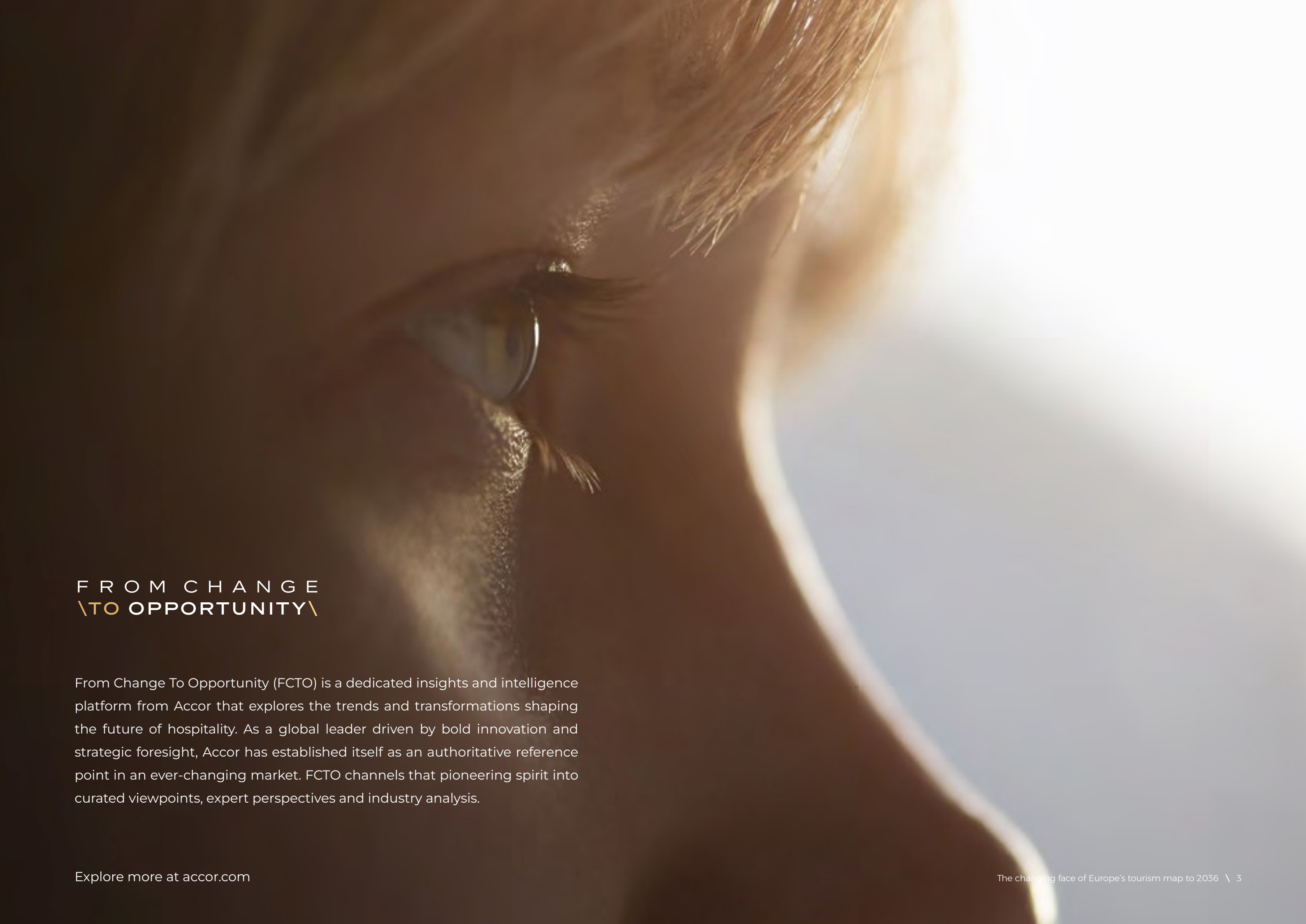




The Changing Face of Europe's Tourism Map to 2036



FROM CHANGE TO OPPORTUNITY

From Change To Opportunity (FCTO) is a dedicated insights and intelligence platform from Accor that explores the trends and transformations shaping the future of hospitality. As a global leader driven by bold innovation and strategic foresight, Accor has established itself as an authoritative reference point in an ever-changing market. FCTO channels that pioneering spirit into curated viewpoints, expert perspectives and industry analysis.

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Europe is the world’s most desirable destination, and there is every reason for the hospitality industry to be confident about its future.

It welcomed more international visitors than any other region in 2025 and continues to offer travellers an extraordinary concentration of cultures, landscapes, cities, coastlines, heritage, food and experiences within a connected and accessible geography.

Europe is not one single market. It is many markets, languages, cultures and traveller behaviours. That diversity is what makes the region so exciting and compelling, but also what makes it complex for destinations, hotel owners and investors looking to capture future growth.

The forecasts in this report, based on data commissioned from Tourism Economics, show that Europe’s tourism growth story is set to continue over the next decade and beyond. Accommodation demand will grow strongly. International travel will expand faster than domestic demand, with new source markets becoming increasingly

important. Destinations that are currently less established on the international travel map are expected to record some of the fastest growth rates. At the same time, Europe’s established tourism markets will remain the backbone of the continent’s visitor economy, but they will need to continue to evolve to attract new travellers and remain competitive.

For hotel owners, this creates a powerful opportunity. But it also raises a clear question: how to capture demand in a market that continues to be dynamic in so many different ways?

At Accor, we believe the answer lies in combining scale with local understanding. We operate across Europe’s established destinations and its next generation of growth markets, and we see every day how demand is changing. Owners increasingly need brands that resonate with different markets and traveller expectations; distribution and loyalty systems that help them reach and retain guests; operational excellence that delivers performance; and the local expertise to navigate Europe’s complexity. Accor understands how to thrive in this complex market better than anyone else. We have the expertise, scale, brands, distribution capabilities and operational excellence to deliver results for hotel owners and create lasting guest loyalty.

As Europe’s leading hotel company, our role is to help owners capture and adapt demand, serve loyal guests and grow with confidence, whether in global gateway cities, mature tourism markets, emerging destinations or secondary cities.

The next decade of European tourism will be shaped by new travellers, new destinations and new patterns of demand. Those who understand these shifts, and who have the right partners to help them respond and capitalise on the opportunity, will be best placed to benefit.

This report explores where that growth will come from, what it means for destinations and owners, and why Europe’s tourism future should be approached with confidence.



Europe’s tourism growth opportunity: new travellers, new destinations, new patterns of demand

The region remains the world’s number one travel destination, welcoming more than 810 million international visitors in 2025 and generating over €700 billion in international tourism receipts.

Forecasts from Tourism Economics suggest Europe will add more than 1.6 billion accommodation nights annually by 2036. However, future demand is expected to become increasingly international, more geographically diverse and spread across a wider range of source markets and destinations.

New travellers, emerging destinations and evolving travel patterns will reshape the opportunities available to destinations, investors and hotel owners.

Key findings

1	Europe will add over one billion international tourist nights a year by 2036	International travel will be the primary driver of European tourism growth over the next decade.	International accommodation nights are forecast to increase by 42% between 2026 and 2036, compared with 24% for domestic travel. This will add approximately	one billion international tourist nights annually across Europe, reinforcing the continent's position as the world's leading tourism destination.
2	Asia and the Middle East will be among the fastest-growing sources of demand	Europe’s tourism future will remain rooted in strong intra-European travel, but long-haul demand will play an increasingly important role.	Arrivals from the Middle East are forecast to increase by 93% over the next decade, while arrivals from Asia-Pacific will rise by 88%. Among significant source markets, China (+138%), South Korea (+121%) and Japan (+77%) are expected to record particularly strong growth.	For destinations and hotel owners, attracting these new sources of demand will become increasingly important.
3	Growth will increasingly come from beyond Europe’s traditional tourism hotspots	Europe’s largest tourism destinations, such as France, the UK, and Germany to name a few, will remain dominant, sought-after and resilient. However, some of the fastest growth rates are expected in smaller and mid-sized markets, particularly across Central and Eastern Europe, the Baltics and parts of the Balkans.	Romania (+82%), Hungary (+80%), Latvia (+83%), Croatia (+68%) and Estonia (+65%) are among the destinations forecast to outperform the European average for international accommodation growth.	Many of these markets combine improving connectivity, rising international visibility and relatively accessible costs for travellers and hotel development, creating new opportunities for investors and operators.
4	Business travel will grow faster than leisure travel	While leisure travel will continue to dominate overall demand, business travel is forecast to grow more rapidly over the next decade. Business arrivals into Europe are projected to increase by 50%, compared with 39% growth in	leisure arrivals. Particularly strong growth is expected from Asia-Pacific (+118%), with China being a major contributor (+186%), and the Middle East (+112%), with countries like the UAE (+84%) and Saudi Arabia (+58%) projected to grow steeply as business travel source markets,	reinforcing Europe’s importance as a hub for international business, trade and investment. France is set to become the continent’s most important centre for business travel, with growth of 89% over the next decade, followed by Germany and Austria.
5	Tourism’s economic value will grow faster than visitor volumes	Inbound visitor spending across Europe is forecast to rise from €825 billion in 2026 to more than €1.3 trillion in 2036, an increase of more than 64%, showing that the impact of tourism extends far beyond accommodation.	Food and beverage spending is expected to increase by more than 72%, retail by almost 70%, and recreation, culture and sport by more than 66%.	The strongest tourism destinations of the future will be those that not only attract visitors but also maximise the economic value they create.

What this means for hotel owners and investors

The next decade presents significant opportunities across the European hospitality landscape, but future success will depend on more than simply being present in the right market.

As demand becomes increasingly international and geographically diverse, owners who can align the right brands, locations and capabilities with evolving travel flows will be best placed to benefit from Europe's next tourism chapter and the broader economic value this will bring.



EUROPE'S NEXT TOURISM DECADE

The powerhouse of global tourism

Europe is set to remain the powerhouse of the global travel industry over the next decade.

In 2025, the continent welcomed 810 million international visitors, more than any other region in the world and more than half (53%) of all international tourist arrivals globally¹.

Attracting over €700 billion in international tourist revenue in 2025, 68% more than Asia and the Pacific and 97% more than the Americas², tourism is one of Europe’s most important economic sectors, supporting around 40 million jobs and generating trillions of euros of economic activity each year³.

Over the next decade, Europe’s tourist appeal will continue to grow significantly. Total accommodation nights across Europe are forecast to increase by 32% between 2026 and 2036, an additional 1.6 billion overnight stays per year. Hotel accommodation is expected to grow at an even faster rate (+33%).

Europe’s strength is diversity and choice

Beneath this growth lies a web of factors from changing travel flows, infrastructure investment, the emergence of new destinations and growing international mobility.

Europe’s strength as a tourism destination is in its diversity. Few regions can offer such a diverse tourism proposition within a relatively compact geography. From global gateway cities to beach destinations, ski resorts, cultural destinations, national parks, heritage tourism, food tourism or festivals, its enduring interest lies in its infinitely varied mosaic of landscapes, languages and cultures.

So, while its current established destinations will continue to grow and attract visitors from across the globe, it is fitting that the next decade of growth will see the continent become even richer and more diverse as smaller, lesser-known markets become more accessible, and the continent welcomes a more complex tapestry of international visitors.

International demand to account for the lion’s share of growth

While domestic tourism will remain a huge component of European travel demand, international accommodation nights will grow materially faster than domestic nights over the next decade, increasing by 42% compared to 24% for domestic travel nights.

This growth will see the continent attract an additional billion international tourist nights per year across all accommodation types between 2026 and 2036.



Metric	Percentage change 2026 – 2036
Nights in all accommodation – international travellers	+42%
Nights in all accommodation – domestic travellers	+24%

International vs domestic overnight stays across Europe

1 UN Tourism Data Dashboard | Key Indicators

2 In 2025, Europe generated \$788.8 billion in international tourism receipts, compared to \$476.1billion in Asia & the Pacific and \$404.8 billion in the Americas (UN Tourism Data Dashboard | Key Indicators). Currency converted to euros using average exchange rate of 1 USD to 0.8862 euros in 2025 (Exchangerates.org.uk)

3 According to the World Travel & Tourism Council (WTTC), in 2024 travel and tourism contributed \$2.7 trillion to Europe’s GDP and generated nearly 40 million jobs directly or indirectly World Travel & Tourism Council | Travel & Tourism Economic Impact 2025.



One of the most significant factors driving international travel **is the continued expansion of the global travelling population**. Rising incomes enable more people to travel internationally for leisure, business and to visit friends and family. Emerging economies in developing regions and particularly Asia-Pacific markets such as China and India are expected to account for a growing share of global travel demand as wealth and international mobility increase.

Improving connectivity is also making Europe more accessible to a wider range of travellers. Airlines continue to expand route networks, increase direct long-haul connections and improve links between secondary cities. Europe's dense transport infrastructure, extensive aviation network and ability to connect multiple destinations within a single trip remain significant competitive advantages, bolstered by expanding visa-waiver programmes, electronic visa systems and other processes to reduce barriers to travel. As more destinations become easier to reach, international travel will become more attractive and practical for both first-time and repeat visitors.

Governments and tourism authorities are also playing an increasingly active role in attracting overseas visitors, investing heavily in destination marketing, aviation partnerships, and infrastructure improvements designed to increase international visitation.

Taken together, these factors help explain why international demand is forecast to be the fastest-growing component of Europe's tourism market over the next decade. The question for destinations, investors and operators is which source markets will generate that growth, and which destinations will be best positioned to capture it.



THE SOURCE MARKETS RESHAPING EUROPEAN TRAVEL



Europe's tourism industry will continue to be built on the strength of intra-European travel.

However, some of the fastest growth will come from a very different group of markets, including emerging European economies, Asia-Pacific and parts of the Middle East.

The result will be a more diverse visitor base and a tourism market that is increasingly shaped by a broader range of travellers.

Intra-European travel remains fundamental



One of Europe’s defining characteristics is the strength of intra-regional travel.

Total international arrivals to Europe are heavily dominated from travellers within Europe itself. Our forecasts suggest that more than three quarters of arrivals in 2026 will be from other European countries (78%), and this dominance will continue, representing 77% of arrivals by 2036.

This creates a uniquely resilient tourism ecosystem, supported by strong connectivity, freedom of movement and high levels of repeat travel that will remain fundamental to Europe’s tourism success.

Source market	Percentage of all international arrivals
Germany	14%
United Kingdom	8%
France	5%
United States	5%
Netherlands	4%

Top five source markets for trips to Europe, 2036

Different destination countries depend on different source markets. While France, for example, depends heavily on travellers from its neighbours Germany, the United Kingdom and Belgium; Spain draws particularly strong numbers from the United Kingdom; which itself stands apart as the only major market relying on the United States as its largest source of arrivals.

Destination	Largest source market	Second largest source market	Third largest source market
France	Germany	United Kingdom	Belgium
Germany	Netherlands	Switzerland	United States
Poland	Germany	United Kingdom	Ukraine
Spain	United Kingdom	Germany	France
United Kingdom	United States	France	Germany

Top three source markets for selected key European destinations, 2036

Beyond a relatively small group of dominant source markets, Europe’s travel landscape becomes remarkably fragmented. Of the top 50 source markets for travel within Europe in 2036, 39 are European countries, reflecting the breadth of demand from across all corners of the continent.

While established markets such as Germany and the United Kingdom will remain among the continent’s most important sources of demand, arrivals from emerging European countries are forecast to increase by 52% over the next decade, compared with 34% for Western European source markets.



Steep increases from emerging European source markets

Top of the list of European source markets is Georgia, which will see a 123% boost in travellers to other European countries over the next decade. Other notable examples include Moldova, which will provide a 107% increase in visitors to other European markets, and Armenia (+76%).

While these countries start from relatively small outbound travel bases compared with Western Europe, economic development, rising incomes, greater aviation connectivity and increasing mobility are expanding the number of residents able to travel internationally.

In recent years, airlines have expanded their presence across parts of Eastern Europe and the Caucasus, while growing economic integration with European markets has increased both leisure and business travel flows.



Asia and the Middle East to see sharp rises

At the same time, international travel from outside Europe is forecast to grow more quickly over the coming decade. As wealth rises globally and more consumers experience the international travel market, Europe is expected to remain among the world's most attractive destinations for long-haul travellers.

Whereas international arrivals from other European countries will increase by 38% over the coming decade, arrivals from the Middle East will increase by 93% and from Asia-Pacific by 88%, demonstrating the importance of hoteliers capitalising on this growing opportunity with brand awareness in these regions.

Much of this growth reflects broader shifts in the global economy. The fastest growth in the number of internationally mobile consumers is increasingly coming from Asia and parts of the Middle East, where rising incomes, expanding middle classes and improving aviation connectivity are enabling more people to travel internationally.



On an individual country basis, after the United States, China and Canada will generate the most inbound arrivals from outside Europe in 2036. In terms of growth rate, of these significant source markets, particularly fast growth rates in percentage terms will be seen from China (138%) and South Korea (+121%).

Long-haul visitors typically stay longer and spend across multiple categories in the visitor economy, so as Europe competes with wider global destinations for a growing share of this demand, tourism organisations and operators in the travel sector will seek to capture this lucrative part of the market.

As outbound travel accelerates in markets such as China, India, South Korea and across parts of the Middle East, destinations and operators will have opportunities to diversify their demand base and attract new generations of international travellers. The challenge will be ensuring products, distribution and marketing strategies evolve to meet the needs of these increasingly important source markets.



Source market	Percentage growth in number of arrivals from this region 2026-2036
Middle East	+93%
Asia-Pacific	+88%
Africa	+46%
South America	+42%
North America	+26%

Top five fastest-growing long-haul source regions

Country	Percentage change in arrivals 2026 – 2036
United States	+27%
China	+138%
Canada	+28%
Australia	+38%
South Korea	+121%
Brazil	+49%
India	+68%
Japan	+77%
Morocco	+60%
Saudi Arabia	+55%

Top ten most significant non-European source markets in 2036 and their growth rate

Business travel to grow at faster rate

While leisure travel will continue to dominate European tourism demand, forecasts suggest that business travel will play an increasingly important role in the continent’s future growth story.

By 2036, leisure arrivals into Europe are forecast to exceed 670 million, representing growth of 39% compared with 2026. Business travel arrivals are projected to reach more than 160 million, growing even faster at 50%.

The figures underline the continued importance of Europe’s role not only as a leisure destination, but also as a dynamic centre for international business, trade and investment.

Particularly striking is the growth in business travel from outside Europe. Business arrivals from Asia-Pacific are forecast to increase by 118% by 2036, significantly outpacing intra-regional growth from Europe itself (+46%) and North America (+32%). The Middle East also records particularly strong growth (+112%).

As economic growth and international trade continue to expand across Asia and parts of the Middle East, Europe remains well positioned to attract growing numbers of internationally mobile business travellers.



Region	Percentage change in arrivals from this region 2026 - 2036
Europe (intra-regional)	+46%
Asia-Pacific	+118%
North America	+32%
Middle East	+112%
Africa	+63%

Top five business travel sources into Europe, 2036

Region	Percentage change in arrivals from this region 2026 - 2036
Europe (intra-regional)	+37%
North America	+23%
Asia-Pacific	+87%
Middle East	+79%
South America	+42%

Top five leisure travel sources into Europe, 2036

France is set to become the continent’s most important centre for business travel, with impressive growth of 89% over the next decade. Current leader Germany is projected to be the second largest business travel market, with 25% growth, and Austria third (+33%). Spain (+52%) and the United Kingdom (+37%) make up the top five.

Growth beyond the traditional tourism heartlands

While Europe's largest tourism markets including France, Spain, Italy, Germany and the United Kingdom will remain dominant, some of the fastest growth rates will occur in destinations across Central and Eastern Europe, the Baltics and parts of the Balkans, with a large number of markets projected to significantly outperform the European average growth rate of 42%.

While these destinations will not rival Europe's largest tourism economies in absolute scale, they represent some of the continent's most dynamic opportunities for hotel owners, investors and operators.

Many of these markets are starting from a smaller base, which means improvements in connectivity, international visibility, hotel supply and tourism infrastructure can translate into higher growth than in mature destinations where visitor volumes are already large.



EUROPE'S
FASTEST-GROWING
TOURISM
MARKETS

Market	Percentage growth in international accommodation nights 2026 – 2036
Azerbaijan	+116%
Latvia	+83%
Romania	+82%
Hungary	+80%
Cyprus	+75%
Lithuania	+72%
Croatia	+68%
Estonia	+65%
Slovak Republic	+64%
Serbia	+62%
Finland	+55%
Bosnia and Herzegovina	+54%
Poland	+53%
Armenia	+52%
Macedonia	+51%

Projected international tourism growth in top 15 small and mid-size European markets⁴

Why growth is spreading to new destinations

The countries forecast to grow fastest are highly diverse, but they share several important characteristics. Many are becoming easier to reach, supported by expanding air routes, low-cost carrier networks, investment in regional airports and improving road and rail connections. This is making short breaks, multi destination itineraries and regional touring more practical for both European and long-haul travellers.

Affordability is also an important part of the story. While costs have risen across the continent, many of these destinations continue to offer comparatively accessible prices for accommodation, food, culture and leisure activities.

This makes them attractive to European travellers seeking value, but also to new long-haul visitors from source markets such as India and China, who may be visiting Europe for the first time or looking to maximise the value of a multi-country trip.

There is also a growing appetite for travel beyond the obvious. The Baltic states combine compact capitals, nature and coastal experiences. Central and Eastern European destinations such as Romania, Hungary, Poland and the Slovak Republic offer historic cities, culture, and wellness attractions. Croatia and Cyprus continue to benefit from strong leisure appeal, while destinations such as Serbia, Bosnia and Herzegovina, Armenia and Azerbaijan are gaining visibility among travellers seeking less familiar cultural or adventure experiences.



⁴ Russia, Ukraine and Belarus excluded from analysis due to abnormal projections resulting from regional conflict.

A different type of opportunity for owners and investors

For investors, developers and hotel owners, these markets may represent a different type of opportunity from Europe's mature tourism destinations.

In established gateway cities, the challenge is often asset renewal, differentiation and competition for demand. In faster-growing smaller and mid-sized markets, the opportunity is more often about building capacity, professionalising supply and meeting rising expectations as international visitor volumes increase.

This can be particularly attractive in markets where branded hotel penetration remains below Western European levels and tourism infrastructure is less mature.

As destinations become more visible internationally, travellers often look for accommodation that provides confidence, consistency and ease of booking.

This is especially important in markets where independent hotel supply remains significant, or where visitors may be less familiar with local accommodation options.



The opportunity cuts across segments. Economy and midscale hotels can help make new destinations accessible to a broader travelling population, offering reliable accommodation at price points that support growing demand. Premium brands can help destinations move up the value chain as visitor expectations evolve. In both cases, brands can help owners connect local assets with international distribution, loyalty platforms, sales networks and operating expertise.

However, faster growth does not automatically mean easier growth. These markets can be operationally complex, with different regulatory environments, labour markets, consumer expectations and development economics. Success in these markets depends on understanding local conditions, choosing the right brand and operating model, and ensuring that new supply is aligned with the type of demand each destination is likely to attract.

Destinations that are currently less established on the international travel map are becoming more visible, more connected and more attractive to travellers. For owners, this creates opportunities to enter markets earlier in their development cycle but converting them will depend on choosing brands and operating models that can adapt to local market conditions while reaching international demand.





ESTABLISHED MARKETS MUST REINVENT TO STAY AHEAD

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Europe’s biggest tourism markets continue to evolve

While emerging destinations are attracting increasing attention, Europe’s established tourism leaders continue to demonstrate remarkable resilience.

The data demonstrates that Europe’s established tourism destinations remain the foundation of the continent’s visitor economy. Yet as international tourism becomes more diverse and traveller expectations evolve, mature tourism markets face the challenge of how they continue to grow, refresh their offer and remain competitive and relevant.

The top five destination countries for inbound tourist nights Spain, the United Kingdom, Italy, Türkiye and France are projected to account for over half of all international overnight stays in 2036 (52%) broadly in line with 2026 (53%).

Country	Percentage of all international tourist nights into Europe, 2036
Spain	14%
United Kingdom	12%
Italy	12%
Türkiye	7%
France	6%
Greece	6%
Austria	5%
Croatia	4%
Germany	3%
Ireland	3%

Top 10 most significant European markets for inbound tourism, 2036

Shifting source markets

Established destinations such as the United Kingdom, France and Spain will continue to grow strongly, but they are also attracting visitors from an increasingly diverse range of source markets. This means hoteliers cannot simply rely on historical demand patterns.

While traditional source markets such as Germany, France and the United Kingdom remain fundamental, China's forecast growth of 167% into Italy, India's 101% growth into the United Kingdom, and South Korea's 153% growth into Spain are examples of how the composition of future demand is evolving. Destination marketing organisations and accommodation providers will increasingly need to appeal to a broader visitor base and learn to understand and manage increasingly varied guest needs.

The challenge of modernising assets

One of the major challenges for mature tourism markets is that many of their hotels were developed for a different generation of traveller. Owners increasingly face pressure to modernise assets, improve sustainability performance and refresh guest experiences while navigating rising land values, construction and financing costs, and regulatory complexity.



As a result, conversion is becoming increasingly important as owners seek cost-effective ways to remain competitive.

Competing in a more crowded market

The challenge for mature destinations is not just competing against one another, but also against a growing range of destinations around the world. Travellers have access to more information, more destinations and more travel options than ever before, so staying relevant requires constant reinvention, investment and differentiation.

Developing secondary destinations

For many first-time visitors, Europe continues to be defined by iconic gateway destinations such as London, Paris, Rome, Barcelona and other sought-after hotspots. However, repeat travellers are often looking for new experiences, encouraging destinations to broaden their tourism offer beyond traditional hotspots. Secondary cities, regional destinations and new visitor experiences can help disperse demand, encourage repeat visitation and unlock tourism growth beyond established gateways.





Focus on Spain

The Spanish tourism market is dominated by travellers from its European neighbours and this will continue. Attracting and converting demand from developed Western tourists will continue to be the major focus of Spanish hoteliers and other industry participants.

Spain will see strong growth from Lithuania, boosted by low-cost direct routes from its capital Vilnius to Barcelona; and Morocco, with new air routes connecting Moroccan cities including Casablanca, Tetouan and Tangier with major Spanish destinations, strategically timed ahead of the 2030 FIFA World Cup, jointly hosted by Morocco, Spain and Portugal, with routes developed to provide connectivity for tourists, diaspora communities and business travellers.⁵

The country is also expected to see particularly strong growth from long-haul source countries including South Korea and Japan. Spain has actively courted travel trade from these countries, organising visits to Seoul and Tokyo involving Spanish destinations and travel agencies from the target countries.

The diversification of source markets opens opportunities to broaden the range of Spanish destinations visited, as travellers seek more experiences that reflect Spain’s cultural and regional depth.

Biggest source markets 2036	Selected high-growth source markets and growth between 2026 - 2036
United Kingdom	South Korea +153%
Germany	Lithuania +127%
France	Morocco +93%
Italy	Japan +92%
Netherlands	UAE +61%

⁵ Source: [Morocco World News](#)



Focus on the United Kingdom

The United Kingdom will continue to be the gateway to Europe for American travellers, with more United States arrivals than from any other country. The US will continue to provide very high outbound travel volumes and strong levels of repeat visitors, buoyed by highly positive perceptions of Britain.

Strong growth is expected to come from travellers from Middle Eastern countries including Qatar and Bahrain, seeing rises of 187% and 154% respectively.

The United Kingdom already sees strong connectivity to Qatar, with direct flights from Qatar to five of its airports. It will also

benefit from the high disposable incomes of Qatari travellers and strong connectivity through Hamad International Airport.

Overall, the United Kingdom will continue to enjoy strong brand perceptions in many of these high-growth countries including India and China, where it ranks fourth and sixth respectively in the 2025 Anholt Nations Brand Index,⁶ one of the world's leading benchmarks of national reputation and attractiveness.

Biggest source markets 2036	Selected high-growth source markets and growth between 2026 - 2036
United States	Qatar +187%
France	Indonesia +160%
Germany	Bahrain +154%
Ireland	China +132%
Spain	India +101%

⁶ Source: [VisitBritain](#)



Focus on Germany

While close neighbours including the Netherlands and Switzerland will remain vital source markets for the German tourism industry in 2036, the country will see sharp increases in demand from APAC countries including China, South Korea, Japan and India.

The German National Tourist Board says it sees considerable growth potential in overseas markets, primarily in Asia-Pacific. It describes the country's business travel market as a key asset, and markets it for both leisure and business travel, including trade fairs and conferences.

Standout growth will be seen from China, which still has some way to recover on pre-pandemic visitor levels to Germany and is boosted by direct air connectivity from multiple German airports including Frankfurt and Munich.

Biggest source markets 2036	Selected high-growth source markets and growth between 2026 - 2036
Netherlands	China +178%
Switzerland	South Korea +94%
United States	Japan +92%
United Kingdom	India +84%
China	Taiwan +60%



Focus on France

France’s European neighbours will remain its biggest sources of international tourists in 2036, led by Germany and the United Kingdom. However, French hoteliers and other tourism businesses will have to gear up to capture their slice of rapidly rising demand from countries including China and Kuwait.

Particularly strong growth will be seen from Chinese travellers. Beyond the wider China rebound and increasing air capacity between the two countries, there is a clear engagement with the Chinese travel trade. Tourism body Atout France has promoted strongly to the Chinese travel agency market, aiming at groups

including high-net worth and ultra-high net worth Chinese travellers attracted by high-value experiences such as golf, wine and gastronomy tourism and skiing⁷, as well as the enduring traditional appeal of hotspots like Paris.

Biggest source markets 2036	Selected high-growth source markets and growth between 2026 - 2036
Germany	China +346%
United Kingdom	Kuwait +109%
Belgium	Sri Lanka +73%
Italy	UAE +57%
Spain	South Korea +50%

⁷ Source: Atout France



Focus on Poland

Poland’s 2036 inbound mix is likely to remain anchored in neighbouring source markets. This reflects a combination of proximity, diaspora and family links, business travel, and Poland’s growing profile as a good-value European city, culture and nature destination.

Poland is increasingly well-connected to Northern and Western Europe by short-haul air routes to multiple Polish cities including Kraków, Warsaw, Wrocław and Katowice⁸, and because its cities,

heritage sites and natural landscapes offer a comparatively affordable alternative to more mature Western European destinations, it will see strong growth from markets such as Ireland, the Netherlands and Finland.

Warsaw is also increasingly functioning as a direct long-haul gateway into Central Europe⁹, supporting a burgeoning long-haul market from countries including South Korea and India.

Biggest source markets 2036	Selected high-growth source markets and growth between 2026 - 2036
Germany	Netherlands +172%
United Kingdom	South Korea +154%
Ukraine	Ireland +120%
United States	India +60%
Czech Republic	Finland +57%

8 Source: Polish Civil Aviation Authority

9 Source: LOT Polish Airlines

WHAT OWNERS AND OPERATORS NEED TO CAPTURE EUROPE'S NEXT DECADE OF GROWTH

WHAT OWNERS AND OPERATORS NEED TO CAPTURE EUROPE'S NEXT DECADE OF GROWTH

This report points to a European tourism market that is increasingly shaped by international growth, changing source markets and the emergence of new growth opportunities.

For hotel owners, investors and operators, success will depend on understanding how demand is evolving and positioning themselves to capture it.

Creating visitor economy value beyond the room

The impact of tourism extends far beyond accommodation. Every visitor represents economic activity across a much broader ecosystem, supporting restaurants, retailers, attractions, cultural institutions, and transport providers. As international travel grows, so too does the value created throughout the visitor economy.

Inbound visitor spending across Europe will increase from €825 billion in 2026 to more than €1.3 trillion in 2036¹⁰, growth of more than 64%, substantially faster than accommodation nights.



¹⁰ Currency converted from US\$960 billion in 2026 and \$1.5 trillion in 2036, using an average exchange rate in 2026 of 1 USD to 0.8604 euros (Exchangerates.org.uk)

Food and beverage spending is projected to increase by more than 72%, reflecting the importance of gastronomy and hospitality experiences within modern travel itineraries. Retail spending is forecast to rise by almost 70%, while expenditure on recreation, culture and sport is expected to increase by more than 66%.

Europe inbound spend category	Share of total inbound spend, 2036	Percentage growth 2026 - 2036
Accommodation	24%	+58%
Retail	19%	+69%
Transportation	19%	+55%
Food & beverage	17%	+72%
Other	13%	+71%
Recreation, culture and sport	7%	+66%

Wider projected spend in the European visitor economy

For hoteliers, this highlights the growing importance of looking beyond the room itself. As visitor spending increasingly flows into food and beverage, entertainment, culture and wider destination experiences, hotels that are well integrated into their local destination ecosystem may be better positioned to capture value. Partnerships, attractive public spaces, compelling food and beverage concepts and the ability to connect guests with local experiences can all help hotels benefit from a greater share of the visitor economy, while creating additional reasons for travellers to choose one property over another.

The opportunity is getting bigger but harder to capture

The ability to understand and anticipate changing travel flows will become increasingly important as growth from emerging European countries and long-haul markets such as China, India and parts of the Middle East increases.

The diversity of demand flowing into the continent, and new destinations emerge that encompass dozens of languages, cultures, regulatory frameworks, consumer behaviours, economic conditions and levels of market maturity.

Owners and operators will need access to distribution, loyalty and sales networks that can reach travellers across multiple geographies and convert demand efficiently, while also understanding local market realities.



Why brands matter more

The increased diversity of demand creates a growing need for hotel brands and operating models that can cater to different destinations, traveller profiles and price points.

This growing importance of brands is reflected in investor sentiment. According to CBRE's 2026 European Hotel Investor Intentions Survey¹¹, preference for globally recognised hotel brands has increased, highlighting a growing belief among investors that brand affiliation can help drive performance.

As international travel becomes more complex, hotel owners increasingly need help reaching travellers across a fragmented landscape of source markets, languages, cultures and booking behaviours. In this respect, brands can act as a vital bridge between hotels and demand.

A traveller from China booking a hotel in Spain, an American traveller visiting Croatia or an Indian traveller exploring Italy may all be encountering a destination for the first time. In these situations, trusted international brands can help reduce uncertainty and increase consumer confidence.

Europe's increasingly diverse tourism landscape also requires a wider range of hotel propositions. The next decade will create opportunities across different segments and styles of accommodation and types of destination. Owners will therefore increasingly need brands that can help them meet different traveller expectations while remaining relevant to local market conditions.



¹¹ European Hotel Investor Intentions Survey 2026 | CBRE

Renewing established markets

Mature tourism markets such as Spain, the United Kingdom, Germany, Italy and France will remain among the largest tourism economies in Europe but will require renewal to remain competitive.

Rising construction costs, financing challenges, sustainability requirements and evolving guest expectations are placing growing pressure on owners to modernise ageing assets and rethink development strategies. As a result, conversion and repositioning are becoming increasingly important tools for unlocking growth.

With strong growth expected to come from source markets that have historically played a relatively minor role in European tourism, owners need to ensure their properties remain relevant to a more diverse international customer base with different booking behaviours, expectations and travel patterns.

At the same time, competition is intensifying. Travellers have more choice than ever before, both within Europe and globally. Established destinations can no longer rely solely on their historic appeal; they increasingly need to create new reasons to visit, broaden their tourism offer and appeal to repeat travellers seeking different experiences. This is why many mature markets are looking towards secondary cities and investing in regeneration projects, cultural attractions and transport infrastructure to help unlock demand in locations that were previously overlooked.



The Accor View: how hoteliers can win from the next decade of growth

The decade ahead looks positive for the European tourism industry as a whole, but as always, there will be winners and losers. In order to win in this rapidly evolving market, hotel owners will need:

1 Reach: Access to travellers across both traditional and emerging source markets. Success will depend on attracting demand from mature European markets, fast-growing emerging European economies and long-haul source markets from China and India to South Korea and the Middle East.

2 Relevance: As demand becomes more diverse, hotels will need brands, products and guest experiences that are closely aligned with local market conditions and traveller expectations. What works in London or Paris may not be the right proposition for Bucharest, Kraków or Riga.

3 Demand attraction and conversion: In an increasingly competitive market, the ability to attract, convert and retain demand will be more and more fundamental. Distribution platforms, loyalty programmes, data analytics, digital marketing and revenue management capabilities, direct booking channels and global sales networks will play an increasingly important role in helping hotels reach travellers and convert demand.



Franchising is a particularly effective way for owners to access these capabilities, combining brand power, distribution strength and loyalty platforms with the local expertise needed to succeed in individual markets.

4 Adaptability: Tourism demand is becoming more geographically diverse, while construction costs, sustainability requirements and guest expectations continue to evolve. Owners will increasingly need the flexibility to modernise, reposition and refresh assets to remain competitive in both mature and emerging markets.

5 Operational know-how and excellence: Europe may be a single travel region, but it remains a highly fragmented operating environment encompassing different languages, cultures, regulations, consumer behaviours and levels of market maturity. Successfully navigating that complexity requires deep local knowledge, proven operating expertise and the ability to execute consistently across multiple markets.

Europe's tourism future will be shaped by new travellers, new destinations and new patterns of demand. The businesses who benefit the most will be those who understand and adapt to those shifts most effectively to capture the evolving demand.

As international travel becomes accessible to a broader and more diverse group of consumers, Europe's hotel market will need to serve travellers with very different levels of experience, spending power and expectations. Some will be long-haul visitors from fast-growing source markets such as China, India and the Middle East.

Others will come from emerging European economies where rising incomes, improving connectivity and greater mobility are creating a new generation of international travellers.

For many of these guests, economy hospitality can be an important entry point into European travel. Travellers visiting Europe for the first time, combining multiple countries in a single itinerary, or seeking to maximise their budget across food, culture, retail and experiences often want accommodation that is simple, reliable, well-located and internationally recognisable. Where travellers are navigating unfamiliar cities, languages and booking environments, trusted economy brands can help reduce uncertainty while keeping travel accessible.

Few brands illustrate this opportunity more clearly than ibis. Established in France in 1974, ibis helped make a high-quality and comfortable night's stay accessible to a mass market, supporting the democratisation of travel across Europe. Over the following five decades, the ibis megabrand has grown to become the global benchmark in the segment. Today, the ibis megabrand comprises more than 2,500 hotels globally, under the ibis, ibis Styles and ibis budget brands, of which over 1,600 hotels are in Europe, making it the largest in Accor's regional portfolio. The brand has continuous investment in regular updates to its attributes and operational standards, ensuring it remains relevant to evolving guest expectations.

This scale matters in a European tourism market that is becoming more international and more complex. A traveller from India beginning a multi-city European trip, a Chinese visitor exploring off-the-beaten-path destinations, or a traveller from an emerging European economy travelling internationally for the first time may all be looking for the same combination of confidence, value and convenience.

Case study

OPENING EUROPE TO THE EMERGING EXPLORER

Demand drivers

A broader international travelling population: As more consumers in markets such as China, India and emerging European economies enter the international travel market, Europe will welcome more visitors who are seeking value, familiarity and ease of booking. Brands with broad distribution, strong recognition and established loyalty platforms are better positioned to reach and convert this demand.

First-time and less familiar travellers: Long-haul visitors encountering a European destination for the first time may look for brands they recognise and trust. A consistent economy proposition can help reduce uncertainty, particularly when travellers are navigating unfamiliar cities, languages, payment systems and booking channels.

Multi-destination European trips: Europe's compact geography allows travellers to combine several countries, cities and experiences in one journey. For guests moving between destinations, the ability to book a familiar brand across multiple locations can be a significant advantage.

Growth beyond gateway cities: International demand is not expected to be concentrated only in Europe's most famous destinations, as traveller awareness about secondary destinations grows. As visitors explore more regional cities and emerging destinations, there will be growing need for affordable, internationally recognisable accommodation in places where branded supply may still be developing.

ibis in action

The brand continues expansion in Europe, across both mature and emerging destinations that are seeing significant increase in travellers from emerging economies.



Poland: Poland is expected to see strong growth in international accommodation demand over the next decade, and the ibis megabrand is already at the forefront of its tourism development, with 40+ hotels in the country and numerous hotels in the capital Warsaw, with direct air connectivity to airports in fast-emerging economies, including Beijing and New Delhi. The upcoming opening of ibis Styles Gdańsk AMBEREXPO further illustrates how branded hotels can capture demand in growing regional cities. Connected to the AMBEREXPO exhibition centre, one of the most important venues in the country, and within easy reach of the city's historic centre, the new 168-room hotel is set to capitalise on the rising flow of international and domestic visitors in Gdańsk.

Estonia: ibis Styles Tallinn marked the debut of the ibis Styles brand in Estonia in 2025. Located close to Tallinn's medieval Old Town and creative district, the hotel reflects the growing appeal of smaller European capitals for international travellers seeking culture, value and distinctive local experiences and will benefit from high projected growth rates of +110% from Asia Pacific and +79% from emerging European countries.

Hungary: ibis Styles Debrecen Airport highlights the importance of regional airports and transport infrastructure in unlocking new demand. As international travel becomes more dispersed, hotels close to regional gateways can help destinations capture demand from emerging source markets with high projected growth including China (+279%) and India (+129%).

Croatia: The country is amongst the destinations that will see the highest growth in visits from largest non-European emerging economies. Marking the launch of the brand in the country, the upcoming ibis Styles Zagreb will offer 340 rooms and will be one of the largest ibis Styles properties in Eastern Europe.

The ibis megabrand continues its growth trajectory across Europe. As new source markets emerge and international travel becomes accessible to millions more consumers, trusted economy hospitality will remain a key enabler and beneficiary of tourism growth across Europe.

For more than 50 years, ibis has helped make travel more accessible. As international demand grows from emerging markets such as China and India, as well as from a new generation of European travellers, economy hospitality has an important role to play in giving guests the confidence, consistency and value they need to explore more of Europe.

Methodology

This report is based on Accor analysis of forecasts commissioned with and produced by Tourism Economics in June 2026.

The forecasts cover the period 2026 to 2036 and include travel to 47 European countries, covering the following metrics:

- Total visitor nights in all accommodation and in hotels specifically
- Visitor nights from inbound international travellers versus domestic travellers
- Arrivals by all source markets globally
- Purpose of visit (i.e. business vs leisure vs visiting friends or relatives)
- Visitor spending by category

Tourism Economics' Global Travel model forecasts international tourism flows over a 10-year horizon. The model is unique in its ability to reconcile demand (origin trips) and competitiveness-based supply (destination visits) for 185 global markets and 18 regional groupings.

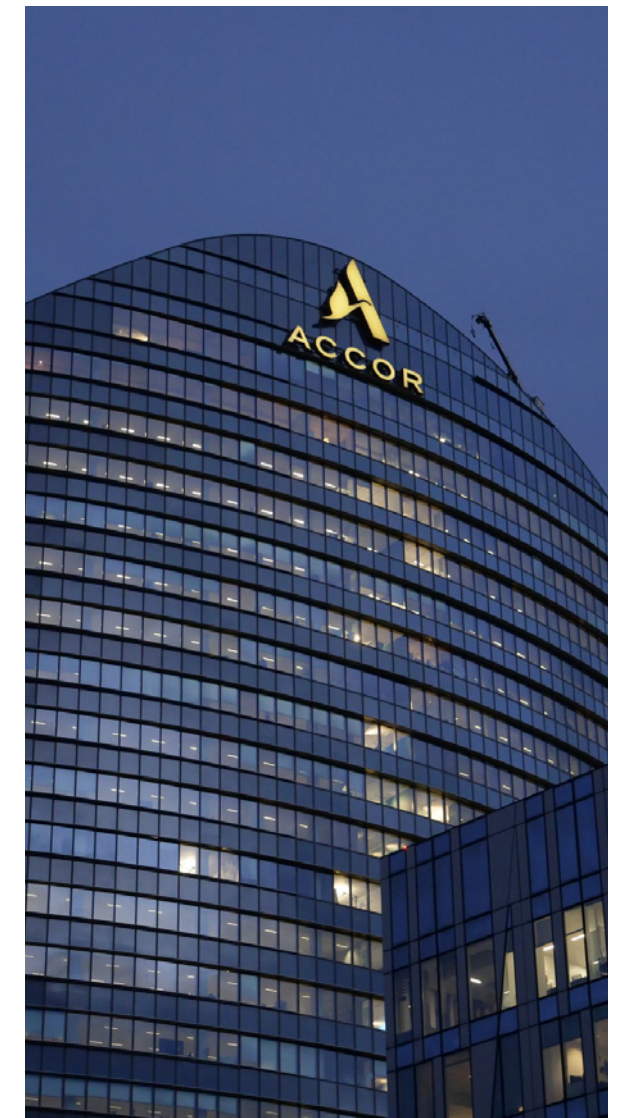


About Tourism Economics

Tourism Economics, an Oxford Economics company, is a leading global economic forecaster and provider of quantitative analysis, built on decades of experience and world-class datasets. We specialise in the intersection of tourism expertise and rigorous economics, and our work helps hundreds of companies worldwide to navigate uncertainty and make smarter marketing, investment, and policy decisions. Data and insights are critical in helping travel businesses and destinations navigate an evolving landscape, especially amid increased price sensitivity and shifting perceptions of destinations driven by geopolitics and other world events.

About Accor

Accor is a world-leading hospitality group offering stays and experiences across more than 110 countries with over 5,800 hotels and resorts, 10,000 bars & restaurants, wellness facilities and flexible workspaces. The Group has one of the industry's most diverse hospitality ecosystems, encompassing more than 45 hotel brands from luxury to economy, as well as lifestyle, with Ennismore. ALL Accor, the booking platform and loyalty program embodies the Accor promise during and beyond the hotel stay and gives its members access to unique experiences. Accor is focused on driving positive action through business ethics, responsible tourism, environmental sustainability, community engagement, diversity, and inclusivity. Accor's mission is reflected in the Group's purpose: Pioneering the art of responsible hospitality, connecting cultures, with heartfelt care. Founded in 1967, Accor SA is headquartered in France. Included in the CAC 40 index, the Group is publicly listed on the Euronext Paris Stock Exchange (ISIN code: FR0000120404) and on the OTC Market (Ticker: ACCYY) in the United States. For more information, please visit group.accor.com or follow us on [X](#), [Facebook](#), [LinkedIn](#), [Instagram](#) and [TikTok](#).





FROM CHANGE
TO OPPORTUNITY