

CONFERENCE PROGRAM: HOTEL INVESTORS MEETING 2026

9:00–9:30 Registration

9:30–9:40 Welcome

9:40–11:00 “New Tourism.” Facts and Myths

Introductory lecture and panel discussion

- Trends in supply and demand – what do visitors expect?
- Branded products – which ones?
- Poland as a destination – numbers and trends
- Tourism development strategy – what to expect? What to prepare for?

11:00–11:10 Case Study 1

Lecture

11:10–12:05 The hotel industry in Poland. Results, trends, and strategies for the coming years

Panel discussion

In the mature hotel market of 2026, leaders' intuition must go hand in hand with precise analytics to build lasting value for investors.

Invited guests will compare their years of experience with the latest market data, analyzing how the operational efficiency of Polish hotels has changed over the course of the last few, rather unique seasons. We will examine whether the optimism in reports translates into revenue growth.

- The truth in numbers: an analysis of key metrics (TRevPAR, ADR, Occupancy) from regions across Poland—how do actual 2025/2026 results compare to forecasts?
- Clash of the giants and local leaders: how do the strategies of global and domestic chains differ from the approach of independent groups in the battle for profitability?
- 2027 Forecast: What trends do the data indicate, and how can you prepare a sales strategy for the coming years to stay ahead of the competition?

12:05–12:20 Coffee break



12:20–1:20 p.m. SMART Hotels vs. High-End Hotels – Where Is the Hospitality Industry Headed?

panel discussion

On one hand, we have high-end hospitality: premium and even luxury—an experience refined down to every detail, but at the highest cost. On the other—the SMART model, which redefines the approach to hospitality: it focuses on what truly creates value for the guest, while optimizing costs and processes.

Can a mid-range hotel compete effectively today by offering premium quality without excessive capital and operating expenses? Is the “SMART hotel” the future of the industry—or just a compromise?

- Experience over standard: how are guest expectations changing, and what truly builds the value of a stay today?
- The effectiveness of the SMART model: how to optimize CAPEX and OPEX without sacrificing product quality and appeal?
- The limits of optimization: where is the line between “less, but better” and a loss of experience?

1:20 PM–1:30 PM Case Study 2

Lecture

1:30–1:50 PM Hotel project presentation

lecture

1:50–2:40 p.m. “ ” lunch

2:40–3:30 PM Let’s return to wellness & spa

panel discussion

- Wellness & spa – still an attraction or already a hotel standard? – market overview
- creating wellness & spa zones and planning their operations in a hotel
- medical spa and health resort tourism – variants, alternatives, or separate formats?
- Who designs, who supplies, who manages? – on cooperation with spa zone operators

3:30–3:40 PM Case Study 3

Lecture

3:40–4:00 p.m. Presentation of the hotel project

lecture

4:00–5:00 p.m. Poor planning costs twice as much. How design decisions determine a hotel's profitability for decades to come

panel discussion

Designing and building a hotel is one thing. Ensuring it generates predictable profits for years to come is an entirely different skill set. Profitability is rarely a matter of chance. It is the result of deliberate decisions made long before the first shovel hits the ground. In this discussion, we will reveal the operational side of hotel investments: we will show how seemingly technical decisions—regarding functional layout, material selection, or food service organization—directly translate into operating costs, team efficiency, and guest satisfaction.

- A square meter that costs a fortune: how a hotel's functional layout drives up or reduces labor costs.
- Cheaper finishes, a more expensive hotel: the cost of apparent material savings—how much does a cheaper choice cost over the years of operation?
- The invisible hole in the budget: how much does a hotel lose without intelligent management of energy, utilities, and building automation?
- Team architecture: how planning an optimal organizational structure helps avoid overstaffing, maintain operational flexibility, and make the business resilient to rising labor costs.
- The hotel in 10 years: from a hotel operations perspective, what must absolutely be taken into account in the design so that changing guest expectations and needs do not force costly adaptations.

5:00–7:00 PM networking over wine

The organizers reserve the right to make changes to the program