SNAPSHOT #1

What corporate buyers want from hotel partners

B2B Client Expectations

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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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Value now extends well beyond rate

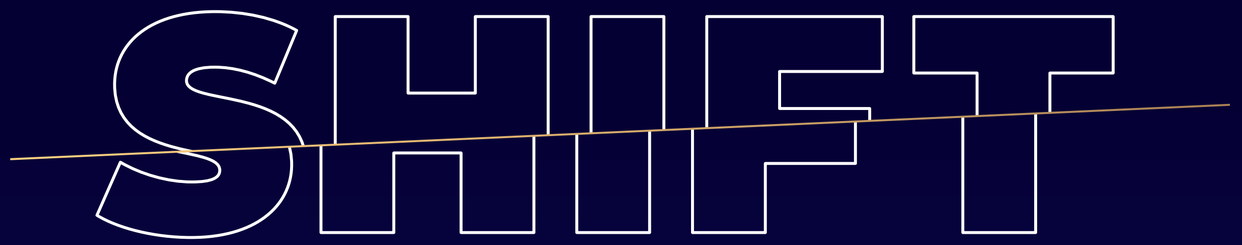


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The central



Value now extends well beyond rate

Buyers increasingly expect hotel partners to improve traveler outcomes, make performance visible, reduce administrative complexity, and adapt to changing business needs.

Four

Expectations are reshaping the relationship

Personalized Value



Connect company objectives with traveler preferences, loyalty, and relevant offers.

Verified Performance



Audit content, availability, and outcomes rather than relying on negotiated intent.

Smarter Sourcing



Use automation and data to make RFPs and program management more continuous.

Regional Responsiveness

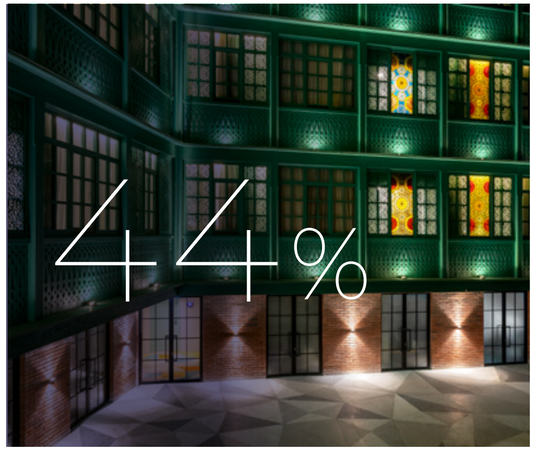


Balance global consistency with local pricing, inventory, and market realities.

The buyer mandate at a glance*



Of buyers say clearer visibility into company savings from loyalty programs would encourage promotion of loyalty programs to their travelers.



Anticipate accommodation needs in new markets.



Say data processing efficiency is the AI use case receiving most attention.



Name rate availability and content access as the top 2026 hotel program priority.

BOTTOM LINE Hotel companies are increasingly expected to act as strategic business partners, not simply accommodation providers.

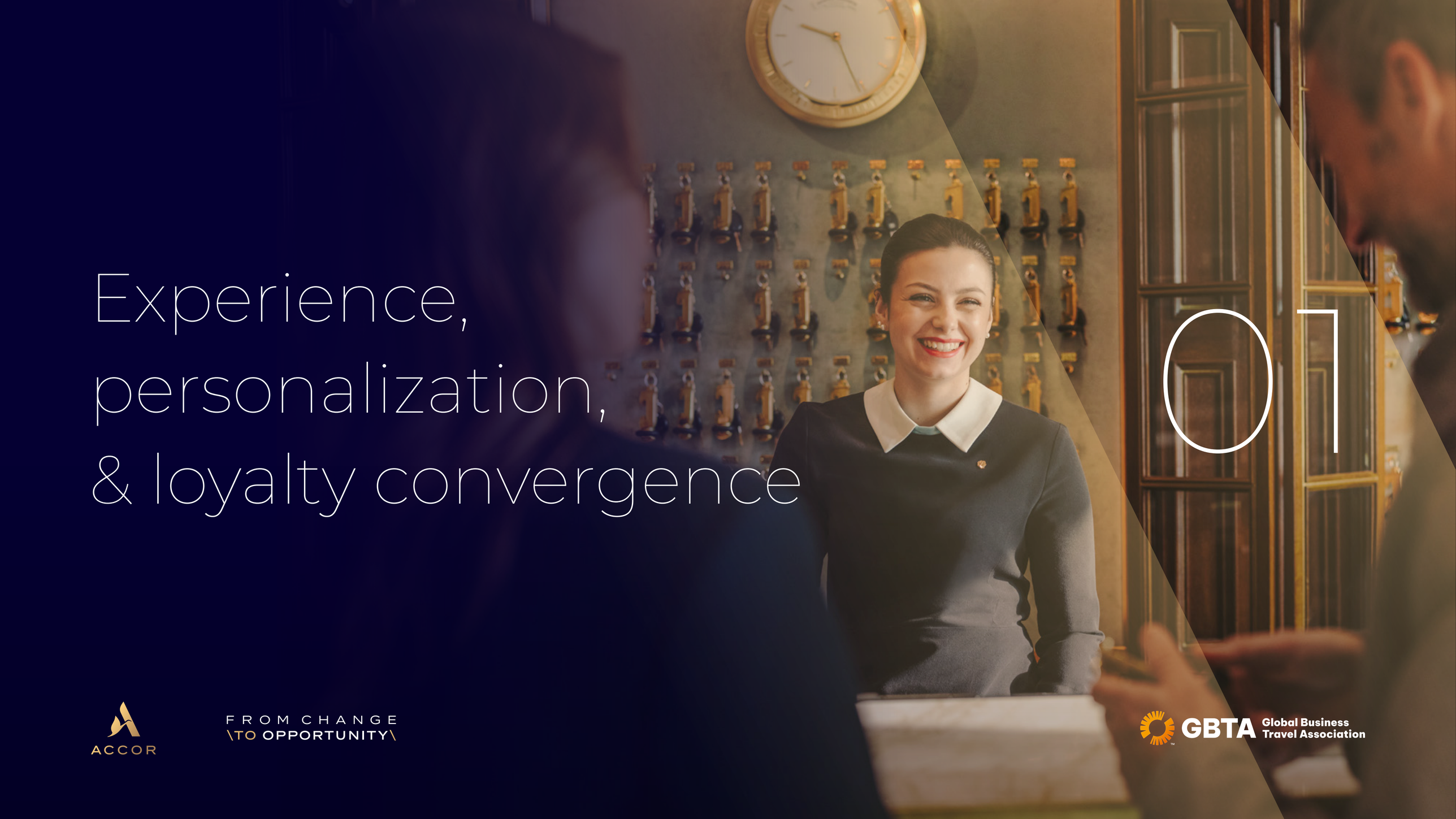
* Source: Accor B2B Client Survey 2026



“
The corporate hotel marketplace should intelligently converge company objectives with personal preferences . . .
”

Buyer, Procurement Department

* Source: Accor B2B Client Survey 2026



Experience, personalization, & loyalty convergence

01

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Traveler experience is no longer separate from program performance

Buyers increasingly view travel as a tool for productivity and employee satisfaction, and they expect hotel partners to recognize individual needs while supporting company policy and value objectives.



Relevant Offers

Buyers want offers aligned with traveler needs and trip purpose.

What to look for in a hotel program

Personalization + Portfolio choice

Matching traveler personas with relevant brands and experiences.

Productivity + Wellbeing

Buyers want stays that help travelers perform at their best.

What to look for in a hotel program

Experience-led stays

Supporting how travelers work, connect and recharge.

Targeted Loyalty

Buyers want relevant benefits and easier servicing.

What to look for in a hotel program

B2B rewards + Recognition

Extending loyalty value to travelers and companies.

Visible Company Value

Buyers want Company-level rewards and measurable savings.

What to look for in a hotel program

Rewards + Performance-based value

Connecting engagement with tangible corporate benefits.

Connecting traveler needs with more personalized experiences and measurable corporate value is key.

IMPLICATION

Buyers should make personalization part of the supplier evaluation process. Ask hotel partners how they can recognize traveler preferences, incorporate loyalty benefits and tailor offers without compromising policy, value or program control.



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Advancing the corporate hotel marketplace to intelligently converge company objectives with personal preferences, take into account individual needs (e.g., breakfast or no breakfast) and potential loyalty “freebies” to curate optimized content that is unbeatable by anything available publicly.

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Travel Buyer, Procurement Department

Transparency: from Negotiation to Verification

02



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Visibility alone is no longer enough

Buyers want confidence that negotiated agreements are functioning as intended, including whether rates are loaded correctly, content appears in the booking environment, commitments are available, and outcomes can be measured.



Of buyers say rate availability and content access is their #1 hotel-program 2026 priority



Say pressures on rate availability and content access increased the most in the past 12 months



Rate availability and auditability rank second among partner criteria

* Accor, B2B Client Survey, 2026

Buyer needs → Actionable initiatives

Program dashboards

See overall program performance

Clear view of targets, loyalty and program performance.

Content audit

Is what travelers see correct?

Strengthen visibility and control of displayed content.

Rate-loading audit

Was the deal loaded correctly?

Audit rate loading, availability and distribution.

Booking outcomes

Are travelers using it and where is value leaking?

Show negotiated-rate use, leakage and performance barriers.

Availability audit

Can travelers actually book it?

Link rate performance with commercial outcomes.

Self-service analytics

Can buyers investigate performance directly? *

Move buyers toward direct access to performance insights.

From receiving reports to actively monitoring program performance

IMPLICATION

Buyers should manage to realized value, not negotiated value. They should use auditing and performance data to determine whether negotiated hotel value is actually reaching travelers and where sourcing, loading, availability, distribution or traveler behavior may be limiting results.

* Discussed as a future direction in the Accor Global; Leadership Council materials.



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Buyers define value as rate certainty, availability, compliance, traveler experience, and measurable impact.

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Travel Buyer, Procurement Department

Sourcing becomes more continuous and automated

03



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Annual RFP cycles are increasingly challenged by dynamic pricing, changing demand, and less predictable availability.

Buyers are looking for smarter sourcing and automation that reduce repetitive work while supporting faster, better decisions.



Report some or significant change in sourcing approach.



Report using AI for sourcing or RFP support.

* Accor Buyer Priority survey, 2026 (low base)

Automate



Routine RFP tasks, data collection, comparisons

Augment



Benchmarking, scenarios, supplier analysis

Optimize



Continuous monitoring and targeted intervention

IMPLICATION

Travel programs and buyers should work to automate the routine, manage the exceptions. Use automation to reduce repetitive sourcing, data collection and reporting tasks, while keeping buyer attention focused on exceptions, strategic supplier decisions and measurable program outcomes.



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Managed lodging will need to become more continuous, data-driven, and behavior-focused

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Travel Buyer, Procurement Department

Global programs require regional responsiveness

04



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Buyers want global consistency, but not at the expense of local competitiveness.

Pricing, inventory, demand patterns, traveler needs, and supplier footprints differ by market, requiring programs that can adapt without becoming fragmented.

Global Foundation

- Consistent service standards
- Transparent program governance
- Comparable performance measures

Monitor

Track shifts in demand, pricing, inventory and emerging markets.

Local Adaptation

- Market-sensitive pricing and inventory
- Regional demand and emerging corridors
- Realistic benchmarks based on footprint

Govern

Maintain consistent objectives while allowing evidence-based regional adjustments.

IMPLICATION

Build regional flexibility into program governance. Use market-level demand, pricing, availability and supplier-footprint data to determine where local sourcing strategies, inventory requirements or performance benchmarks should differ.



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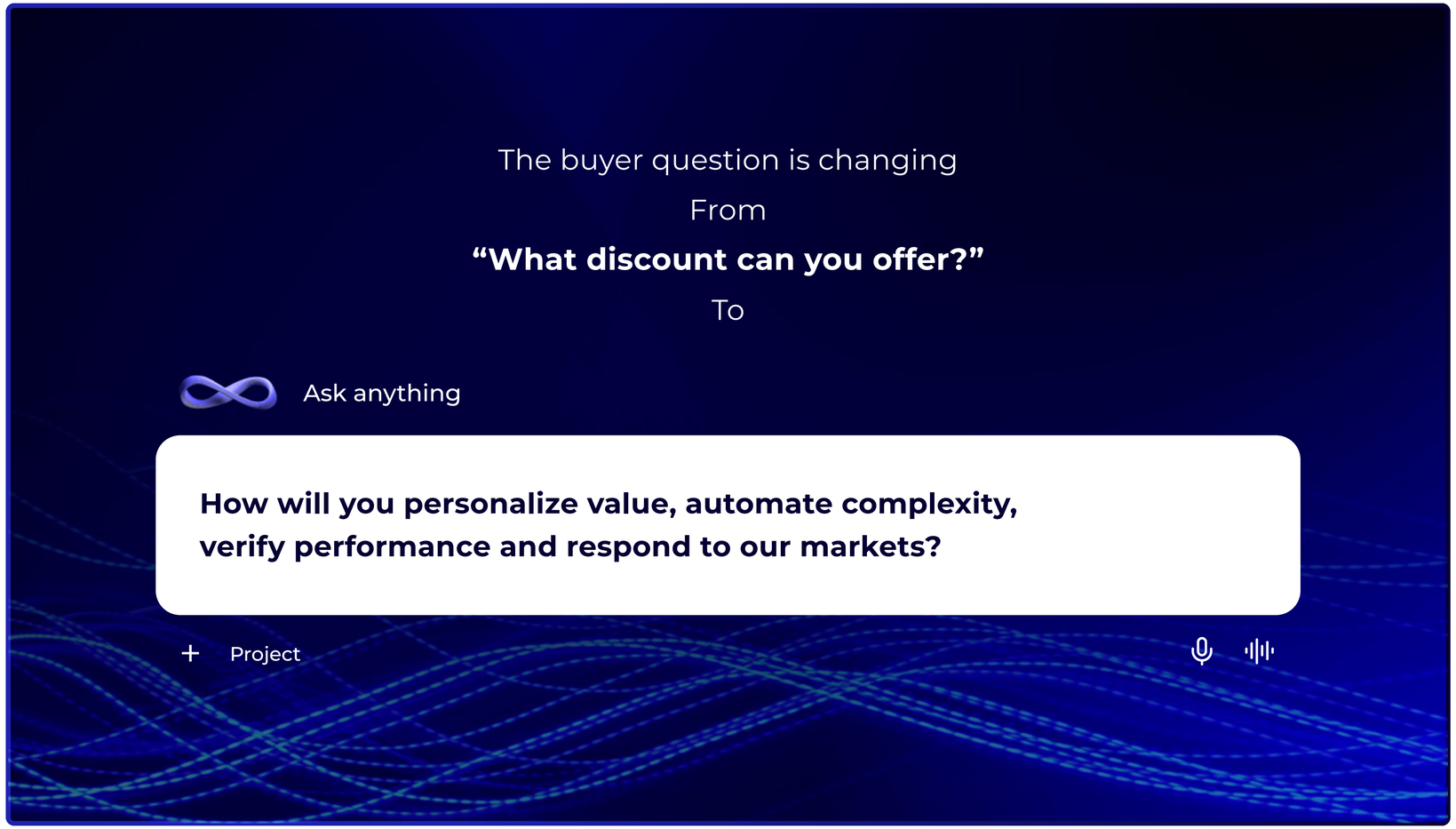
We’ll be assessing all markets on an ongoing basis to ensure we have enough inventory and to track emerging markets getting volume.

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Travel Buyer, Procurement Department

The role of AI

Buyers describe AI in practical terms: improving data efficiency, reporting, sourcing support, auditing, servicing, personalization, and optimization. Technology should remove friction and improve decisions, while human relationships continue to drive trust and partnership. Buyers also note AI's ability to curate content that incorporates personal preferences while maintaining policy compliance and program objectives.



What corporate buyers want from hotel partners

Four

B2B Client Expectations



Experience + Personalization



Auditability



Automation



Regional Agility

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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.

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GBTA and its 9,000+ members represent and advocate for the $1.71 trillion global business travel and meetings industry. GBTA and the GBTA Foundation deliver world-class education, events, research, advocacy, and media to a growing global network of more than 28,000 travel professionals and 125,000 active contacts.

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