



BUSINESS HOTEL BAROMETER

Observatory carried out by CDS Groupe
& MKG Consulting

MAY 2024



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Monthly performance (MAY 2023 compared with MAY 2024)

The good health of travel cities was confirmed in MAY 2024. In terms of occupancy rates, London, followed by Barcelona and Paris, posted the best performances, with occupancy levels above 70%. In terms of growth, Istanbul (+12 points), Vienna and Madrid (+7 points) posted the best increases.

At the other end of the scale, despite average daily rates falling by 22% and 23% respectively, Düsseldorf and Frankfurt lost 2 and 4 points in occupancy. Paris (-2 points), Budapest and Lisbon (-1 point) maintained their average daily rates. It should be noted that although the occupancy rate in Paris fell slightly, it still reached 70%.

Year to date performance

On a year-to-date basis, Cologne, Frankfurt and Madrid posted the best increases in occupancy rates. London hoteliers fill the most, with an average OR of 72% between January and MAY 2024, followed by their colleagues in Paris (68%), Madrid and Istanbul (66%).

Performance by category

Barcelona (€156) and London (€150) have the highest average daily rates (including breakfast), followed by Paris (€140 excluding VAT) and Brussels (€139) for 3-star establishments. While hoteliers in Madrid (+12%), Barcelona (+6%) and Brussels (+1%) continue to increase their prices, surfing on the wave of major events in the destination, Paris and London are slowing down on average daily rates (-2%). Istanbul stands out once again, with ADRs up 30% for 3-star properties.

Of the 16 European urban destinations on the panel, 8 have average daily rates of 130 euros or more (including breakfast) for the 3-star category.

At the top end of the market, 5 destinations have average daily rate of over €190 for 4-star properties. For 5-star establishments, average daily rates exceed €300 for 6 out of 11 destinations. Frankfurt, Athens, Brussels, Vienna, and Istanbul do not reach €300.

Faced with a lacklustre performance, hoteliers in Frankfurt and Düsseldorf have begun a cycle of price reductions, more in line with the resources currently available to companies in the German economy.

Performance of airport zones

Hoteliers in the Madrid Barajas and London Heathrow zones posted a 9-point increase in occupancy rate in MAY, taking them above the 70% OR mark (75% and 74% respectively). Brussels Airport saw its occupancy rate rise by 6 points to 59%, followed by Munich Franz Josef Strauss and Amsterdam Schiphol (+5 points). International air traffic remains buoyant, with a positive impact on occupancy in virtually all destinations except for Paris Orly.

MAY 2024 – All Hotels

EUROPEAN CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
269	266	-1%	Amsterdam	80%	78%	-1
285	331	16%	Athens	81%	78%	-3
256	272	6%	Barcelona	83%	86%	3
159	170	7%	Berlin	79%	79%	0
183	183	0%	Brussels	77%	75%	-2
150	157	4%	Budapest	72%	81%	9
164	138	-16%	Cologne	77%	66%	-11
192	158	-18%	Düsseldorf	70%	61%	-8
142	144	1%	Frankfurt	57%	54%	-3
317	287	-9%	Geneva	70%	76%	6
150	112	-25%	Hanover	74%	60%	-14
201	278	39%	Istanbul	69%	78%	8
186	199	7%	Lisboa	91%	89%	-2
279	276	-1%	London	82%	82%	0
190	219	15%	Madrid	76%	83%	7
240	250	4%	Milano	84%	82%	-2
161	173	7%	Munich	72%	71%	-2
279	286	3%	Paris	81%	80%	-1
141	161	14%	Prague	76%	79%	3
285	307	8%	Roma	88%	87%	0
160	163	2%	Vienna	79%	80%	1
190	194	2%	Zurich	77%	79%	1

MAY 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	195	200	3%	259	258	-1%	458	436	-5%
Athens	n/a	n/a	n/a	172	192	12%	332	384	16%
Barcelona	176	183	4%	239	258	8%	415	444	7%
Berlin	129	148	15%	163	170	4%	316	315	0%
Brussels	160	155	-3%	200	198	-1%	264	261	-1%
Budapest	n/a	n/a	n/a	134	137	2%	n/a	n/a	n/a
Cologne	147	130	-11%	180	146	-19%	n/a	n/a	n/a
Düsseldorf	179	143	-20%	201	164	-18%	n/a	n/a	n/a
Frankfurt	113	119	6%	144	144	0%	241	218	-10%
Hanover	134	101	-25%	163	120	-26%	n/a	n/a	n/a
Istanbul	119	172	44%	206	282	37%	275	373	35%
Lisboa	137	147	7%	168	178	6%	n/a	n/a	n/a
London	179	177	-1%	282	277	-1%	473	471	0%
Madrid	152	182	20%	191	219	15%	368	424	15%
Munich	129	151	17%	168	172	3%	n/a	n/a	n/a
Paris	181	176	-2%	284	286	1%	662	684	3%
Prague	102	124	22%	148	165	11%	n/a	n/a	n/a
Vienna	121	128	5%	159	160	0%	318	315	-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

YEAR-TO-DATE – MAY 2024

All Hotels

EUROPEAN CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
230	228	-1%	Amsterdam	71%	71%	0
222	245	10%	Athens	58%	61%	3
220	239	9%	Barcelona	73%	75%	2
148	152	3%	Berlin	68%	69%	2
173	179	3%	Brussels	69%	69%	0
136	140	3%	Budapest	60%	61%	2
150	148	-2%	Cologne	66%	69%	2
155	146	-6%	Düsseldorf	62%	60%	-2
151	156	3%	Frankfurt	54%	57%	3
268	252	-6%	Geneva	59%	63%	4
139	132	-6%	Hanover	59%	58%	-1
182	237	30%	Istanbul	62%	68%	6
157	163	4%	Lisboa	75%	73%	-1
255	249	-3%	London	75%	76%	1
172	191	11%	Madrid	69%	74%	5
219	231	5%	Milano	73%	74%	1
143	142	-1%	Munich	60%	62%	2
249	250	0%	Paris	75%	75%	-1
115	126	10%	Prague	63%	67%	4
227	239	5%	Roma	70%	71%	1
146	149	2%	Vienna	63%	66%	3
181	180	-1%	Zurich	66%	68%	2

YEAR-TO-DATE – MAY 2024

ADR (Breakfast included) BY CATEGORY

EUROPEAN CITIES FOR BUSINESS TRAVEL

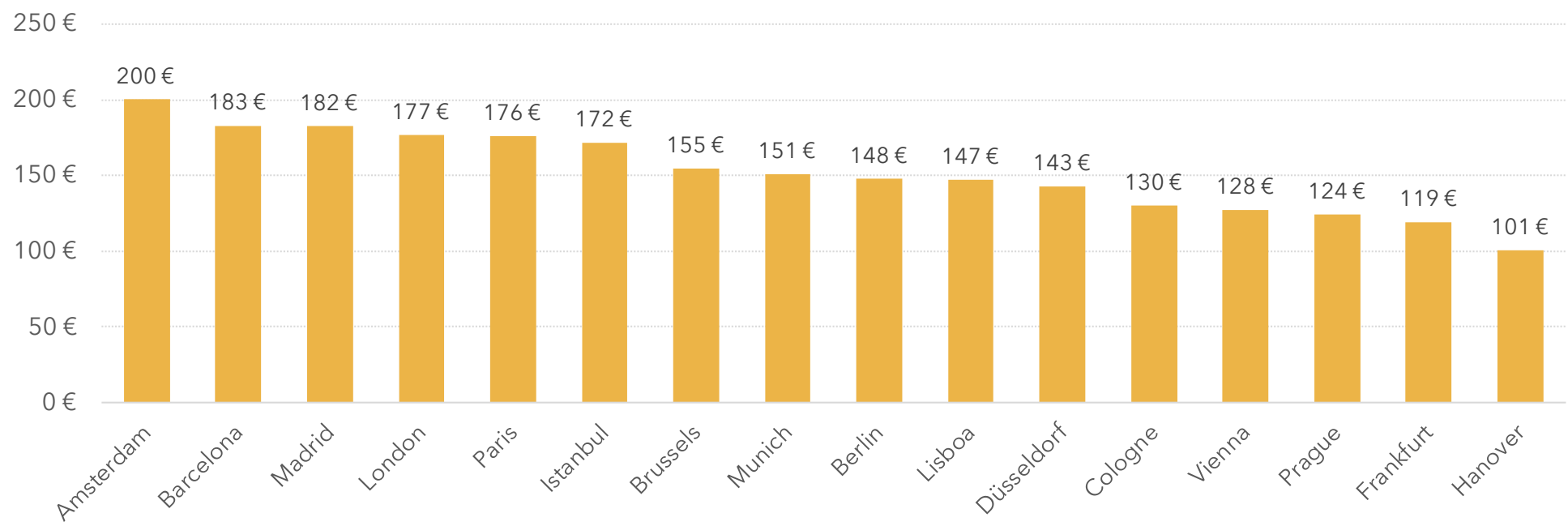
Cities	Economy			Upscale					
	3*			4*			5*		
	2023	2024	chge (%) 2023	2023	2024	chge (%) 2023	2023	2024	chge (%) 2023
Amsterdam	166	169	2%	225	220	-2%	388	378	-3%
Athens	n/a	n/a	n/a	140	150	7%	256	283	10%
Barcelona	150	162	8%	205	230	12%	356	386	9%
Berlin	122	130	6%	152	153	1%	301	299	-1%
Brussels	149	150	0%	190	195	2%	259	257	-1%
Budapest	n/a	n/a	n/a	120	122	1%	n/a	n/a	n/a
Cologne	137	138	0%	163	159	-3%	n/a	n/a	n/a
Düsseldorf	143	132	-8%	160	151	-6%	n/a	n/a	n/a
Frankfurt	128	138	7%	152	156	3%	242	230	-5%
Hanover	127	116	-8%	152	145	-5%	n/a	n/a	n/a
Istanbul	106	143	35%	186	239	29%	262	332	27%
Lisboa	113	118	5%	140	146	4%	n/a	n/a	n/a
London	165	160	-3%	252	248	-1%	433	426	-2%
Madrid	136	155	14%	173	194	12%	329	366	11%
Munich	117	121	3%	143	140	-2%	n/a	n/a	n/a
Paris	160	157	-2%	254	253	0%	606	596	-2%
Prague	80	90	12%	121	132	9%	n/a	n/a	n/a
Vienna	115	116	2%	144	146	1%	296	296	0%

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

MAY 2024
ADR (Breakfast included)
3* Hotels

EUROPEAN CITIES FOR BUSINESS TRAVEL



MAY 2024 – 3* Hotels

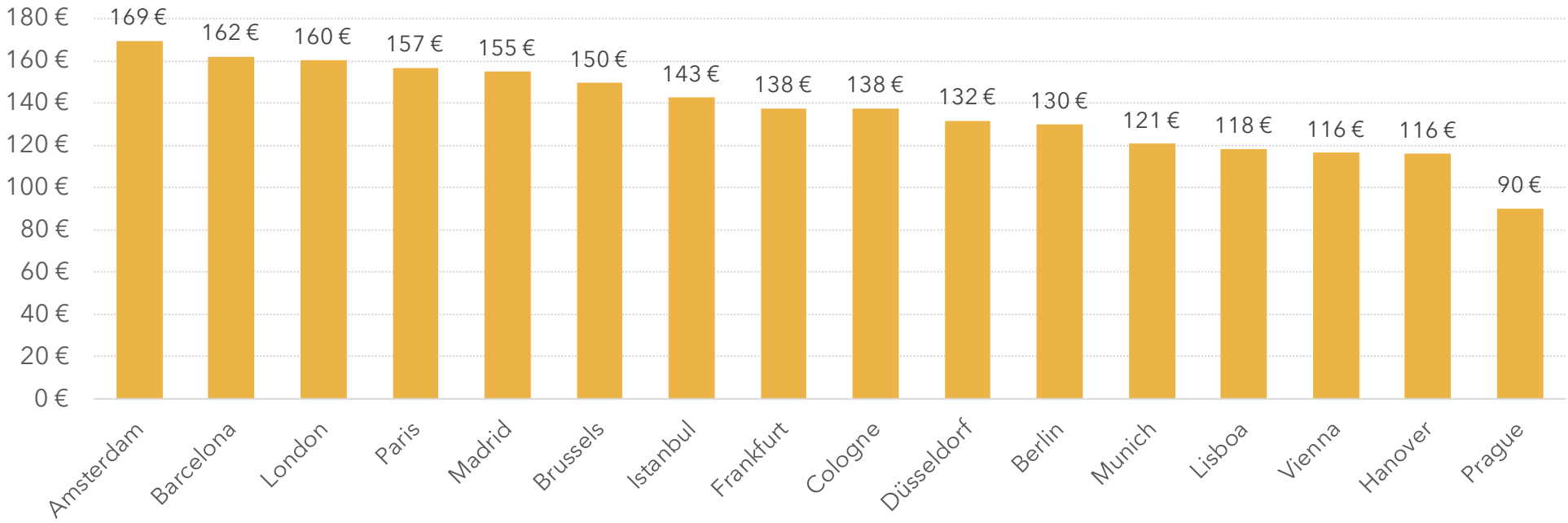
EUROPEAN CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
195	200	3%	Amsterdam	86%	85%	-1
176	183	4%	Barcelona	89%	94%	4
129	148	15%	Berlin	83%	81%	-2
160	155	-3%	Brussels	81%	82%	1
147	130	-11%	Cologne	81%	67%	-13
179	143	-20%	Düsseldorf	70%	68%	-3
113	119	6%	Frankfurt	59%	50%	-10
134	101	-25%	Hanover	75%	60%	-15
119	172	44%	Istanbul	69%	74%	5
137	147	7%	Lisboa	92%	92%	0
179	177	-1%	London	86%	86%	0
152	182	20%	Madrid	83%	90%	7
129	151	17%	Munich	74%	69%	-5
181	176	-2%	Paris	84%	81%	-3
102	124	22%	Prague	80%	83%	3
121	128	5%	Vienna	83%	82%	-1

ADR expressed in euros VAT incl
Source: MKG_Consulting

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

EUROPEAN CITIES FOR BUSINESS TRAVEL



YEAR-TO-DATE – MAY 2024

3* Hotels

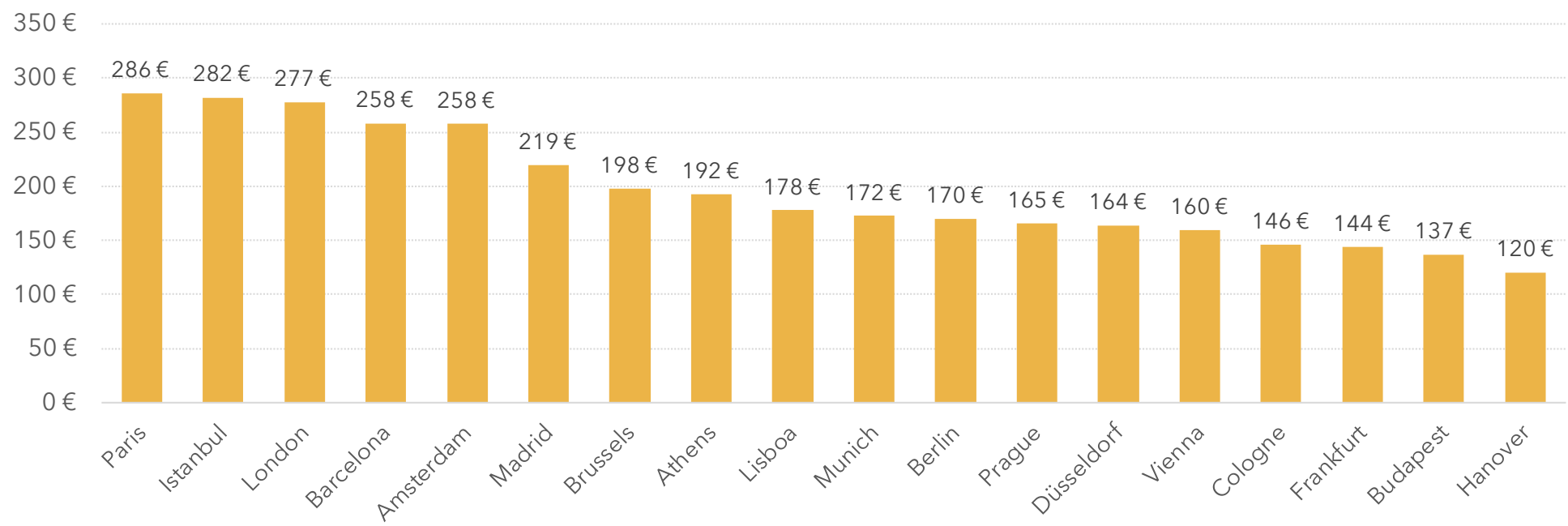
EUROPEAN CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
166	169	2%	Amsterdam	79%	77%	-2
150	162	8%	Barcelona	79%	82%	3
122	130	6%	Berlin	73%	72%	-1
149	150	0%	Brussels	74%	77%	3
137	138	0%	Cologne	70%	72%	2
143	132	-8%	Düsseldorf	60%	63%	3
128	138	7%	Frankfurt	58%	55%	-3
127	116	-8%	Hanover	62%	59%	-3
106	143	35%	Istanbul	66%	67%	2
113	118	5%	Lisboa	79%	78%	-1
165	160	-3%	London	80%	81%	2
136	155	14%	Madrid	76%	82%	6
117	121	3%	Munich	61%	61%	0
160	157	-2%	Paris	80%	79%	-2
80	90	12%	Prague	69%	69%	-1
115	116	2%	Vienna	64%	67%	3

ADR expressed in euros VAT incl
Source: MKG_Consulting

MAY 2024
ADR (Breakfast included)
4* Hotels

EUROPEAN CITIES FOR BUSINESS TRAVEL



MAY 2024 – 4* Hotels

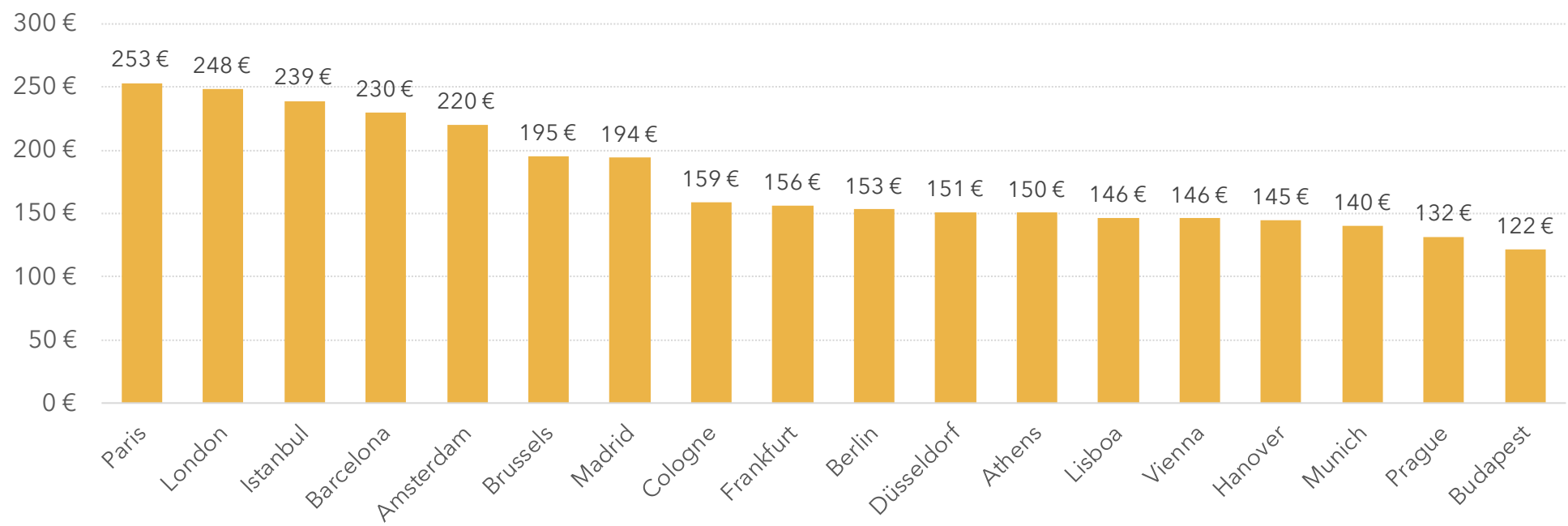
EUROPEAN CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
259	258	-1%	Amsterdam	79%	78%	-1
172	192	12%	Athens	85%	80%	-6
239	258	8%	Barcelona	80%	84%	4
163	170	4%	Berlin	80%	81%	2
200	198	-1%	Brussels	72%	71%	-1
134	137	2%	Budapest	70%	80%	10
180	146	-19%	Cologne	76%	67%	-9
201	164	-18%	Düsseldorf	70%	61%	-10
144	144	0%	Frankfurt	58%	53%	-5
163	120	-26%	Hanover	72%	58%	-14
206	282	37%	Istanbul	69%	78%	9
168	178	6%	Lisboa	94%	87%	-7
282	277	-1%	London	82%	81%	-1
191	219	15%	Madrid	75%	81%	7
168	172	3%	Munich	72%	73%	0
284	286	1%	Paris	82%	81%	-1
148	165	11%	Prague	74%	77%	3
159	160	0%	Vienna	77%	81%	4

ADR expressed in euros VAT incl
Source: MKG_Consulting

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

EUROPEAN CITIES FOR BUSINESS TRAVEL



YEAR-TO-DATE – MAY 2024

4* Hotels

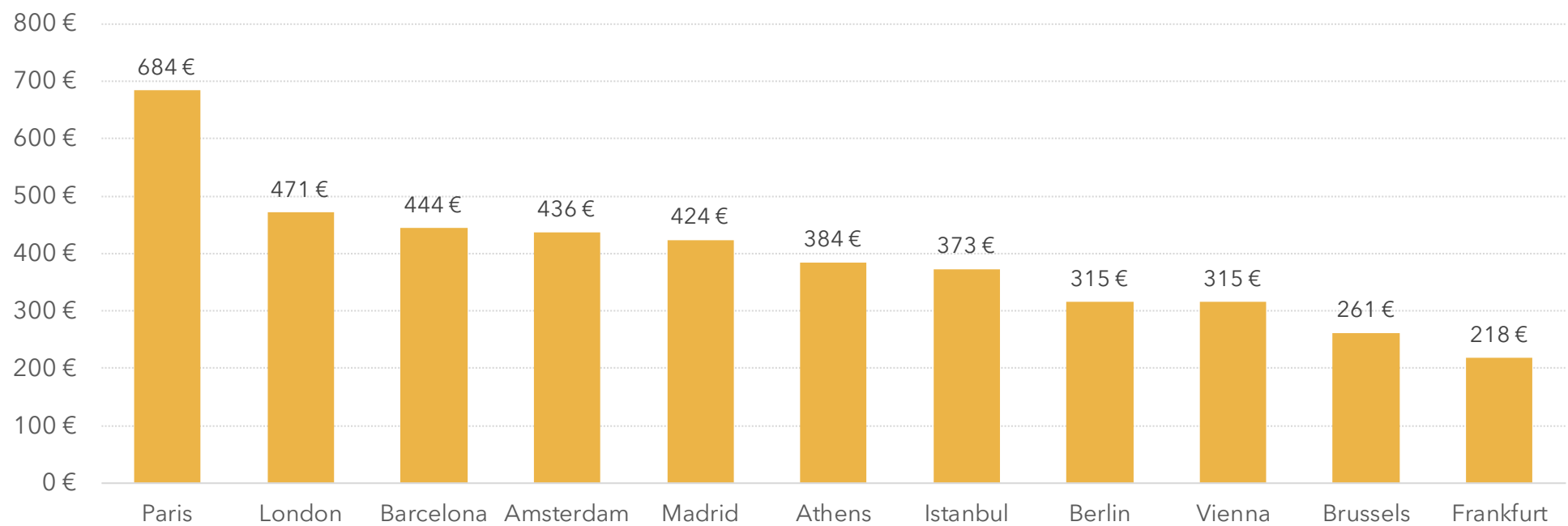
EUROPEAN CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
225	220	-2%	Amsterdam	70%	70%	1
140	150	7%	Athens	61%	63%	2
205	230	12%	Barcelona	72%	73%	1
152	153	1%	Berlin	68%	71%	3
190	195	2%	Brussels	64%	66%	2
120	122	1%	Budapest	59%	60%	1
163	159	-3%	Cologne	66%	68%	3
160	151	-6%	Düsseldorf	65%	61%	-4
152	156	3%	Frankfurt	55%	57%	2
152	145	-5%	Hanover	57%	56%	-1
186	239	29%	Istanbul	60%	69%	10
140	146	4%	Lisboa	76%	73%	-3
252	248	-1%	London	75%	76%	1
173	194	12%	Madrid	67%	73%	5
143	140	-2%	Munich	60%	63%	3
254	253	0%	Paris	76%	75%	-1
121	132	9%	Prague	60%	65%	5
144	146	1%	Vienna	65%	67%	2

ADR expressed in euros VAT incl
Source: MKG_Consulting

MAY 2024
ADR (Breakfast included)
5* Hotels

EUROPEAN CITIES FOR BUSINESS TRAVEL



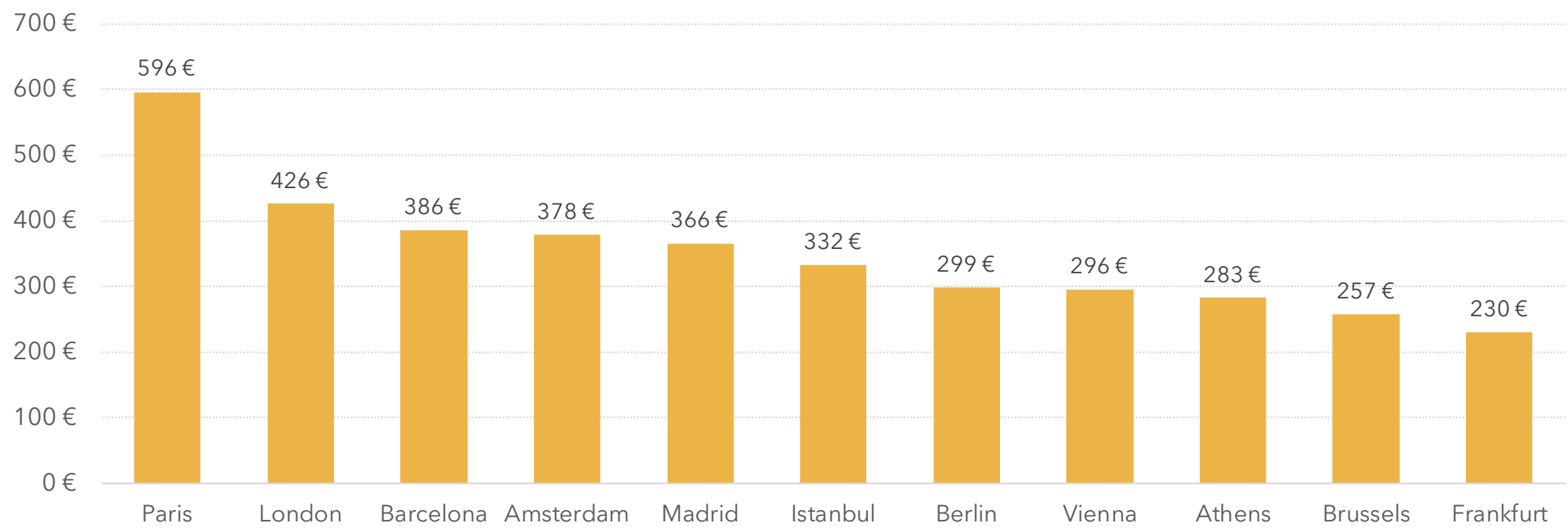
MAY 2024 – 5* Hotels

EUROPEAN CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
458	436	-5%	Amsterdam	70%	70%	0
332	384	16%	Athens	80%	78%	-2
415	444	7%	Barcelona	80%	80%	1
316	315	0%	Berlin	60%	64%	4
264	261	-1%	Brussels	70%	66%	-4
241	218	-10%	Frankfurt	54%	67%	12
275	373	35%	Istanbul	70%	80%	10
473	471	0%	London	77%	79%	2
368	424	15%	Madrid	68%	72%	5
662	684	3%	Paris	68%	75%	7
318	315	-1%	Vienna	73%	75%	1

ADR expressed in euros VAT incl
Source: MKG_Consulting

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



YEAR-TO-DATE – MAY 2024

5* Hotels

EUROPEAN CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
388	378	-3%	Amsterdam	61%	63%	2
256	283	10%	Athens	57%	60%	3
356	386	9%	Barcelona	68%	70%	2
301	299	-1%	Berlin	48%	54%	6
259	257	-1%	Brussels	55%	59%	4
242	230	-5%	Frankfurt	47%	61%	14
262	332	27%	Istanbul	60%	68%	7
433	426	-2%	London	70%	69%	-1
329	366	11%	Madrid	61%	59%	-2
606	596	-2%	Paris	61%	66%	5
296	296	0%	Vienna	61%	65%	3

ADR expressed in euros VAT incl
Source: MKG_Consulting

MAY 2024 – All Hotels

FRENCH CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
131	139	6%	Biarritz	63%	68%	5
153	157	3%	Bordeaux	73%	77%	4
812	795	-2%	Cannes	69%	76%	7
92	97	6%	Clermont-Ferrand	64%	65%	1
108	110	2%	Dijon	69%	68%	-1
132	138	5%	Lille	71%	69%	-1
154	161	5%	Lyon	76%	77%	2
156	160	3%	Marseille	77%	79%	2
116	115	-1%	Montpellier	67%	70%	3
112	117	4%	Nantes	69%	67%	-3
256	269	5%	Nice	80%	86%	6
96	98	2%	Poitiers	65%	63%	-2
108	117	8%	Rennes	61%	61%	0
109	112	2%	Rouen	73%	67%	-7
129	125	-3%	Strasbourg	74%	71%	-3
118	117	0%	Toulouse	65%	62%	-3
97	99	2%	Tours	73%	72%	-1

ADR expressed in euros VAT incl
Source: MKG_Consulting

MAY 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	82	88	8%	102	109	7%	176	185	5%
Bordeaux	86	89	3%	116	120	3%	165	168	2%
Cannes	n/a	n/a	n/a	169	178	5%	409	400	-2%
Mont-Ferrand	66	70	6%	84	91	8%	136	139	2%
Dijon	77	80	4%	105	105	0%	140	142	1%
Lille	90	97	8%	113	116	3%	158	165	5%
Lyon	92	96	4%	118	122	3%	164	176	8%
Marseille	88	94	7%	113	118	4%	197	200	2%
Montpellier	77	75	-3%	108	106	-2%	144	146	1%
Nantes	84	89	6%	106	104	-2%	153	169	10%
Nice	101	113	12%	146	146	0%	289	305	6%
Poitiers	74	72	-3%	92	97	5%	142	142	0%
Rennes	78	82	5%	102	109	6%	140	149	7%
Rouen	71	70	-2%	93	93	0%	141	152	7%
Strasbourg	81	82	2%	104	104	0%	155	146	-6%
Toulouse	73	73	1%	106	105	-1%	147	144	-2%
Tours	75	76	2%	95	96	2%	138	140	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

YEAR-TO-DATE – MAY 2024

All Hotels

FRENCH CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
116	119	3%	Biarritz	54%	55%	1
137	139	1%	Bordeaux	63%	66%	2
439	444	1%	Cannes	51%	50%	-1
92	95	3%	Clermont-Ferrand	57%	57%	0
103	105	2%	Dijon	59%	60%	1
130	135	3%	Lille	66%	67%	1
155	151	-3%	Lyon	73%	71%	-2
137	139	2%	Marseille	66%	65%	-1
106	104	-2%	Montpellier	62%	62%	1
110	114	3%	Nantes	66%	63%	-3
180	184	2%	Nice	63%	68%	5
91	91	0%	Poitiers	58%	56%	-2
109	116	6%	Rennes	61%	61%	1
105	107	2%	Rouen	61%	58%	-3
118	120	2%	Strasbourg	60%	62%	2
116	118	2%	Toulouse	61%	60%	-1
93	96	2%	Tours	56%	57%	1

ADR expressed in euros VAT incl
Source: MKG_Consulting

YEAR-TO-DATE – MAY 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	75	78	4%	92	94	3%	157	162	3%
Bordeaux	78	81	3%	110	113	3%	151	152	1%
Cannes	n/a	n/a	n/a	104	105	1%	276	275	0%
Mont-Ferrand	65	67	4%	87	88	2%	134	136	1%
Dijon	72	75	4%	100	101	1%	137	136	-1%
Lille	87	89	3%	110	114	3%	156	160	2%
Lyon	94	93	-1%	n/a	n/a	n/a	169	164	-3%
Marseille	80	85	6%	100	101	1%	172	172	0%
Montpellier	72	72	-1%	102	100	-2%	133	128	-4%
Nantes	81	86	6%	106	110	4%	149	153	3%
Nice	82	87	7%	108	108	0%	202	208	3%
Poitiers	69	68	-1%	88	88	0%	132	132	0%
Rennes	79	83	5%	106	111	5%	142	149	4%
Rouen	68	68	1%	90	90	0%	137	143	4%
Strasbourg	77	80	4%	96	99	4%	143	140	-2%
Toulouse	73	74	2%	105	106	1%	147	149	1%
Tours	72	73	1%	93	94	2%	129	131	2%

ADR expressed in euros VAT incl
Source: MKG_Consulting

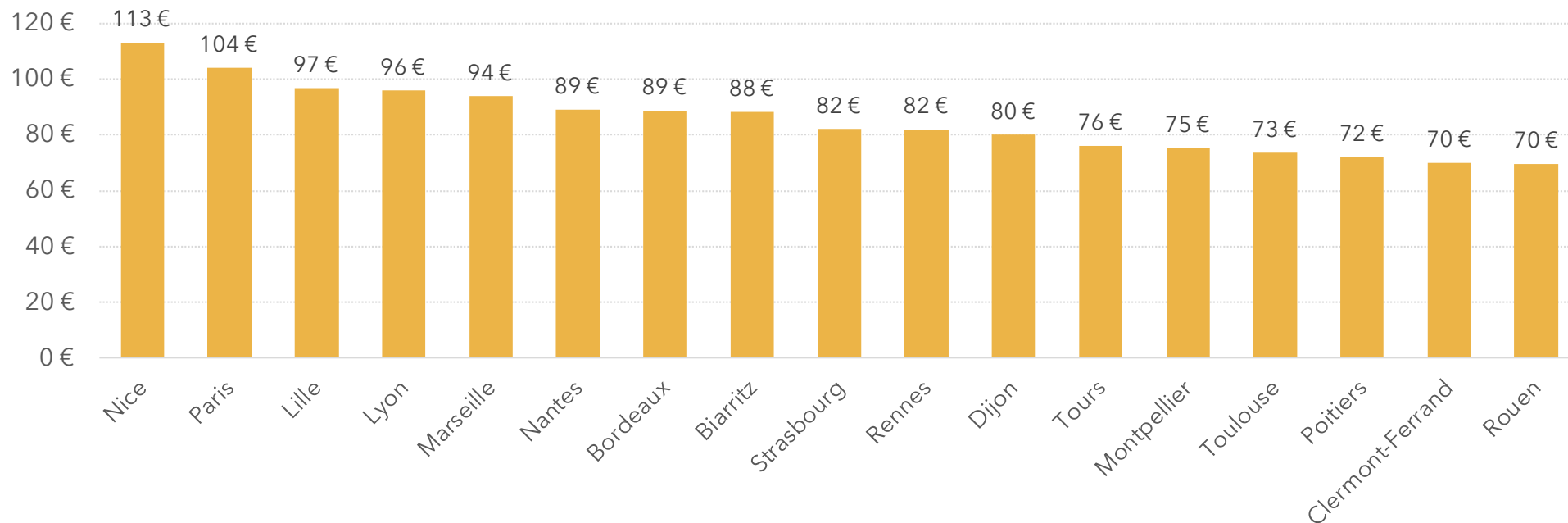
Note : the panel of participants classified 5* is not large enough to be able to disseminate statistics

MAY 2024

ADR (Breakfast included)

2* Hotels

FRENCH CITIES FOR BUSINESS TRAVEL



MAY 2024 – 2* Hotels

FRENCH CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
82	88	8%	Biarritz	66%	69%	3
86	89	3%	Bordeaux	84%	86%	2
66	70	6%	Clermont-Ferrand	67%	68%	1
77	80	4%	Dijon	67%	70%	2
90	97	8%	Lille	69%	63%	-6
92	96	4%	Lyon	86%	85%	-1
88	94	7%	Marseille	80%	79%	-1
77	75	-3%	Montpellier	71%	77%	5
84	89	6%	Nantes	70%	66%	-5
101	113	12%	Nice	85%	89%	4
74	72	-3%	Poitiers	66%	61%	-4
78	82	5%	Rennes	64%	61%	-3
71	70	-2%	Rouen	68%	64%	-4
81	82	2%	Strasbourg	71%	64%	-7
73	73	1%	Toulouse	68%	61%	-7
75	76	2%	Tours	78%	77%	-1

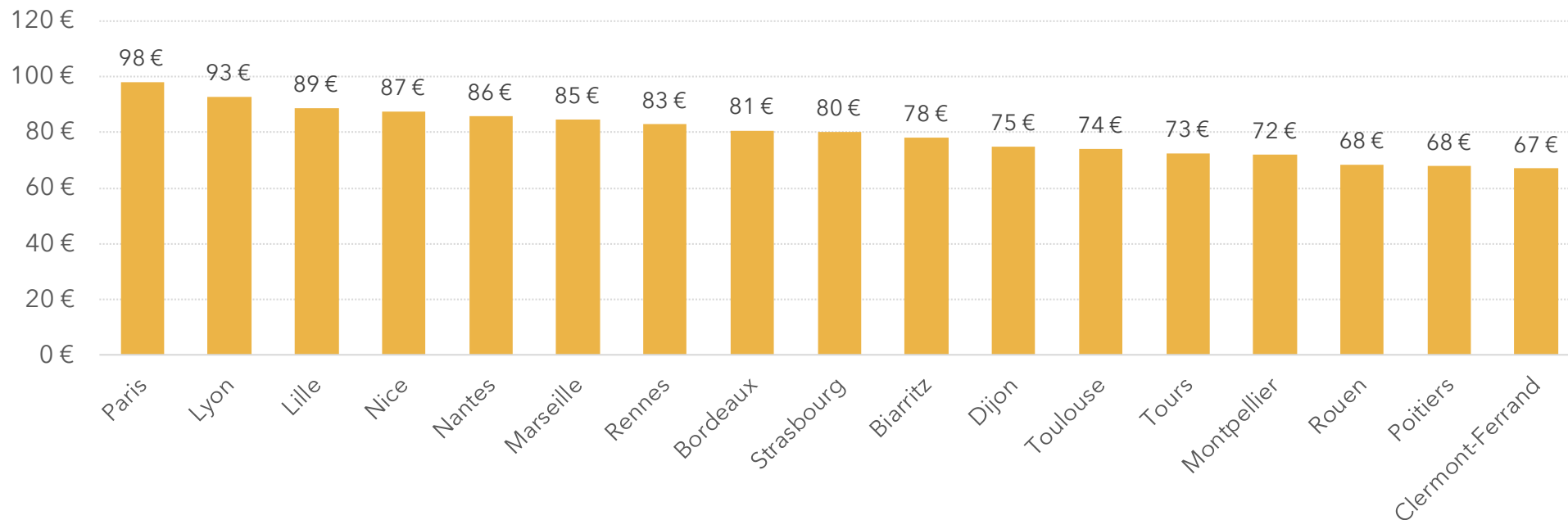
ADR expressed in euros VAT incl
Source: MKG_Consulting

YEAR-TO-DATE – MAY 2024

ADR (Breakfast included)

2* Hotels

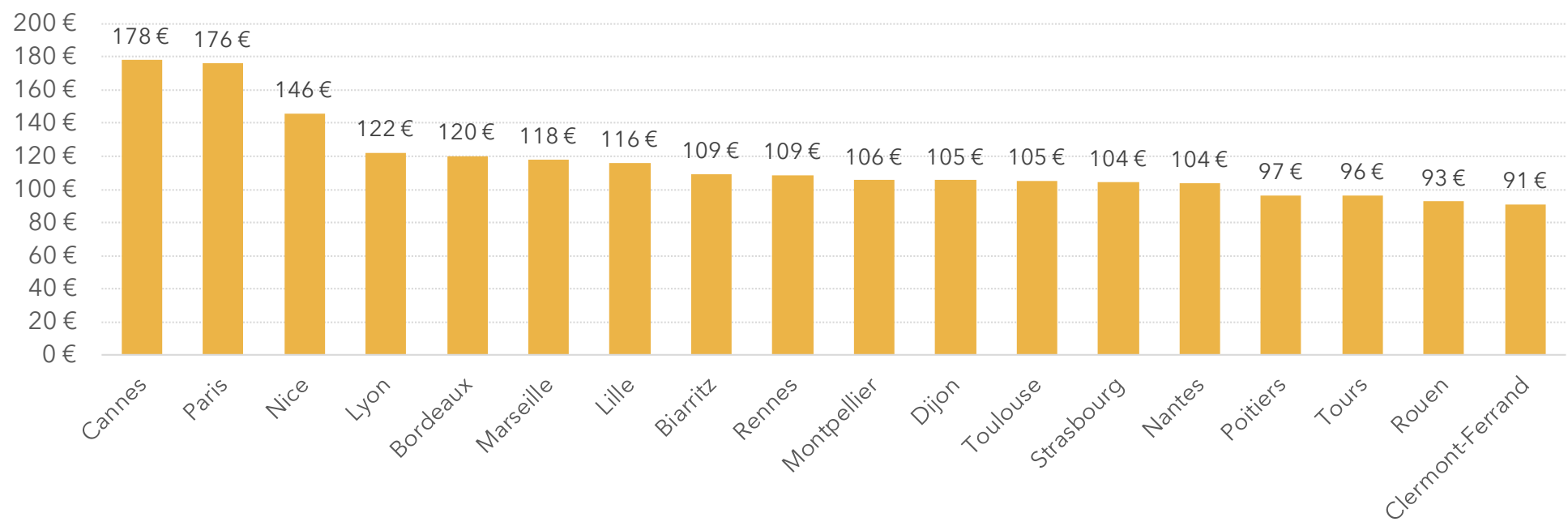
FRENCH CITIES FOR BUSINESS TRAVEL



ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
75	78	4%	Biarritz	62%	63%	1
78	81	3%	Bordeaux	76%	75%	-1
65	67	4%	Clermont-Ferrand	59%	58%	0
72	75	4%	Dijon	60%	64%	4
87	89	3%	Lille	62%	64%	2
94	93	-1%	Lyon	83%	79%	-4
80	85	6%	Marseille	73%	66%	-8
72	72	-1%	Montpellier	67%	67%	0
81	86	6%	Nantes	68%	62%	-6
82	87	7%	Nice	64%	69%	5
69	68	-1%	Poitiers	56%	56%	-1
79	83	5%	Rennes	64%	63%	-1
68	68	1%	Rouen	58%	54%	-4
77	80	4%	Strasbourg	55%	54%	-2
73	74	2%	Toulouse	63%	59%	-3
72	73	1%	Tours	60%	60%	-1

ADR expressed in euros VAT incl
Source: MKG_Consulting

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



MAY 2024 – 3* Hotels

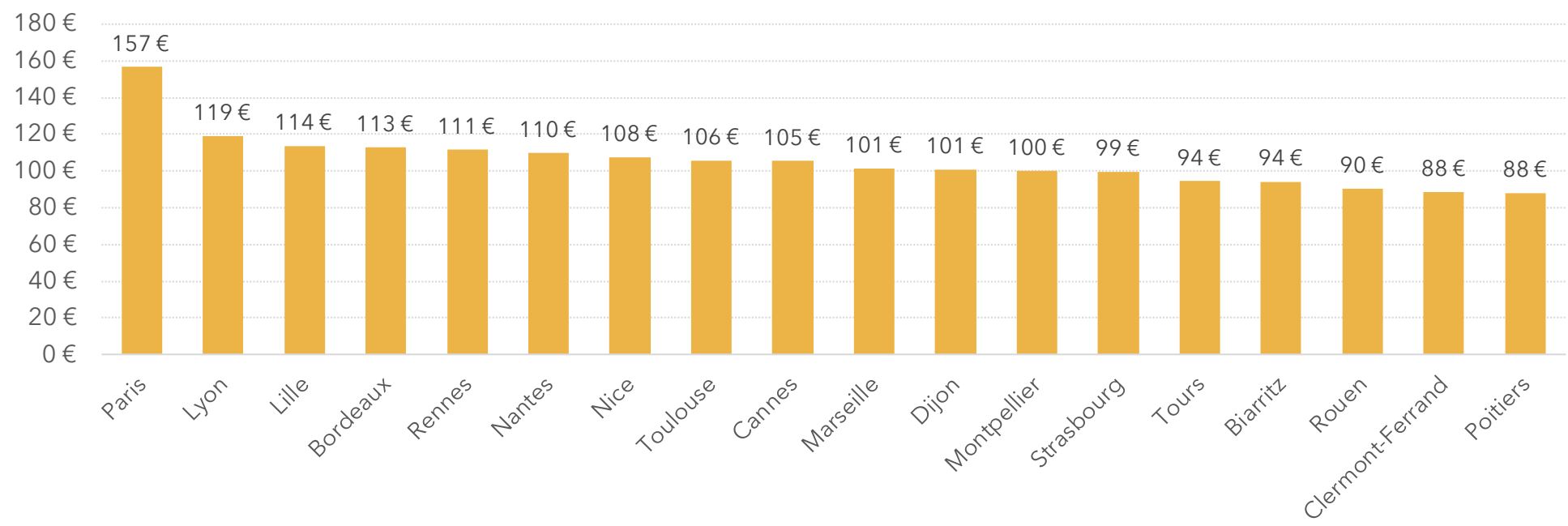
FRENCH CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
102	109	7%	Biarritz	65%	69%	5
116	120	3%	Bordeaux	74%	77%	3
169	178	5%	Cannes	82%	86%	4
84	91	8%	Clermont-Ferrand	66%	66%	0
105	105	0%	Dijon	72%	69%	-4
113	116	3%	Lille	72%	74%	1
118	122	3%	Lyon	75%	75%	1
113	118	4%	Marseille	79%	82%	4
108	106	-2%	Montpellier	70%	72%	1
106	104	-2%	Nantes	71%	68%	-2
146	146	0%	Nice	87%	89%	2
92	97	5%	Poitiers	64%	62%	-2
102	109	6%	Rennes	61%	60%	-1
93	93	0%	Rouen	68%	63%	-5
104	104	0%	Strasbourg	80%	73%	-8
106	105	-1%	Toulouse	63%	61%	-2
95	96	2%	Tours	71%	74%	2

ADR expressed in euros VAT incl
Source: MKG_Consulting

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

FRENCH CITIES FOR BUSINESS TRAVEL



YEAR-TO-DATE – MAY 2024

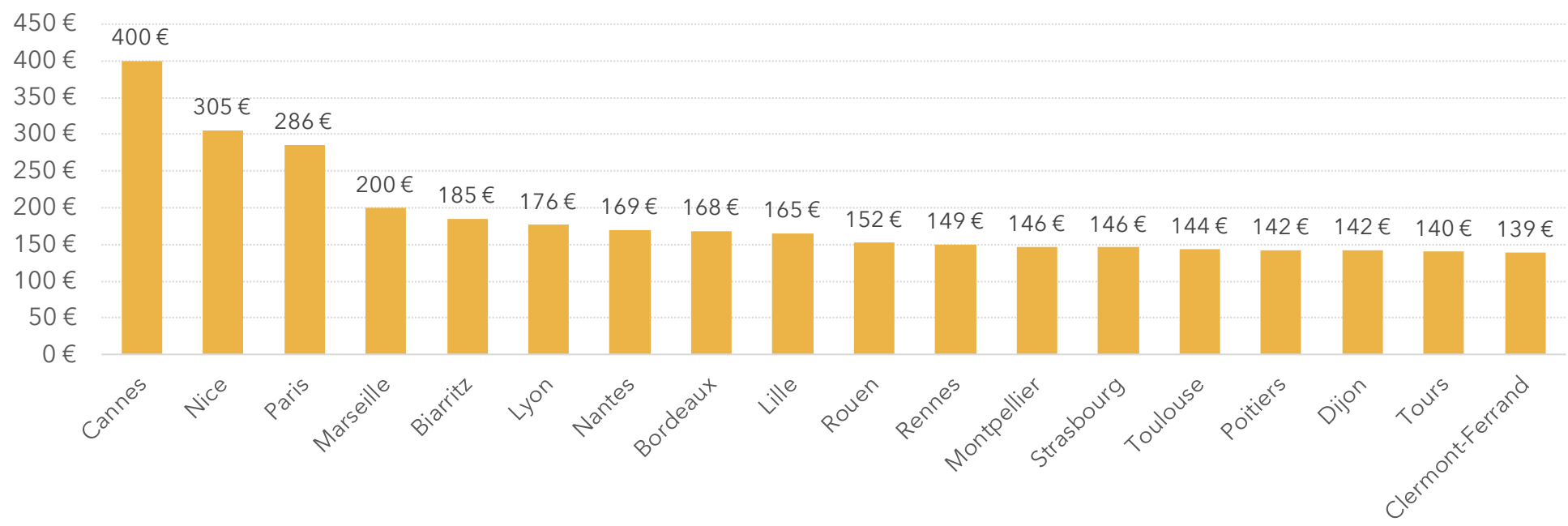
3* Hotels

FRENCH CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
92	94	3%	Biarritz	53%	55%	2
110	113	3%	Bordeaux	62%	66%	4
104	105	1%	Cannes	65%	65%	1
87	88	2%	Clermont-Ferrand	59%	58%	-2
100	101	1%	Dijon	61%	62%	0
110	114	3%	Lille	68%	69%	1
123	119	-3%	Lille	73%	69%	-4
100	101	1%	Marseille	67%	68%	1
102	100	-2%	Montpellier	62%	61%	-2
106	110	4%	Nantes	66%	65%	-1
108	108	0%	Nice	73%	73%	1
88	88	0%	Poitiers	57%	56%	-2
106	111	5%	Rennes	62%	62%	0
90	90	0%	Rouen	55%	56%	0
96	99	4%	Strasbourg	67%	64%	-3
105	106	1%	Toulouse	62%	60%	-2
93	94	2%	Tours	53%	57%	4

ADR expressed in euros VAT incl
Source: MKG_Consulting

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



MAY 2024 – 4* Hotels

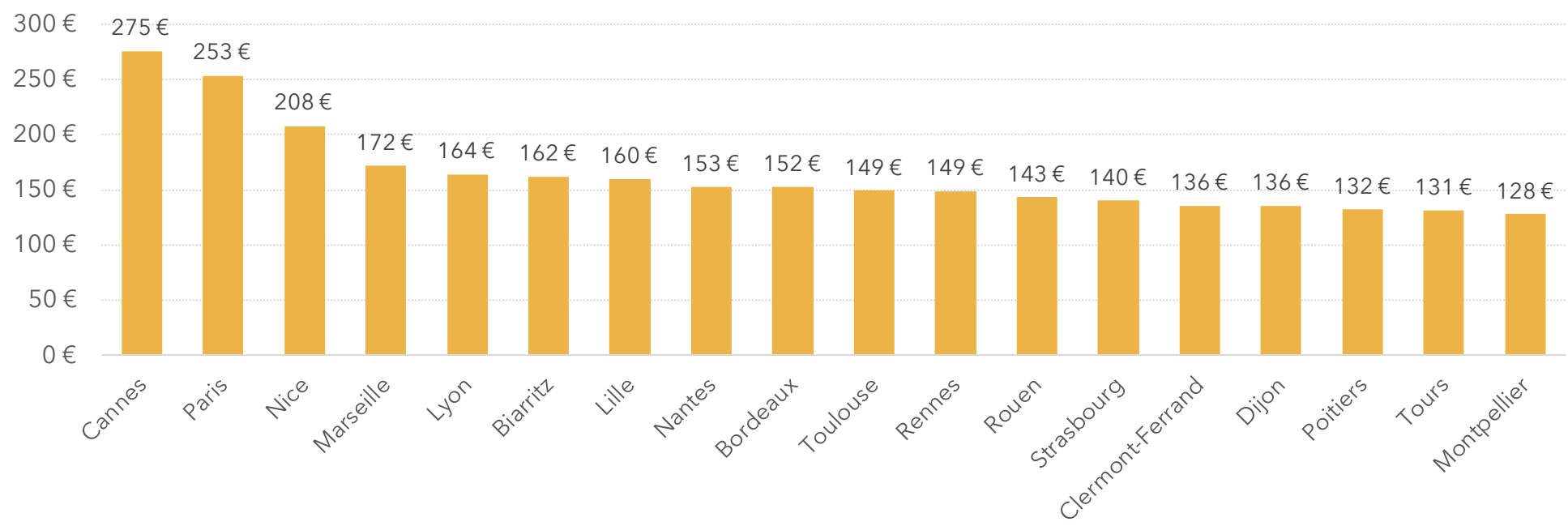
FRENCH CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
176	185	5%	Biarritz	62%	70%	8
165	168	2%	Bordeaux	68%	74%	6
409	400	-2%	Cannes	70%	76%	6
136	139	2%	Clermont-Ferrand	60%	64%	4
140	142	1%	Dijon	66%	69%	3
158	165	5%	Lille	73%	69%	-4
164	176	8%	Lyon	76%	79%	3
197	200	2%	Marseille	72%	76%	4
144	146	1%	Montpellier	63%	66%	3
153	169	10%	Nantes	67%	65%	-2
289	305	6%	Nice	77%	85%	8
142	142	0%	Poitiers	66%	67%	1
140	149	7%	Rennes	58%	62%	4
141	152	7%	Rouen	81%	70%	-11
155	146	-6%	Strasbourg	73%	76%	3
147	144	-2%	Toulouse	65%	63%	-2
138	140	2%	Tours	75%	73%	-3

ADR expressed in euros VAT incl
Source: MKG_Consulting

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

FRENCH CITIES FOR BUSINESS TRAVEL



YEAR-TO-DATE – MAY 2024

4* Hotels

FRENCH CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
157	162	3%	Biarritz	54%	55%	1
151	152	1%	Bordeaux	60%	64%	4
276	275	0%	Cannes	52%	51%	-1
134	136	1%	Clermont-Ferrand	56%	58%	2
137	136	-1%	Dijon	58%	60%	2
156	160	2%	Lille	68%	70%	2
169	164	-3%	Lyon	73%	73%	0
172	172	0%	Marseille	62%	63%	1
133	128	-4%	Montpellier	57%	61%	3
149	153	3%	Nantes	64%	61%	-3
202	208	3%	Nice	59%	65%	6
132	132	0%	Poitiers	59%	58%	-1
142	149	4%	Rennes	55%	59%	4
137	143	4%	Rouen	65%	61%	-4
143	140	-2%	Strasbourg	59%	66%	8
147	149	1%	Toulouse	58%	59%	1
129	131	2%	Tours	59%	60%	1

ADR expressed in euros VAT incl
Source: MKG_Consulting

MAY 2024 – All Hotels

GERMAN CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
159	170	7%	Berlin	79%	79%	0
164	138	-16%	Cologne	77%	66%	-11
192	158	-18%	Düsseldorf	70%	61%	-8
142	144	1%	Frankfurt	57%	54%	-3
164	181	10%	Hamburg	82%	84%	1
150	112	-25%	Hanover	74%	60%	-14
161	173	7%	Munich	72%	71%	-2
139	128	-8%	Stuttgart	66%	60%	-5

ADR expressed in euros VAT incl
Source: MKG_Consulting

MAY 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	129	148	15%	163	170	4%	316	315	0%
Cologne	147	130	-11%	180	146	-19%	n/a	n/a	n/a
Düsseldorf	179	143	-20%	201	164	-18%	n/a	n/a	n/a
Frankfurt	113	119	6%	144	144	0%	241	218	-10%
Hamburg	141	161	15%	179	189	6%	n/a	n/a	n/a
Hanover	134	101	-25%	163	120	-26%	n/a	n/a	n/a
Munich	129	151	17%	168	172	3%	n/a	n/a	n/a
Stuttgart	131	123	-6%	164	141	-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 – MAY 2024

All Hotels

GERMAN CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
148	152	3%	Berlin	68%	69%	2
150	148	-2%	Cologne	66%	69%	2
155	146	-6%	Düsseldorf	62%	60%	-2
151	156	3%	Frankfurt	54%	57%	3
142	149	5%	Hamburg	73%	74%	1
139	132	-6%	Hanover	59%	58%	-1
143	142	-1%	Munich	60%	62%	2
133	138	4%	Stuttgart	57%	61%	4

ADR expressed in euros VAT incl
Source: MKG_Consulting

YEAR-TO-DATE– MAY 2024

ADR (Breakfast included) BY CATEGORY

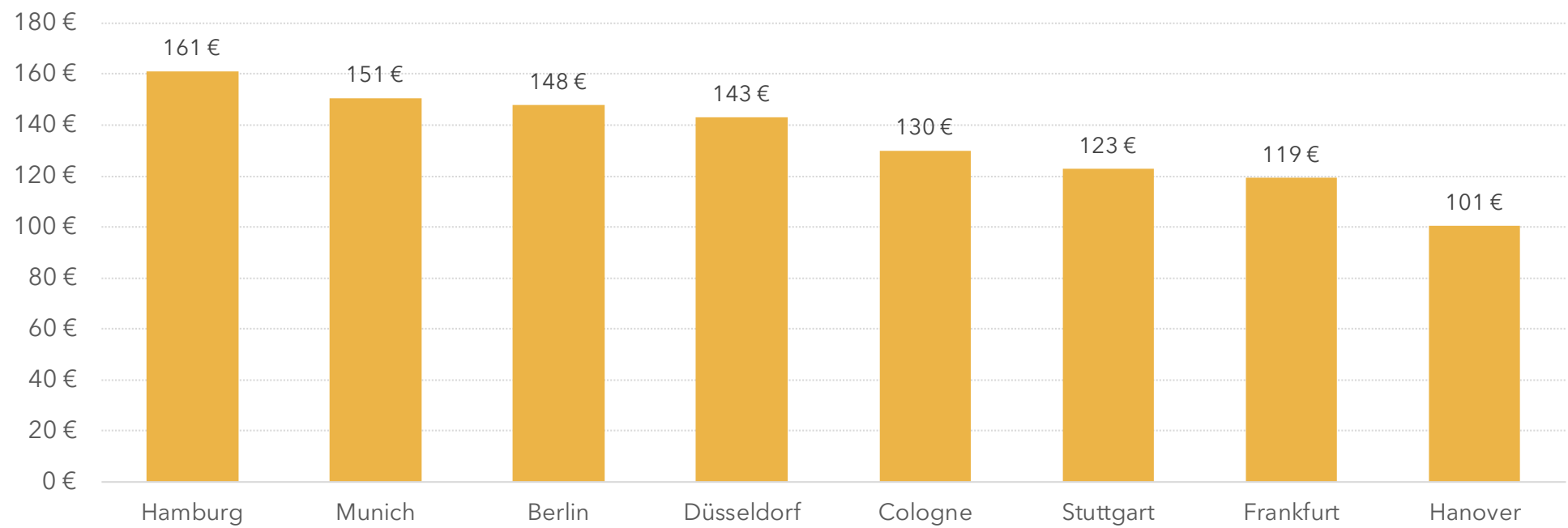
GERMAN CITIES FOR BUSINESS TRAVEL

Cities	Economy			Upscale					
	3*			4*			5*		
	2023	2024	chge (%) 2023	2023	2024	chge (%) 2023	2023	2024	chge (%) 2023
Berlin	122	130	6%	152	153	1%	301	299	-1%
Cologne	137	138	0%	163	159	-3%	n/a	n/a	n/a
Düsseldorf	143	132	-8%	160	151	-6%	n/a	n/a	n/a
Frankfurt	128	138	7%	152	156	3%	242	230	-5%
Hamburg	123	132	8%	149	153	3%	n/a	n/a	n/a
Hanover	127	116	-8%	152	145	-5%	n/a	n/a	n/a
Munich	117	121	3%	143	140	-2%	n/a	n/a	n/a
Stuttgart	125	129	3%	159	164	3%	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

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



MAY 2024 – 3* Hotels

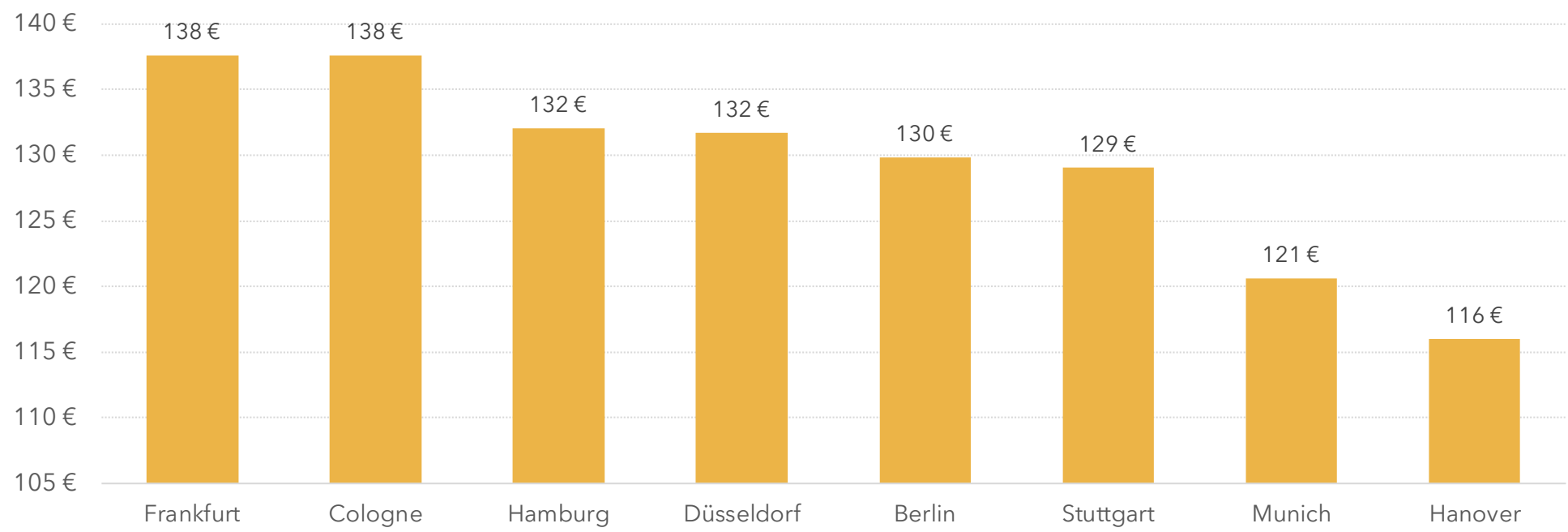
GERMAN CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
129	148	15%	Berlin	83%	81%	-2
147	130	-11%	Cologne	81%	67%	-13
179	143	-20%	Düsseldorf	70%	68%	-3
113	119	6%	Frankfurt	59%	50%	-10
141	161	15%	Hamburg	86%	86%	-1
134	101	-25%	Hanover	75%	60%	-15
129	151	17%	Munich	74%	69%	-5
131	123	-6%	Stuttgart	64%	60%	-4

ADR expressed in euros VAT incl
Source: MKG_Consulting

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

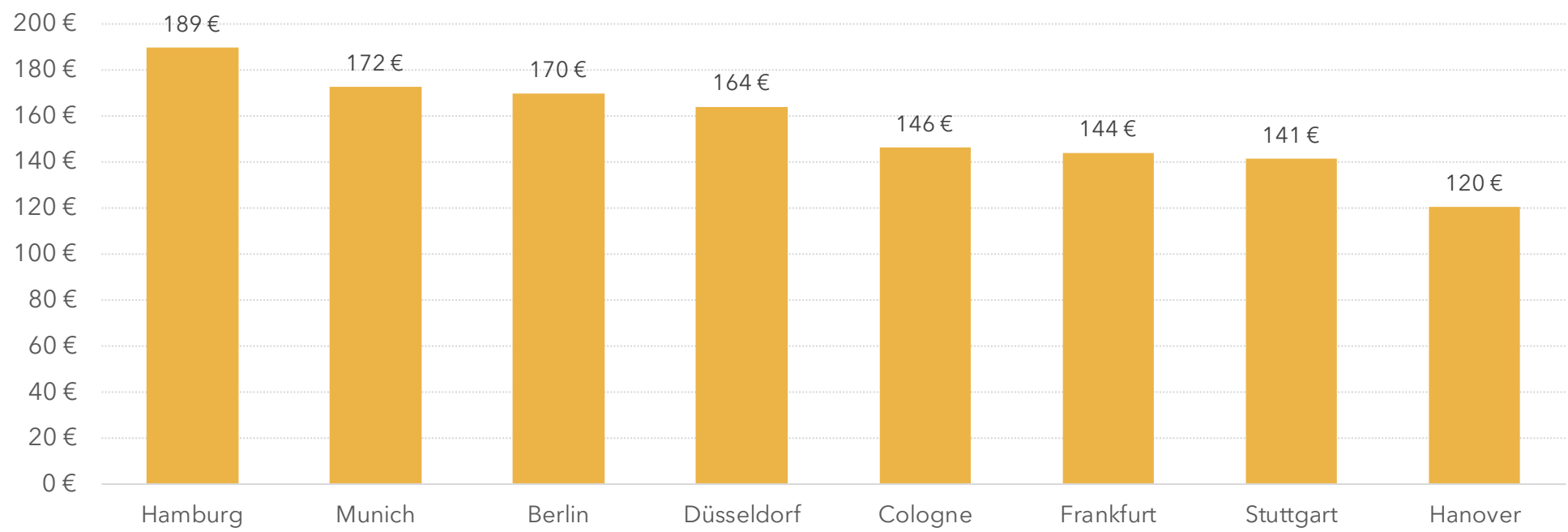
GERMAN CITIES FOR BUSINESS TRAVEL



ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
122	130	6%	Berlin	73%	72%	-1
137	138	0%	Cologne	70%	72%	2
143	132	-8%	Düsseldorf	60%	63%	3
128	138	7%	Frankfurt	58%	55%	-3
123	132	8%	Hamburg	78%	74%	-4
127	116	-8%	Hanover	62%	59%	-3
117	121	3%	Munich	61%	61%	0
125	129	3%	Stuttgart	57%	61%	3

ADR expressed in euros VAT incl
Source: MKG_Consulting

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



MAY 2024 – 4* Hotels

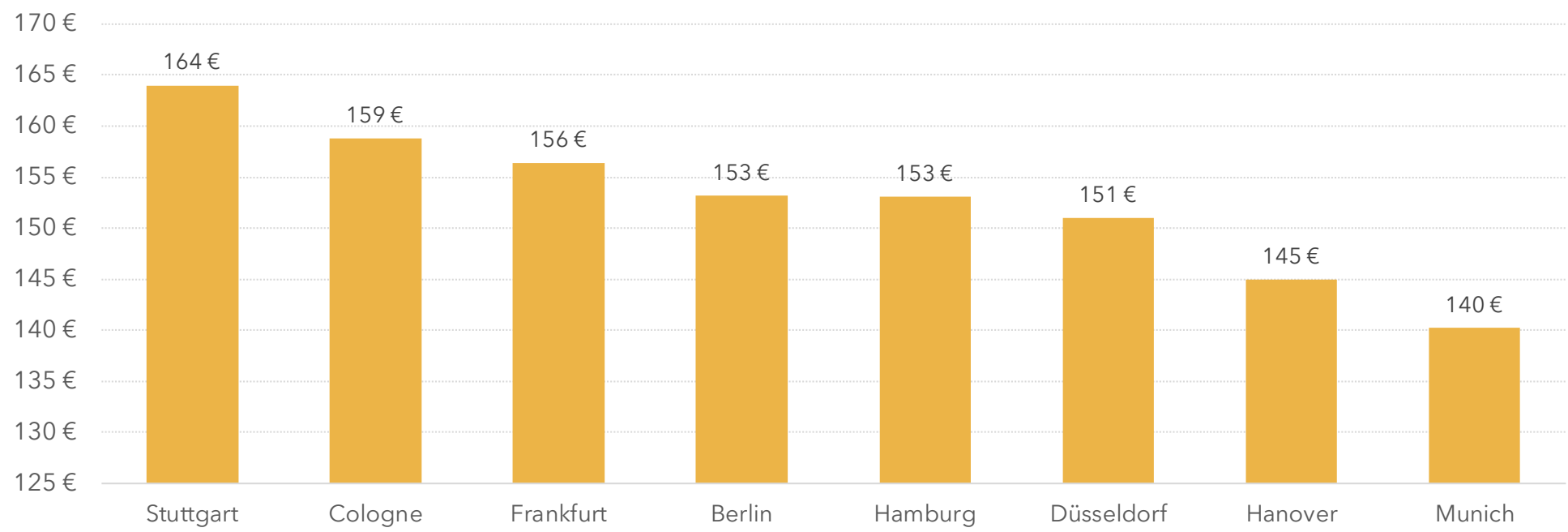
GERMAN CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
163	170	4%	Berlin	80%	81%	2
180	146	-19%	Cologne	76%	67%	-9
201	164	-18%	Düsseldorf	70%	61%	-10
144	144	0%	Frankfurt	58%	53%	-5
179	189	6%	Hamburg	81%	83%	2
163	120	-26%	Hanover	72%	58%	-14
168	172	3%	Munich	72%	73%	0
164	141	-14%	Stuttgart	66%	63%	-3

ADR expressed in euros VAT incl
Source: MKG_Consulting

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

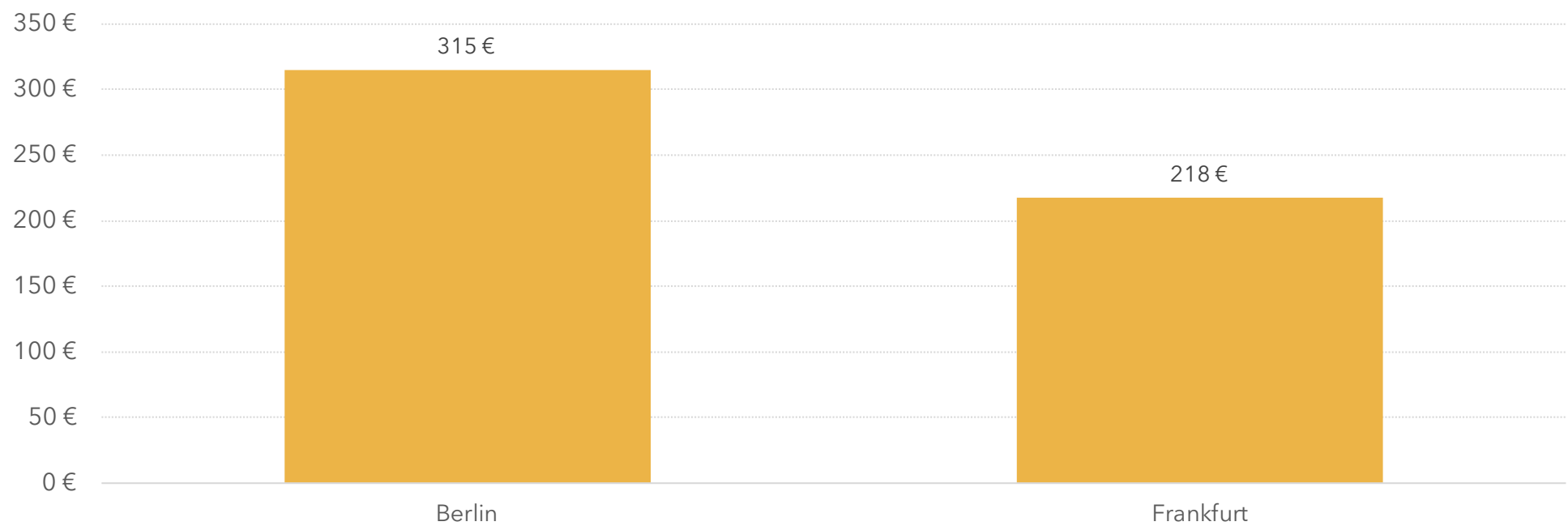
GERMAN CITIES FOR BUSINESS TRAVEL



ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
152	153	1%	Berlin	68%	71%	3
163	159	-3%	Cologne	66%	68%	3
160	151	-6%	Düsseldorf	65%	61%	-4
152	156	3%	Frankfurt	55%	57%	2
149	153	3%	Hamburg	73%	74%	1
152	145	-5%	Hanover	57%	56%	-1
143	140	-2%	Munich	60%	63%	3
159	164	3%	Stuttgart	55%	62%	7

ADR expressed in euros VAT incl
Source: MKG_Consulting

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



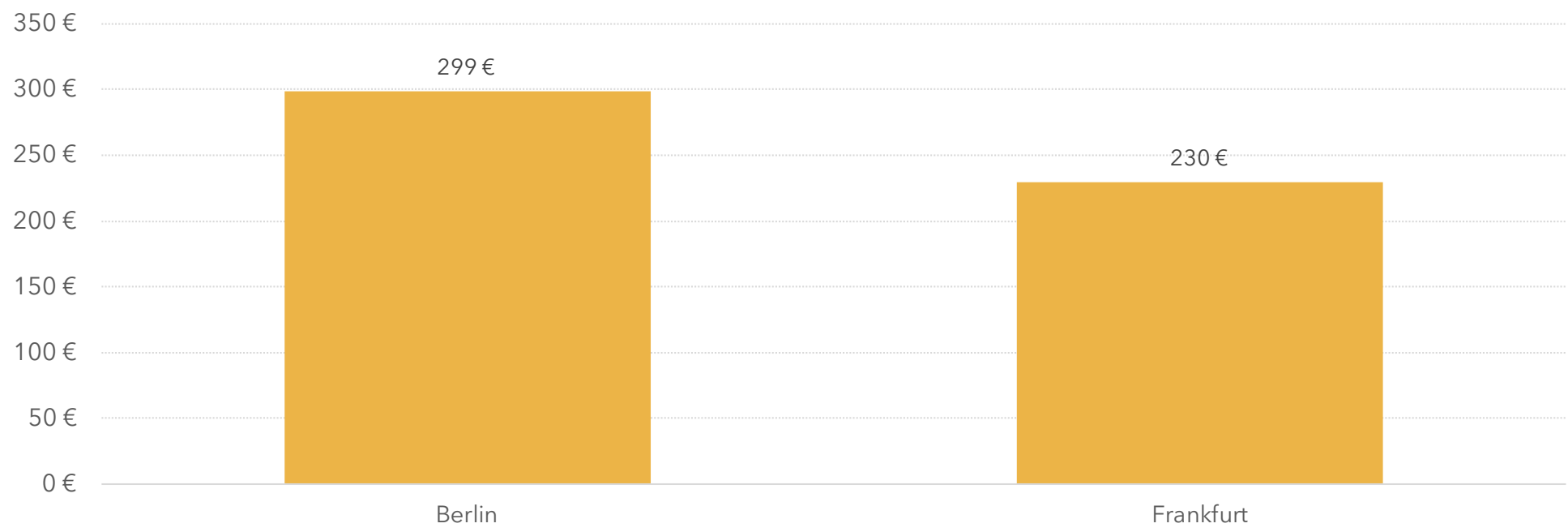
MAY 2024 – 5* Hotels

GERMAN CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
316	315	0%	Berlin	60%	64%	4
241	218	-10%	Frankfurt	54%	67%	12

ADR expressed in euros VAT incl
Source: MKG_Consulting

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



YEAR-TO-DATE – MAY 2024

5* Hotels

GERMAN CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
301	299	-1%	Berlin	48%	54%	6
242	230	-5%	Frankfurt	47%	61%	14

ADR expressed in euros VAT incl
Source: MKG_Consulting

MAY 2024 – All Hotels

ITALIAN CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
370	391	6%	Florence	88%	83%	-5
155	163	5%	Genoa	77%	79%	3
240	249	4%	Milan	84%	82%	-2
285	307	8%	Rome	88%	87%	0
171	184	8%	Turin	80%	78%	-3
322	346	8%	Venice	75%	80%	5

ADR expressed in euros VAT incl
Source: MKG_Consulting

MAY 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	259	294	14%	792	874	10%
Genoa	n/a	n/a	n/a	147	155	5%	n/a	n/a	n/a
Milan	141	148	5%	227	235	3%	421	433	3%
Rome	119	135	13%	212	229	8%	658	672	2%
Turin	n/a	n/a	n/a	180	195	9%	n/a	n/a	n/a
Venice	n/a	n/a	n/a	236	252	7%	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 – MAY 2024

All Hotels

ITALIAN CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
269	287	6%	Florence	75%	71%	-4
126	133	5%	Genoa	67%	69%	1
219	231	5%	Milan	73%	74%	1
227	239	5%	Rome	70%	71%	1
144	153	6%	Turin	71%	71%	0
249	272	9%	Venice	58%	62%	4

ADR expressed in euros VAT incl
Source: MKG_Consulting

YEAR-TO-DATE– MAY 2024

ADR (Breakfast included) BY CATEGORY

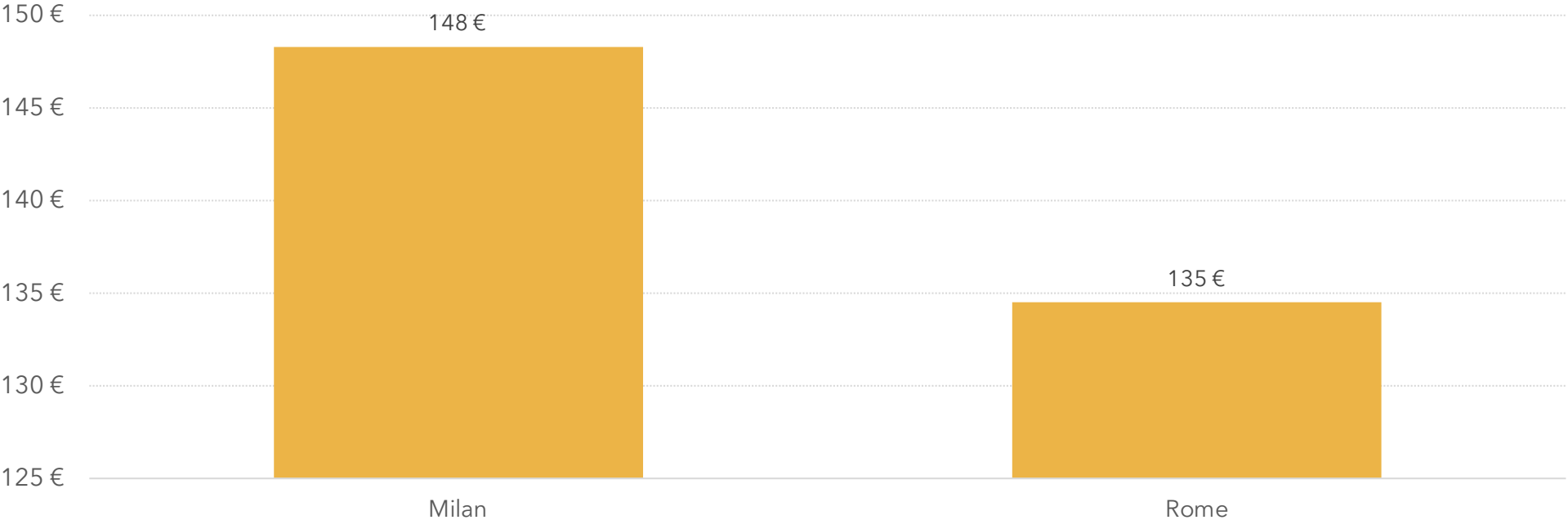
ITALIAN CITIES FOR BUSINESS TRAVEL

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	194	217	12%	570	636	12%
Genoa	n/a	n/a	n/a	118	125	6%	n/a	n/a	n/a
Milan	130	135	3%	209	219	5%	385	411	7%
Rome	101	113	13%	170	179	5%	523	531	2%
Turin	n/a	n/a	n/a	151	161	7%	n/a	n/a	n/a
Venice	n/a	n/a	n/a	184	202	10%	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

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



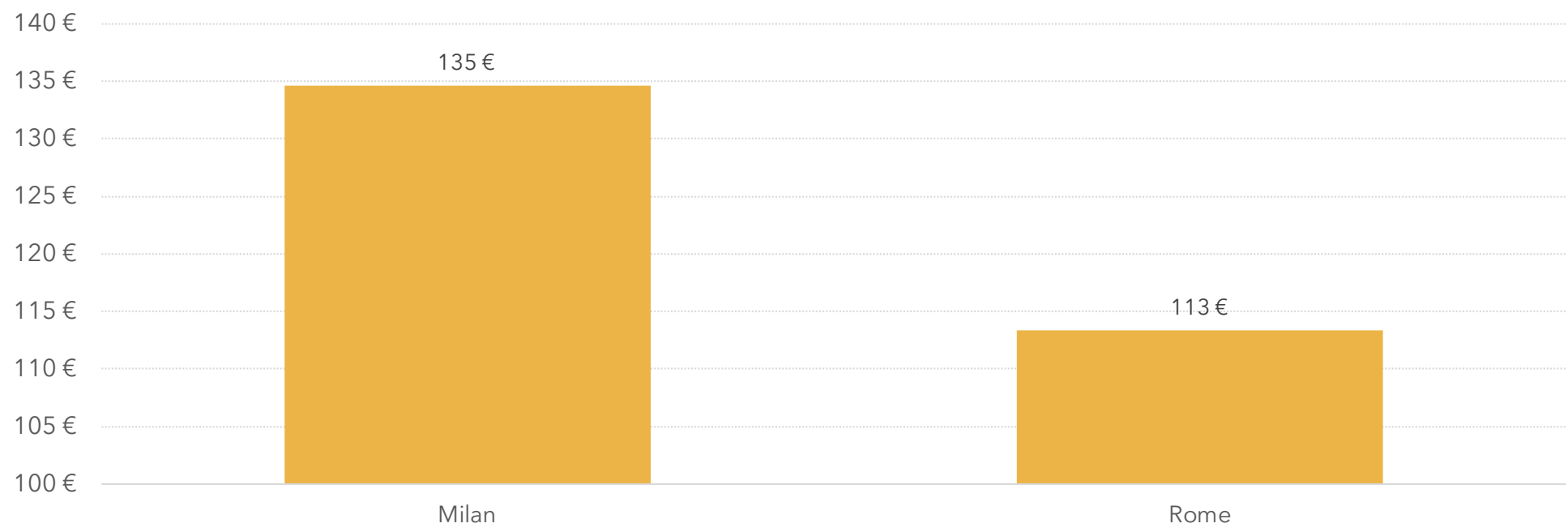
MAY 2024 – 3* Hotels

ITALIAN CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
141	148	5%	Milan	92%	89%	-3
119	135	13%	Rome	91%	91%	0

ADR expressed in euros VAT incl
Source: MKG_Consulting

YEAR-TO-DATE – MAY 2024
ADR (Breakfast included)
3* Hotels
ITALIAN CITIES FOR BUSINESS TRAVEL



YEAR-TO-DATE– MAY 2024

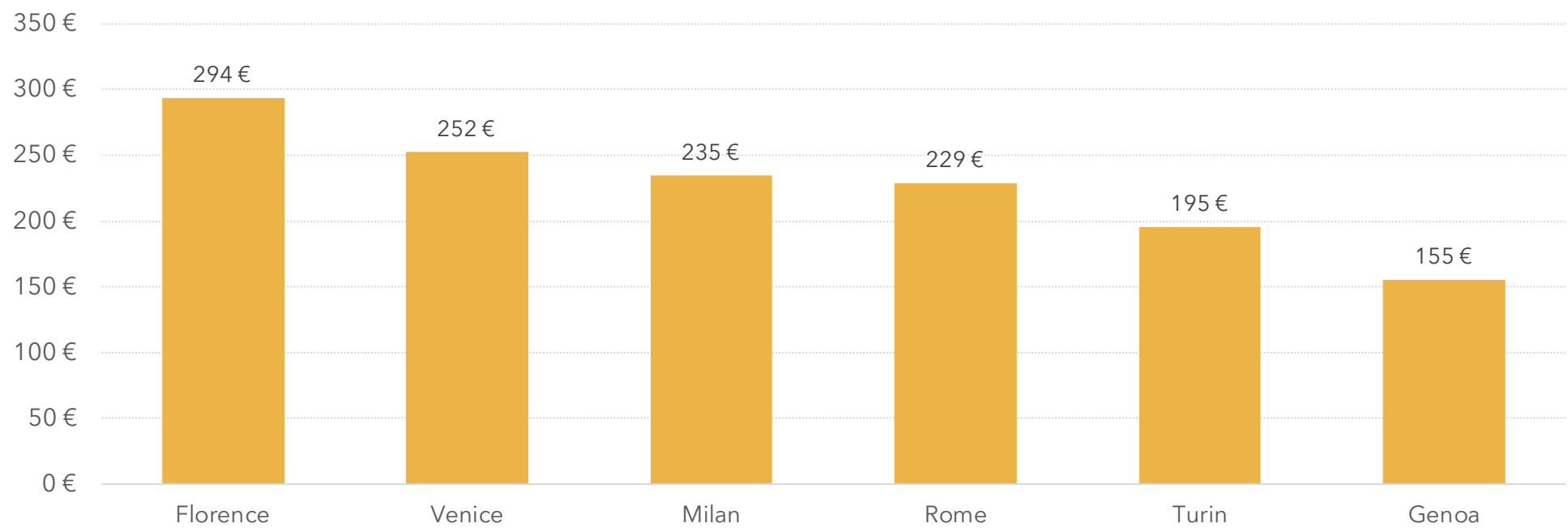
3* Hotels

ITALIAN CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
130	135	3%	Milan	83%	84%	1
101	113	13%	Rome	83%	82%	-1

ADR expressed in euros VAT incl
Source: MKG_Consulting

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



MAY 2024 – 4* Hotels

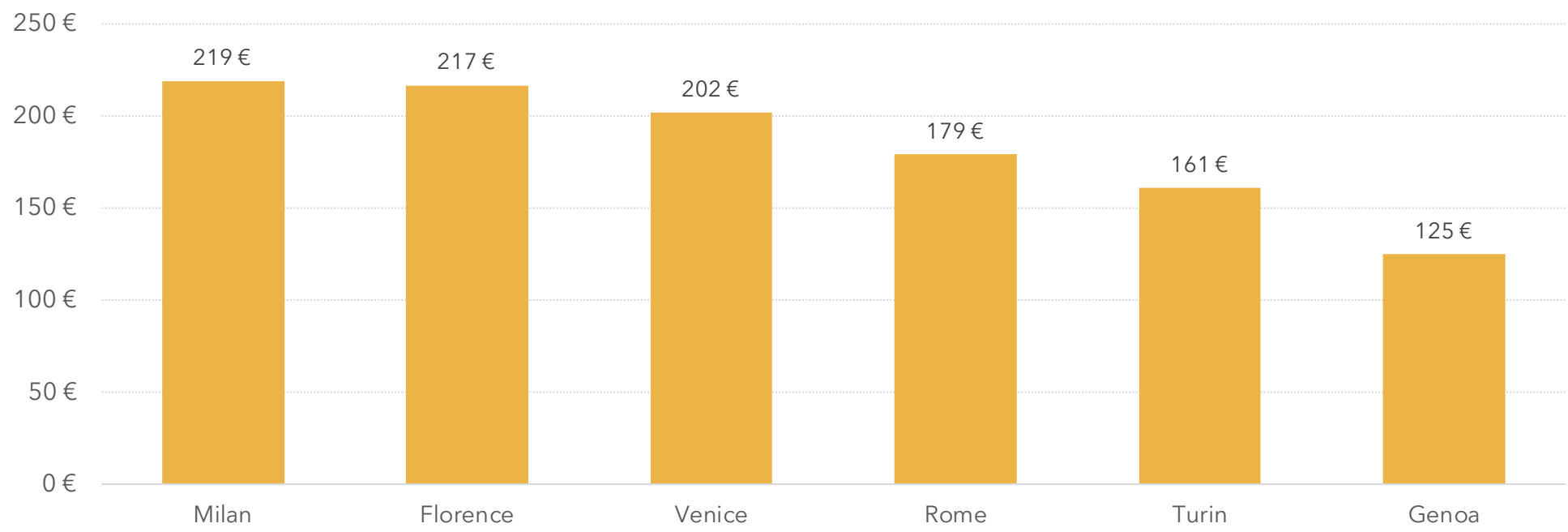
ITALIAN CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
259	294	14%	Florence	88%	87%	-1
147	155	5%	Genoa	74%	77%	3
227	235	3%	Milan	84%	83%	-1
212	229	8%	Rome	89%	87%	-3
180	195	9%	Turin	81%	78%	-3
236	252	7%	Venice	74%	79%	5

ADR expressed in euros VAT incl
Source: MKG_Consulting

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

ITALIAN CITIES FOR BUSINESS TRAVEL



YEAR-TO-DATE – MAY 2024

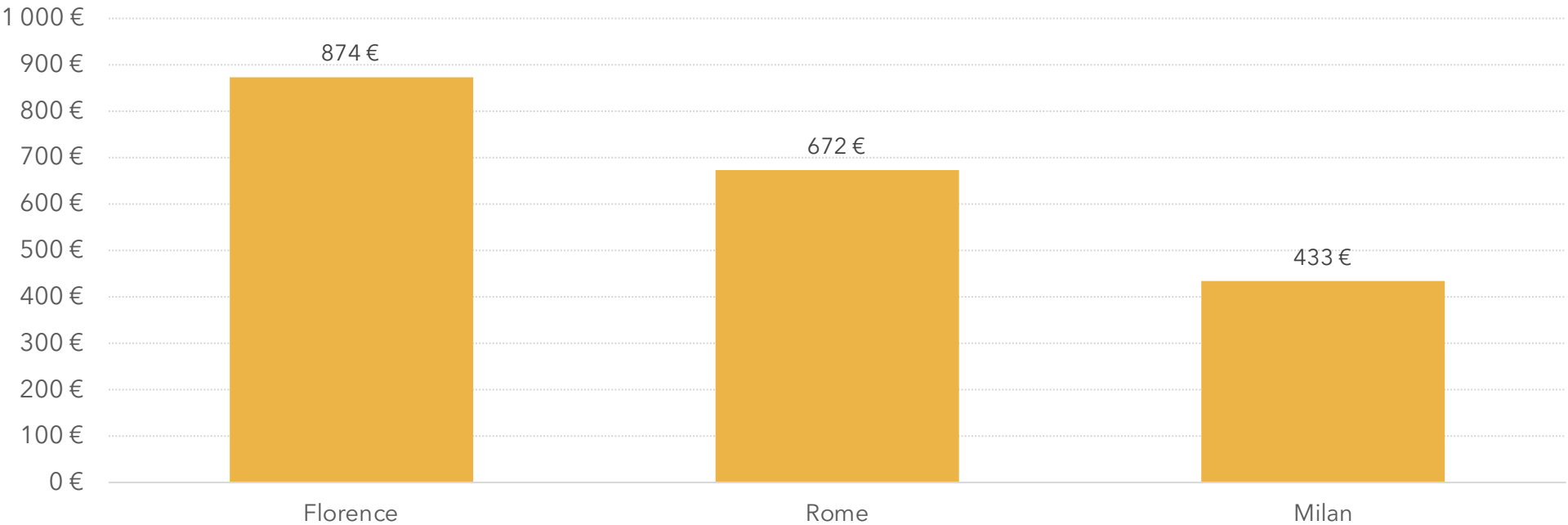
4* Hotels

ITALIAN CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
194	217	12%	Florence	79%	76%	-3
118	125	6%	Genoa	64%	65%	2
209	219	5%	Milan	72%	74%	2
170	179	5%	Rome	71%	71%	0
151	161	7%	Turin	71%	71%	0
184	202	10%	Venice	58%	61%	3

ADR expressed in euros VAT incl
Source: MKG_Consulting

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



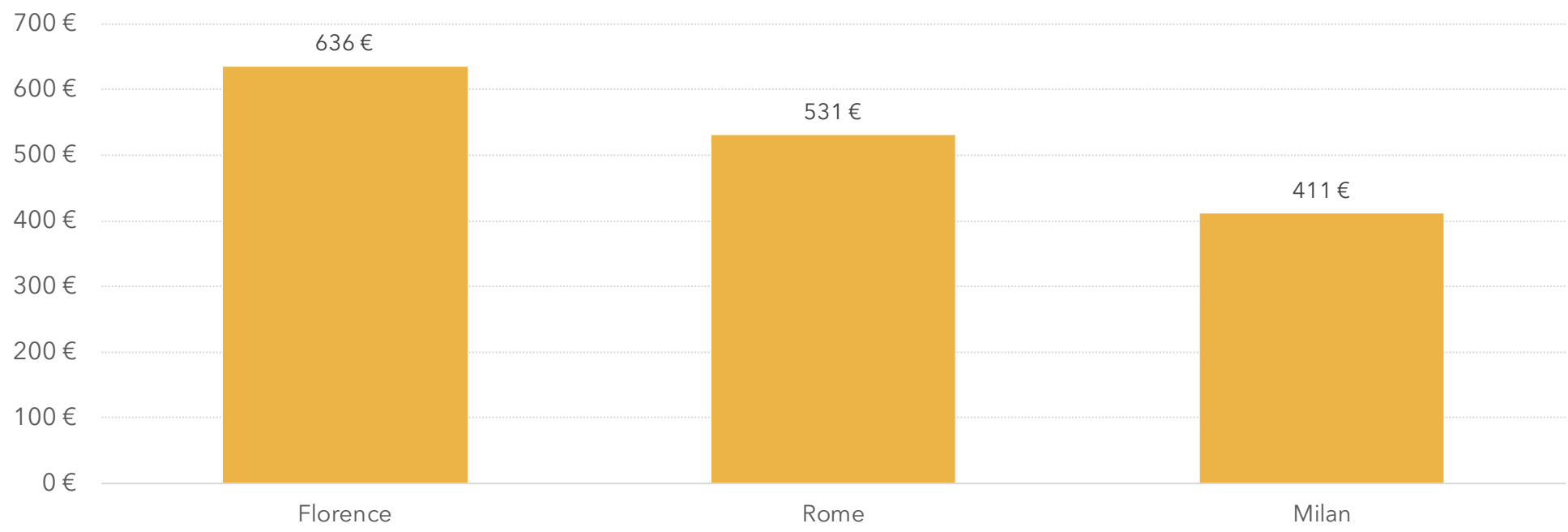
MAY 2024 – 5* Hotels

ITALIAN CITIES FOR BUSINESS TRAVEL

ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
792	874	10%	Florence	84%	68%	-16
421	433	3%	Milan	76%	71%	-5
658	672	2%	Rome	79%	86%	6

ADR expressed in euros VAT incl
Source: MKG_Consulting

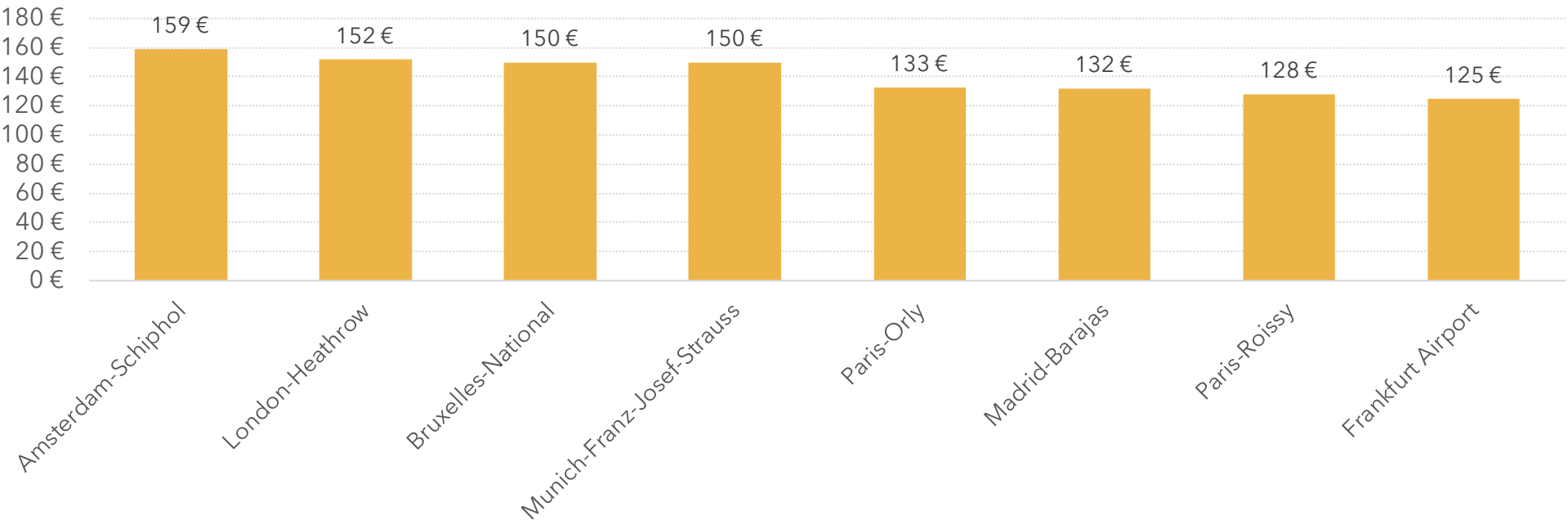
YEAR-TO-DATE – MAY 2024
ADR (Breakfast included)
5* Hotels
ITALIAN CITIES FOR BUSINESS TRAVEL



ADR (Breakfast included)			Cities	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
570	636	12%	Florence	67%	56%	-10
385	411	7%	Milan	65%	66%	2
523	531	2%	Rome	60%	63%	4

ADR expressed in euros VAT incl
Source: MKG Consulting

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



MAY 2024 – All Hotels

MAIN EUROPEAN AIRPORTS



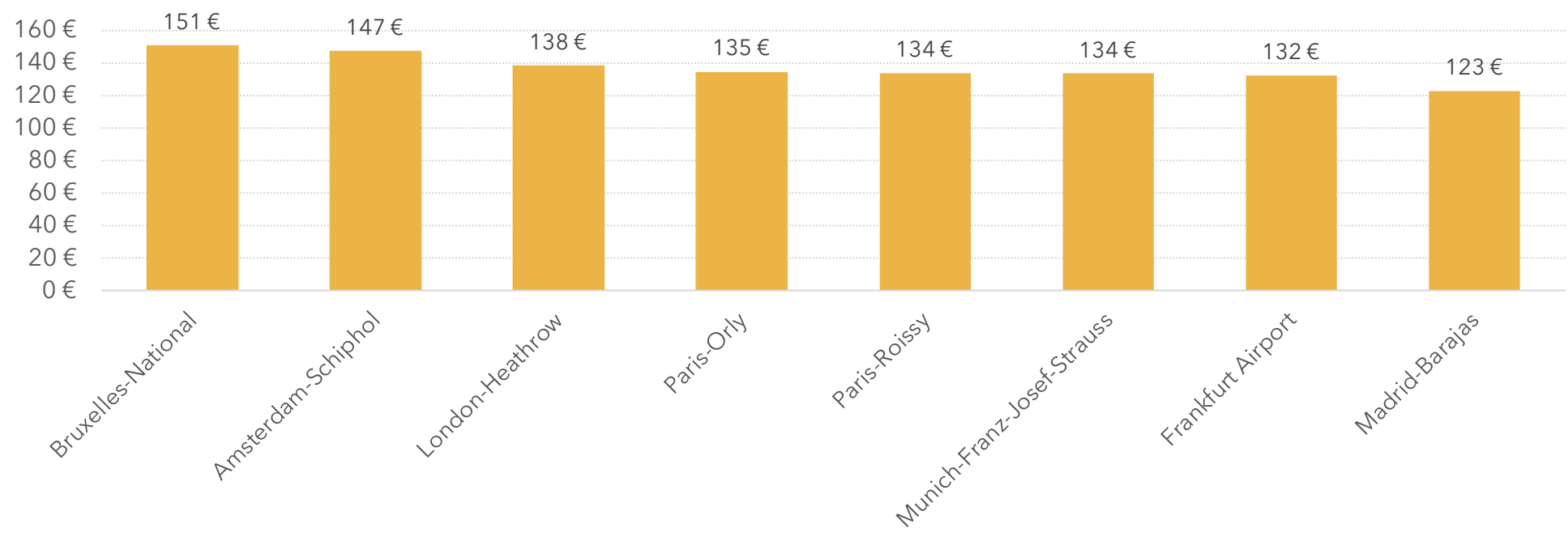
ADR (Breakfast included)			Airport	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
158	159	0%	Amsterdam-Schiphol	86%	85%	-1
149	150	1%	Bruxelles-National	77%	76%	-1
122	125	2%	Frankfurt Airport	58%	57%	-1
121	152	25%	London-Heathrow	86%	86%	0
116	132	14%	Madrid-Barajas	76%	84%	8
144	150	4%	Munich-Franz-Josef- Strauss	70%	71%	0
132	133	1%	Paris-Orly	64%	68%	4
127	128	1%	Paris-Roissy	77%	77%	0

ADR expressed in euros VAT incl
Source: MKG_Consulting

YEAR-TO-DATE – MAY 2024
ADR (Breakfast included)
All Hotels



MAIN EUROPEAN AIRPORTS





ADR (Breakfast included)			Airport	Occupancy Rate		
2023	2024	chge (%) 2023		2023	2024	chge (pt) 2023
144	147	2%	Amsterdam-Schiphol	71%	76%	4
150	151	1%	Bruxelles-National	62%	67%	4
128	132	3%	Frankfurt Airport	53%	59%	6
128	138	8%	London-Heathrow	76%	78%	2
110	123	11%	Madrid-Barajas	71%	77%	6
137	134	-2%	Munich-Franz-Josef- Strauss	62%	65%	4
131	135	2%	Paris-Orly	67%	68%	2
127	134	5%	Paris-Roissy	70%	70%	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.

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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

