

CONFERENCE PROGRAM: HOTEL INVESTORS MEETING 2026

9:00-9:30 - Participant Registration

9:30-9:40 - Welcome

9:40-11:00 - New Tourism: Facts and Myths

Panel Discussion

Global tourism is regaining momentum after the pandemic, with Europe remaining the leader holding a 55% share of the global market. Poland, as a tourist destination, is also attracting an increasing number of guests: in 2025, inbound tourism recorded record-breaking results, and the number of foreign guests in tourist accommodation establishments reached 19.7 million.

Polish hotels are winning with their quality, comprehensive scope of services, and the implementation of eco-friendly solutions. The country possesses resources that perfectly align with current trends in tourism demand. What risks should be taken into account? How can we leverage this excellent situation and the growing interest in Poland within the hotel business? The new strategic recommendations for tourism development in Poland up to 2035 focus on sustainable development, improving the management model, and supporting digitalization processes and funding sources. How can these recommendations be utilized for business growth?

Key discussion points:

- **Trends in demand and supply:** Where are tourists most eager to travel, and what are their expectations?
- **Branded products:** What exactly are they? How do you build a brand when artificial intelligence is changing the market's philosophy? How can you personalize reservations and all guest touchpoints to adapt to algorithms
- **Poland as a destination:** Numbers and trends in tourist traffic across Poland.
- **Tourism development strategy:** How can strategic recommendations be used to strengthen your business? What threats and difficulties related to depopulation, social conflicts, labor shortages, and rising operational costs do we need to prepare for? How do we build the resilience of the hotel business against unpredictable political or climatic events?

MODERATOR:

- **Dr. Bartłomiej Walas**, Professor at the University College of Tourism and Ecology, Chairman of the Tourism Council to the Minister of Sport and Tourism

PANELISTS:

- **Mateusz Czerwiński**, CEO, Warsaw Tourism Organization
- **Magdalena Krucz**, President of the Polish Tourism Organisation
- **Rafał Szmytke**, CEO, Polish Hotel Holding

11:00-11:10 - Case Study 1

Lecture

11:10-12:05 - The Hotel Industry in Poland: Results, Trends and Strategies for the Years Ahead

Panel Discussion

In the era of a mature hotel market in 2026, the intuition of leaders must go hand in hand with precise analytics to build lasting value for investors. The invited guests will confront their years of experience with the latest market data, analyzing how the operational efficiency of Polish hotels has changed over the recent, rather specific seasons. We will check whether the optimism found in reports actually translates into revenue growth.

Key discussion points:

- **The truth in numbers:** An analysis of key indicators (TRevPAR, ADR, Occupancy) across Polish regions - how do the actual results for 2025/2026 compare to the forecasts?
- **Clash of giants and local leaders:** How do the strategies of global and national chains differ from the approach of independent groups in the fight for profitability?
- **Forecast for 2027:** What trends do the data indicate, and how should sales strategies be prepared for the coming years to stay ahead of the competition?

MODERATOR:

- Rafał Abramczyk, Founder and CEO, Klips Data

PANELISTS:

- Marlena Kosiura, Market Analyst, Founder and Editor-in-Chief of the InwestycjeKurortach.pl portal
- Jacek Stasikowski, Development Director Poland, Accor Hotels
- Ireneusz Węglowski, President of the Chamber of Commerce of the Polish Hotel Industry (IGHP), Member of the Council of the Polish Tourism Organisation
- TBC

12:25-12:20 - Coffee Break

12:20-13:20 - SMART Hotel vs High-End Hotel - Where Is Hospitality Heading?

Panel Discussion

On one hand, we have high-end hospitality: premium and even luxury - an experience perfected in every detail, but at the expense of the highest costs. On the other hand, there is the SMART model, which redefines the approach to hospitality: it focuses on what genuinely creates value for the guest while simultaneously optimizing costs and processes.

Can a mid-scale hotel compete effectively today by offering premium quality without excessive capital and operational expenditures? Is the "SMART hotel" the future of the industry - or just a compromise?

Key discussion points:

- **Experience over standard:** How are guest expectations changing, and what truly builds the value of a stay today?
- **The efficiency of the SMART model:** How to optimize CAPEX and OPEX without losing the quality and attractiveness of the product?
- **The limits of optimization:** Where is the line drawn between "less but better" and a compromised guest experience?

MODERATOR:

- Jacek Tokarski, CEO, HIDA

PANELISTS:

- TBC
- TBC
- TBC
- TBC

13:20-13:30 - Case Study 2

Lecture

13:30-13:50 - Hotel Project Presentation

Lecture

13:50-14:40 - Lunch

14:40-15:30 - From longevity to neuroregeneration - a concept that stays ahead of SPA & wellness trends

Panel Discussion

- **Neuroregeneration:** Why does it play such a crucial role in wellness today?
- **Profitable tech:** How should investors implement technologies in wellness to generate real profits
- **Unlocking potential:** Where lies the greatest potential today - in the technology itself, or in the ability to combine it with treatments, products, and experiences?
- **Human vs. Machine:** Can technology replace the therapist in the future?

MODERATOR:

- Wojciech Dobrowolski, Spa & Wellness Department Director, Nova Group

PANELISTS:

- Anna Kaźna, SPA Manager, Sheraton Sopot Hotel
- Ewelina Kreft, Thera Wellness Director, Radisson Blu Hotel, Sopot
- Bożena Kubień, Spa Trainer and Consultant, Creator of the Spa Excellence concept
- Michał Nadolski, Spa & Wellness Director, Hotel Crystal Mountain

15:30-15:40 - Case Study 3

Lecture

15:40-16:00 - Hotel Project Presentation

Lecture

16:00-17:00 - Poor Planning Costs Twice: How Design Decisions Determine a Hotel's Profitability for Decades to Come

Panel Discussion

Designing and constructing a hotel is one thing. Ensuring it generates predictable profits for years to come is an entirely different skill set. Profitability is rarely accidental - it is the result of deliberate decisions made long before construction begins. This discussion will reveal the operational side of hotel investments and show how seemingly technical decisions regarding layout, materials or food service organisation directly affect operating costs, team efficiency and guest satisfaction.

- A square metre that costs a fortune: how functional layouts increase or reduce labour costs
- Cheaper finishes, a more expensive hotel: the hidden long-term cost of apparent material savings
- The invisible hole in the budget: how much does a hotel lose without intelligent energy, utilities and building automation management?
- Team architecture: how planning the right organisational structure helps avoid overstaffing, maintain flexibility and build resilience to rising labour costs
- The hotel in 10 years: what must be considered today so changing guest expectations do not require costly future adaptations?

MODERATOR:

- Izabela Plucińska-Dalnodar, Managing Partner, Studio Alpina Hospitality Professionals

PANELISTS:

- Tomasz Bursztynowicz, Founder & CEO, Hotel Masters
- Krzysztof Staniszewski, Director, Hotel Crystal Mountain in Wisła
- TBC
- TBC

17:00-19:00 - Networking Over Wine

The organizers reserve the right to make changes to the program