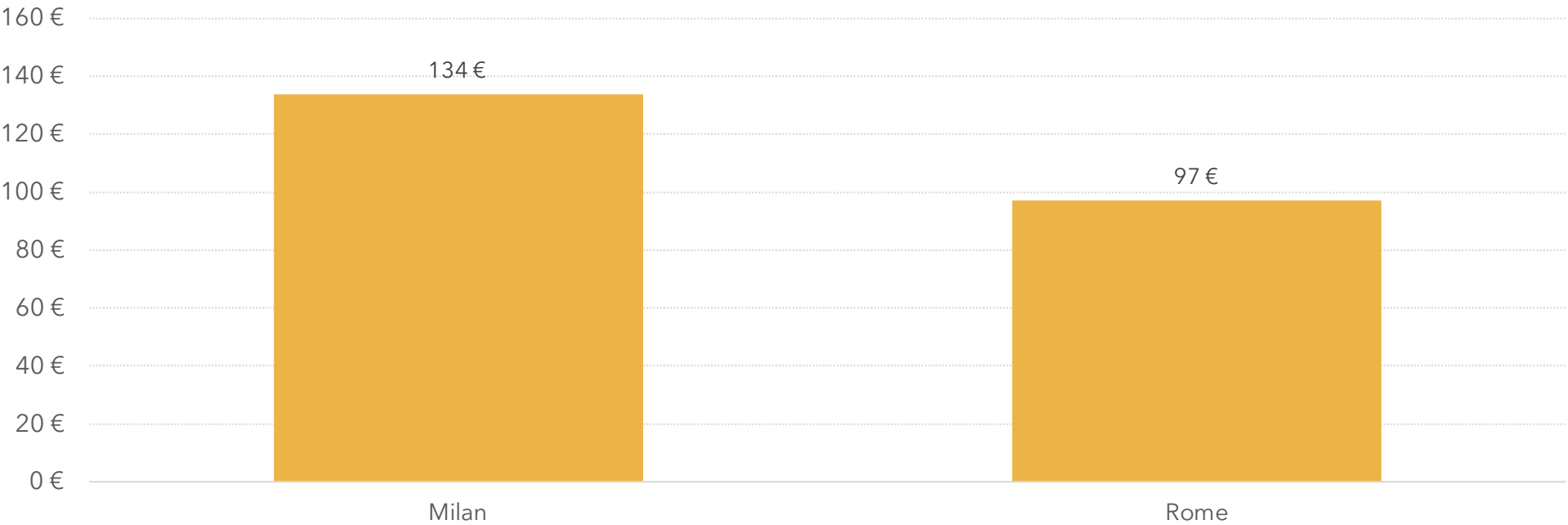
ITALIAN CITIES FOR BUSINESS TRAVEL

Cities	Economy			Upscale					
	3*			4*			5*		
	2023	2024	chge (%) 2023	2023	2024	chge (%) 2023	2023	2024	chge (%) 2023
Florence	n/a	n/a	n/a	173	186	7%	492	558	13%
Genoa	n/a	n/a	n/a	113	118	5%	n/a	n/a	n/a
Milan	127	125	-2%	203	211	4%	374	404	8%
Rome	93	99	7%	155	162	4%	472	477	1%
Turin	n/a	n/a	n/a	142	151	6%	n/a	n/a	n/a
Venice	n/a	n/a	n/a	165	184	11%	n/a	n/a	n/a

ADR expressed in euros VAT incl
Source: MKG_Consulting

Note : the panel of participants classified 2* is not large enough to be able to disseminate statistics

APRIL 2024
ADR (Breakfast included)
3* Hotels
ITALIAN CITIES FOR BUSINESS TRAVEL



APRIL 2024 – 3* Hotels

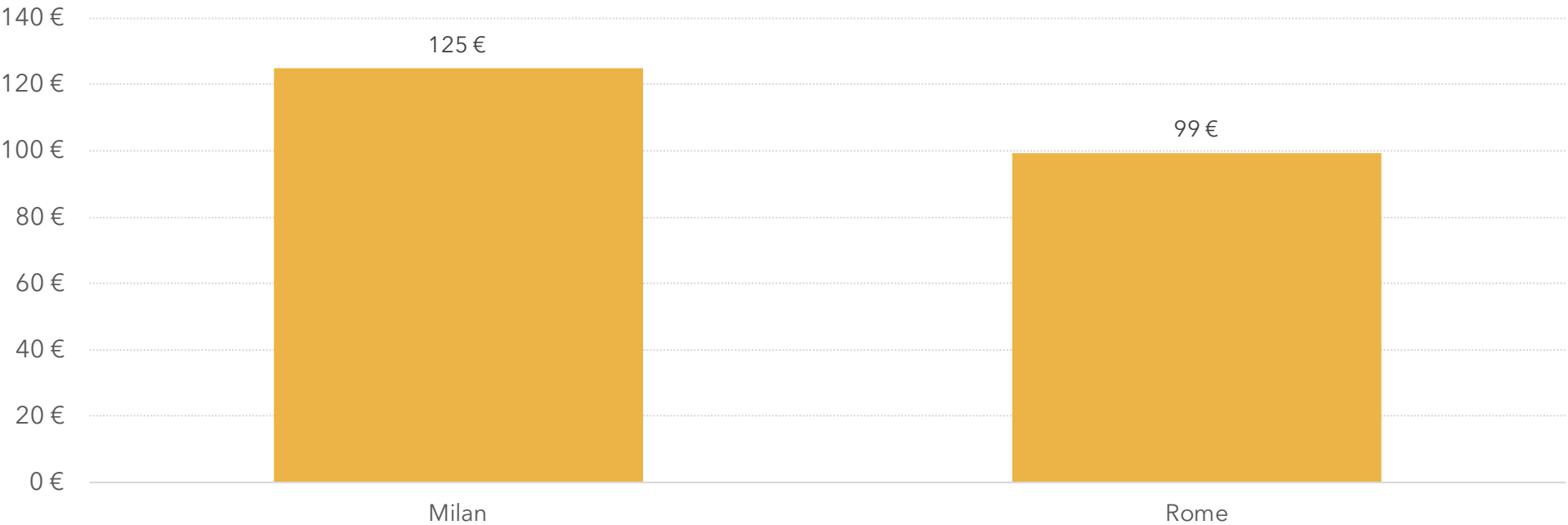
ITALIAN CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
162	134	-17%	Milan	88%	89%	1
110	97	-12%	Rome	90%	84%	-6

ADR expressed in euros VAT incl
Source: MKG_Consulting

YEAR-TO-DATE – APRIL 2024
ADR (Breakfast included)
3* Hotels

ITALIAN CITIES FOR BUSINESS TRAVEL



YEAR-TO-DATE– APRIL 2024

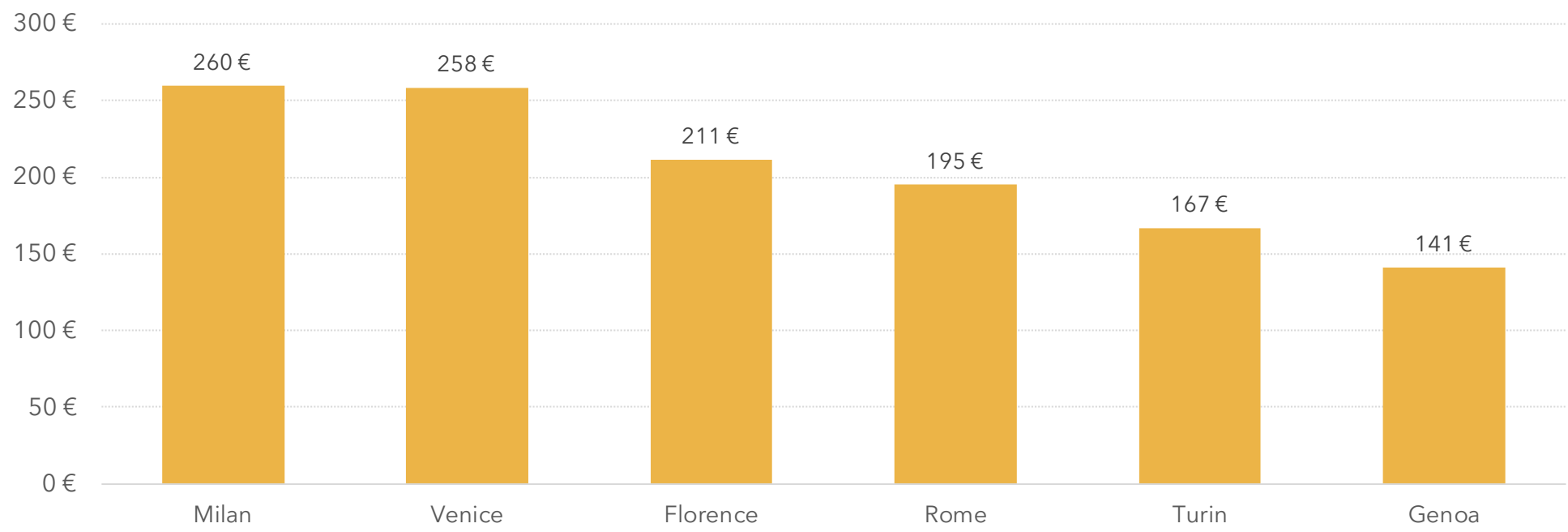
3* Hotels

ITALIAN CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
127	125	-2%	Milan	81%	85%	4
93	99	7%	Rome	81%	82%	1

ADR expressed in euros VAT incl
Source: MKG_Consulting

APRIL 2024
ADR (Breakfast included)
4* Hotels
ITALIAN CITIES FOR BUSINESS TRAVEL



APRIL 2024 – 4* Hotels

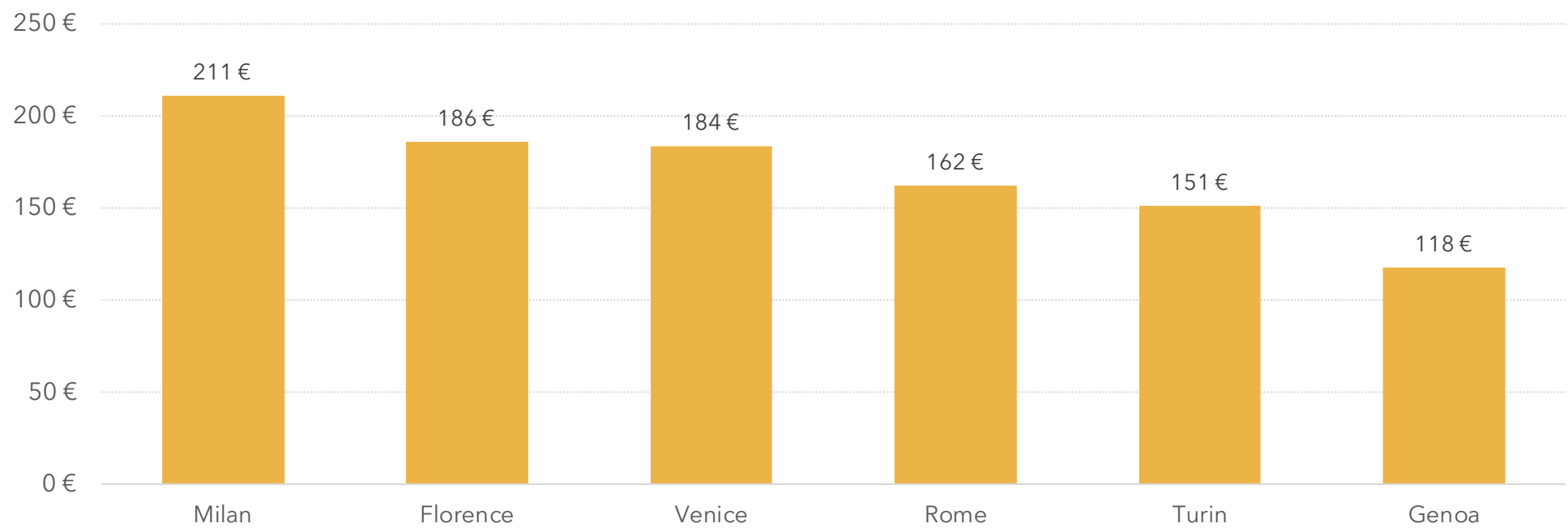
ITALIAN CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
228	211	-7%	Florence	83%	80%	-3
150	141	-6%	Genoa	73%	68%	-5
254	260	2%	Milan	76%	80%	4
187	195	5%	Rome	82%	81%	-2
161	167	4%	Turin	76%	76%	0
209	258	23%	Venice	71%	70%	-1

ADR expressed in euros VAT incl
Source: MKG_Consulting

YEAR-TO-DATE – APRIL 2024
ADR (Breakfast included)
4* Hotels

ITALIAN CITIES FOR BUSINESS TRAVEL



YEAR-TO-DATE – APRIL 2024

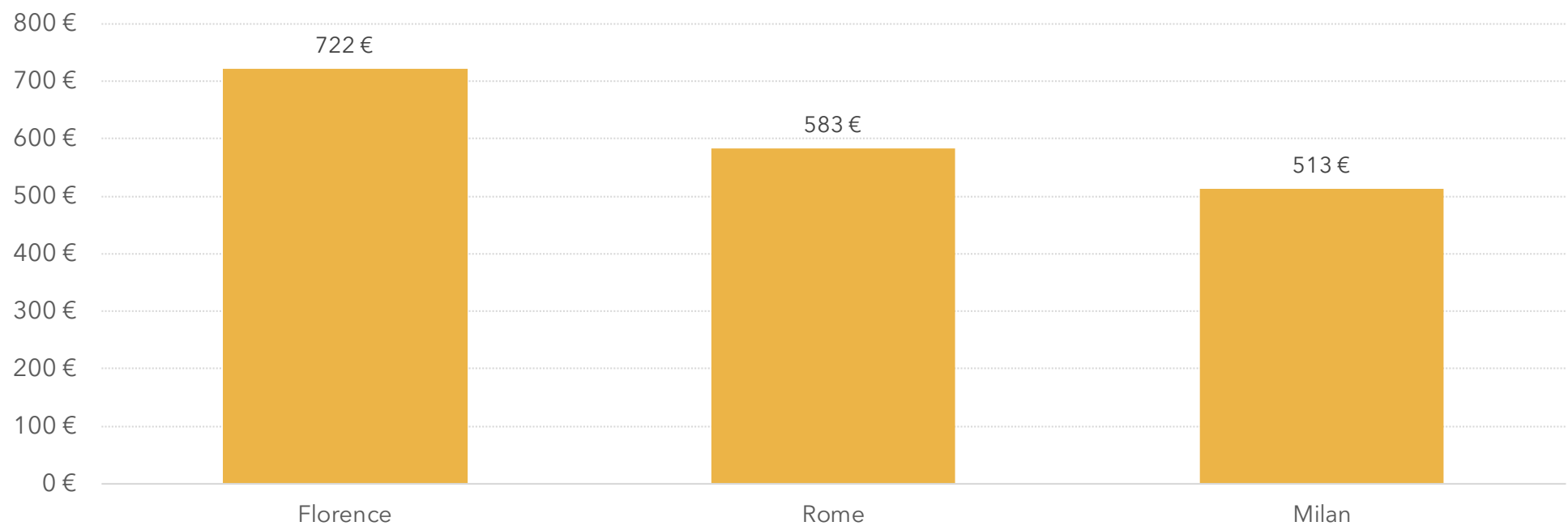
4* Hotels

ITALIAN CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
173	186	7%	Florence	75%	73%	-3
113	118	5%	Genoa	61%	62%	1
203	211	4%	Milan	69%	72%	3
155	162	4%	Rome	66%	67%	1
142	151	6%	Turin	69%	70%	1
165	184	11%	Venice	54%	56%	2

ADR expressed in euros VAT incl
Source: MKG_Consulting

APRIL 2024
ADR (Breakfast included)
5* Hotels
ITALIAN CITIES FOR BUSINESS TRAVEL



APRIL 2024 – 5* Hotels

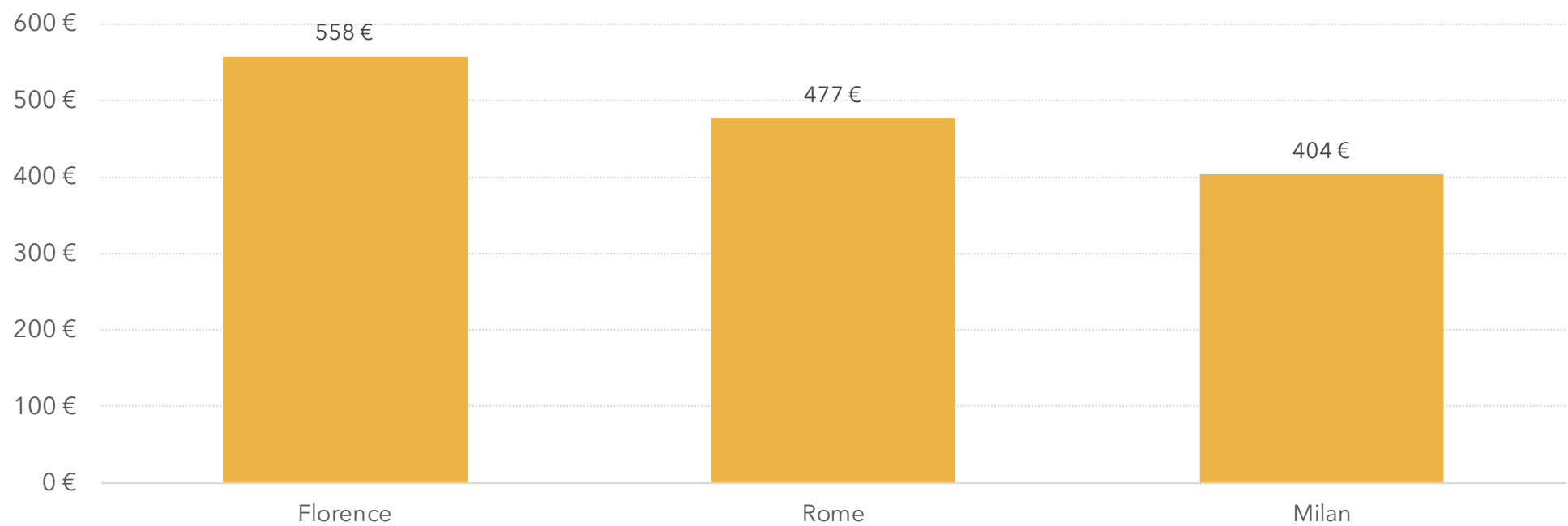
ITALIAN CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
644	722	12%	Florence	76%	62%	-14
460	513	12%	Milan	65%	71%	6
572	583	2%	Rome	71%	75%	4

ADR expressed in euros VAT incl
Source: MKG_Consulting

YEAR-TO-DATE – APRIL 2024
ADR (Breakfast included)
5* Hotels

ITALIAN CITIES FOR BUSINESS TRAVEL



YEAR-TO-DATE– APRIL 2024

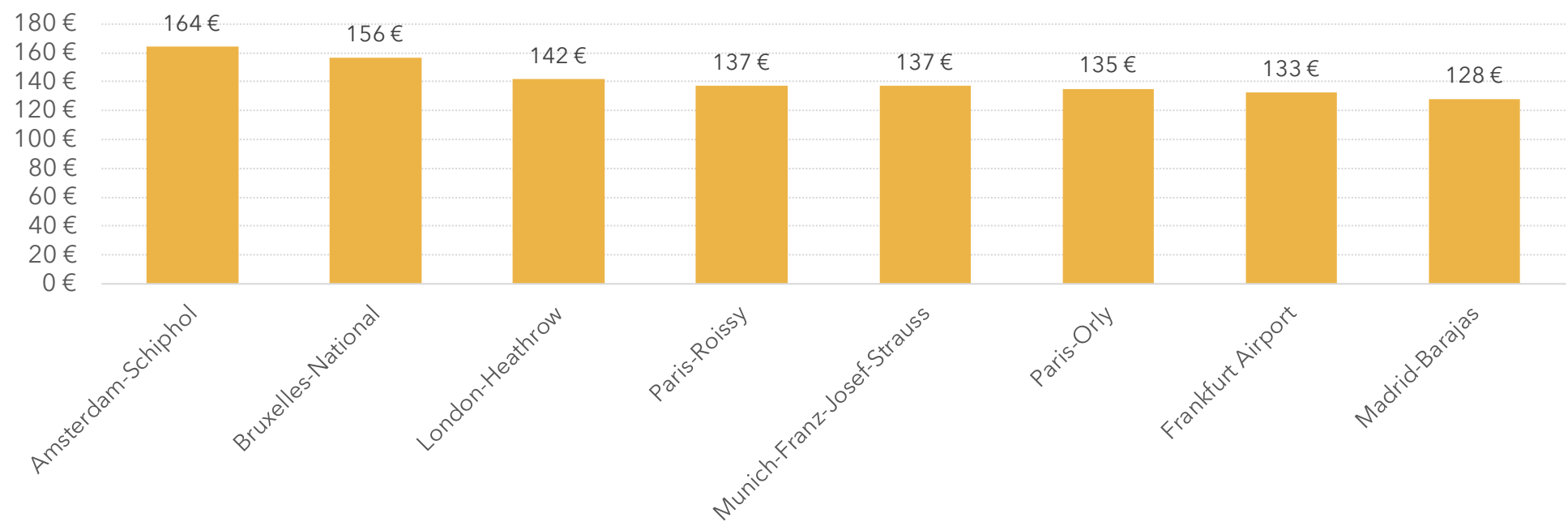
5* Hotels

ITALIAN CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
492	558	13%	Florence	62%	53%	-9
374	404	8%	Milan	62%	65%	3
472	477	1%	Rome	55%	58%	3

ADR expressed in euros VAT incl
Source: MKG_Consulting

APRIL 2024
ADR (Breakfast included)
All Hotels
MAIN EUROPEAN AIRPORTS



APRIL 2024 – All Hotels

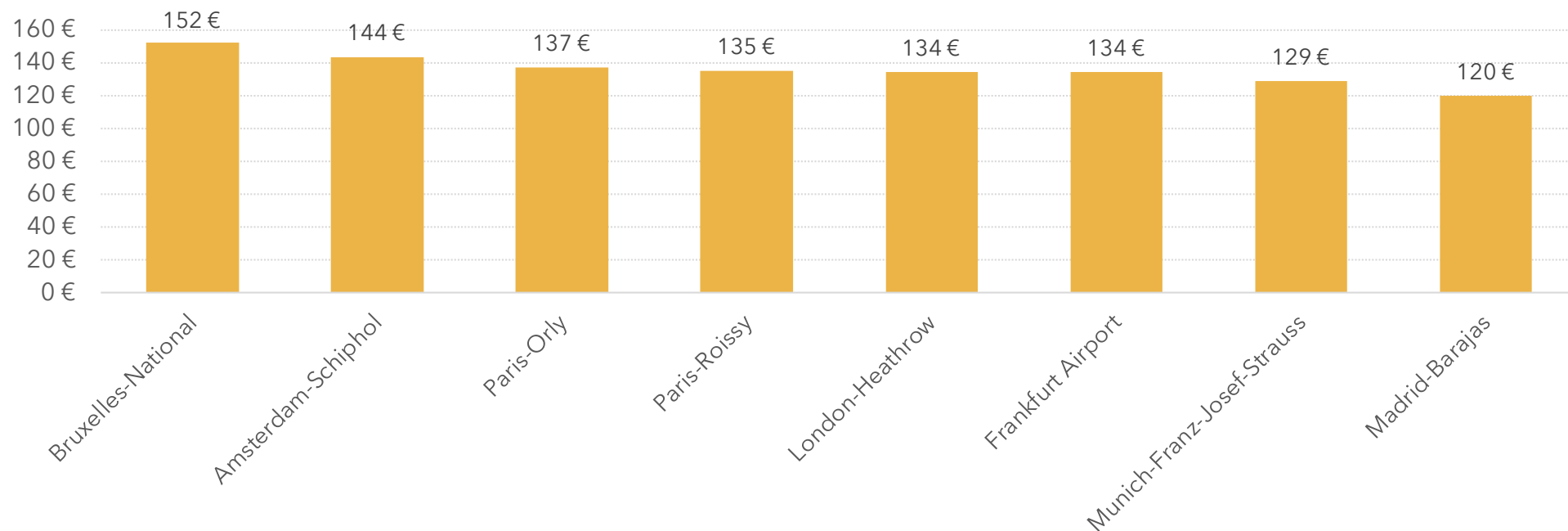
MAIN EUROPEAN AIRPORTS



ADR (Breakfast included)			Airport	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
158	164	4%	Amsterdam-Schiphol	89%	88%	0
149	156	5%	Bruxelles-National	70%	73%	3
120	133	10%	Frankfurt Airport	50%	61%	10
136	142	4%	London-Heathrow	78%	76%	-2
118	128	9%	Madrid-Barajas	76%	81%	5
141	137	-3%	Munich-Franz-Josef- Strauss	65%	66%	1
136	135	0%	Paris-Orly	71%	73%	1
131	137	5%	Paris-Roissy	76%	74%	-2

ADR expressed in euros VAT incl
Source: MKG_Consulting

YEAR-TO-DATE – APRIL 2024
ADR (Breakfast included)
All Hotels
MAIN EUROPEAN AIRPORTS





ADR (Breakfast included)			Airport	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
139	144	3%	Amsterdam-Schiphol	67%	73%	6
152	152	0%	Bruxelles-National	58%	62%	4
129	134	4%	Frankfurt Airport	52%	59%	7
131	134	3%	London-Heathrow	75%	76%	1
109	120	10%	Madrid-Barajas	70%	75%	6
134	129	-4%	Munich-Franz-Josef- Strauss	59%	64%	4
133	137	3%	Paris-Orly	68%	69%	1
127	135	6%	Paris-Roissy	68%	69%	1

ADR expressed in euros VAT incl
Source: MKG_Consulting

GLOSSARY

Occupancy rate : Number of sold rooms divided by number of available rooms

Average daily rate : Room revenue divided by number of sold rooms (Breakfast included)

Available rooms : Capacity x number of days of opening

Sold rooms : Capacity x number of days of opening x occupancy rate

Room revenue : Room revenue from the sale of guest rooms (excluding other types of revenue such as food and beverage, etc)

CONVENTIONS

In this review business results by city are presented on a like-for-like basis. Due to the restrictions of some of these samples (the supply itself is restricted) the slightest movement in supply (openings or closings) is likely to generate differences which strongly impact upon results.

Confidential document - This study and these data cannot be communicated to any third party without the express and prior agreement of MKG Consulting and CDS Groupe.

CONTACT BAROMETER

Rebecca Xerri
CDS Groupe

Global Chief Marketing Officer
barometre@cdsgroupe.com

CONTACT PRESS

Emmanuelle Tulliez
Hospitality On

Content Executive
webeditors@hospitality-on.com



CDS GROUPE
www.cdsgroupe.com



MKG CONSULTING
www.mkg-consulting.com

