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HELLENIC HOTELIERS FEDERATION

The Greek Hospitality Reimagined

Opportunities & Challenges

Foreword

What makes this report particularly valuable is that it does not begin with assumptions — it begins with a direct reading of the industry as it actually is. In partnership with Deloitte Greece, the Hellenic Hoteliers Federation chose to let the market speak first, drawing on the participation of more than 250 hotel business owners from across Greece, with broad geographic coverage and a representative cross-section of business sizes and profiles. The concept of *"the industry speaks, and we listen"* is therefore not a communications tagline. It is an institutional commitment to evidence-based dialogue — so that public debate about the future of Greek hospitality is grounded less in general impressions and more in measurable data from the real economy.

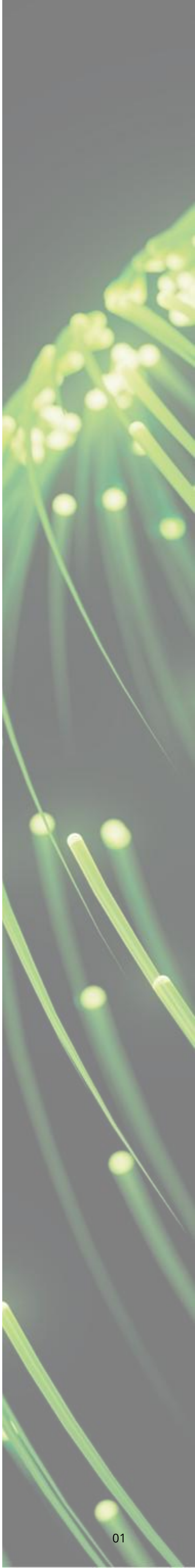
The survey findings portray an industry that remains broadly optimistic about its prospects, while operating with a clear-eyed awareness of the constraints and uncertainties that lie ahead. The measured confidence recorded in the survey coexists with genuine concern — about the international and domestic economic environment, geopolitical developments, workforce shortages, infrastructure gaps, and the barriers that continue to slow investment momentum, including limited access to financing, insufficient incentives, and the complexity of the regulatory framework.

At the same time, hoteliers themselves point clearly to the direction they want Greek hospitality to take: infrastructure upgrades, higher service quality, experiences with greater added value, digital adoption with tangible operational benefits, investment in skills, and the gradual integration of sustainability as a driver of competitiveness.

This, in my view, is the most substantive conclusion of the report. Greek hoteliers are not interested in an abstract conversation about the future — they are asking for a more functional environment, which will allow them to move towards the future they envision. They are calling for better alignment between public policy and market needs, a stronger emphasis on human capital, and more effective support for the transition toward a more productive, higher-quality, and more resilient hospitality model.

For the Hellenic Hoteliers Federation, this knowledge is a tool for advocacy, intervention, and strategic planning. That is precisely why our responsibility is to keep listening with rigor, interpreting with precision, and advocating with evidence.

Yannis Hatzis
Chairman of the Board of Directors
Hellenic Hoteliers Federation



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Introduction

The Greek hotel industry, as illustrated in the findings of this survey, is defined by a careful balance between measured optimism and substantive structural challenges. Sector participants broadly hold a positive outlook, yet this confidence is tempered by a heightened awareness of external uncertainties — including the domestic and international macroeconomic environment, geopolitical developments, and persistent constraints related to infrastructure capacity and workforce availability.

At the operational level, hotels continue to face clear and recurring challenges, most notably the difficulty of recruiting and retaining qualified staff in critical roles. At the same time, there is widespread recognition of the strategic importance of service quality and continuous skills development. Investment in training, however, varies considerably across the sector, resulting in uneven levels of operational readiness and competitive capability.

Technology and artificial intelligence are being adopted primarily as tools to drive operational efficiency and support commercial performance, with a clear preference for applications that deliver tangible and measurable business outcomes. While digital transformation continues to advance, significant differences remain in the degree of digital maturity and in the pace at which more sophisticated technological solutions are being embraced.

On sustainability and ESG, the findings indicate that core environmental practices have been meaningfully integrated — particularly in areas with a direct operational footprint. The depth and strategic ambition of related investments, however, differ across organizations, reflecting varying levels of institutional maturity. Sustainability is approached either as a driver of competitive differentiation or, more narrowly, as a compliance and operational requirement.

Looking ahead, sector participants anticipate that the traveler of the future will combine higher quality expectations with greater price sensitivity. Guest reviews and the perceived value-for-money proposition are emerging as decisive factors shaping demand. Meanwhile, although customer acquisition today relies on a defined set of established channels, there is a clear and growing trend toward broader channel diversification and a more integrated, multi-channel commercial approach.

About the Survey

Scope & Methodology

Scope of the Survey

The purpose of this report, which was prepared by the Hellenic Hoteliers Federation (HHF) in collaboration with Deloitte Greece and is based on primary research, is to systematically capture the key trends, challenges and opportunities that are expected to shape the evolution of the Greek hotel industry in the coming years.

The study aspires to serve as a reliable reference point for hotel businesses of all sizes, offering evidence-based insights and strategic direction to both industry operators and institutional stakeholders. In doing so, it seeks to make a meaningful contribution to strengthening the sector's competitiveness and long-term sustainable growth — affirming its role as a cornerstone of the Greek economy.

Methodology

The survey was conducted via an online questionnaire distributed to members of the Hellenic Hoteliers Federation (HHF). More than 250 hotel businesses from across Greece participated in the study, spanning island, mainland, and urban destinations. The sample achieves a satisfactory level of representativeness in terms of business size, encompassing very small, small, medium, large, and very large properties — ensuring a comprehensive reflection of the sector's characteristics and challenges.

The survey was conducted during January and February 2026 and focused on the following thematic areas:

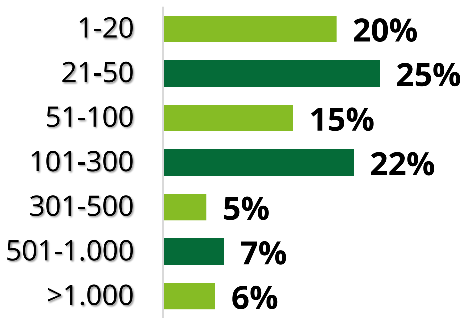
1. Trends, Challenges & Opportunities
2. Technology & Artificial Intelligence (AI)
3. Workforce & Skills
4. Sustainability & ESG
5. The Future Traveler
6. Cooperation with the State & Key Priorities

About the Survey

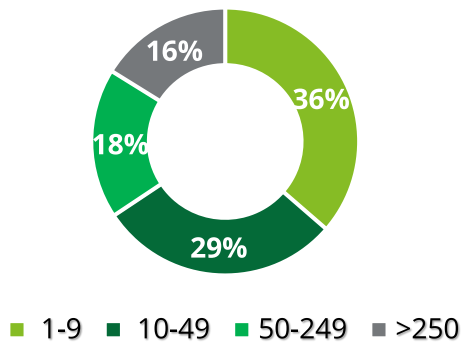
Sample Characteristics

Number of hotel units owned by the hotel business

Total number of hotel business rooms



Hotel business employee range



Annual turnover of hotel business

10%
€0 – 100k.

29%
100 k. – 500 k.

14%
€500 k. – 1 mil.

18%
€1 – 5 mil.

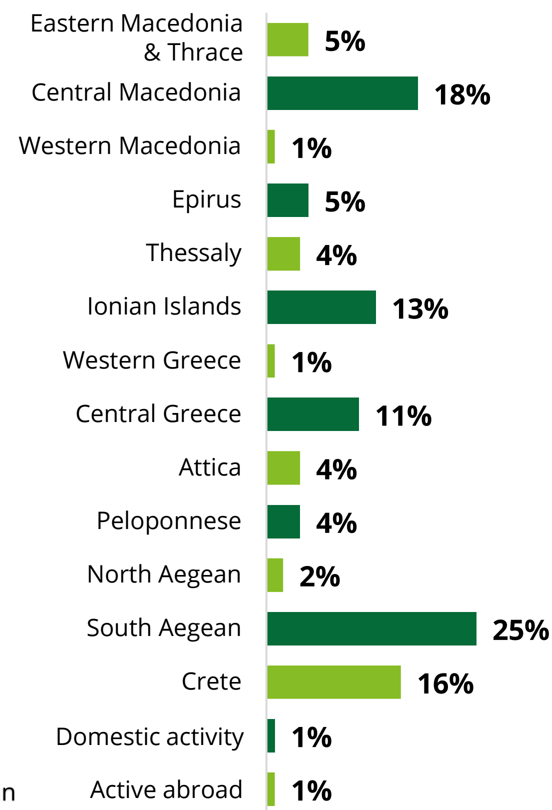
9%
€5 – 10 mil.

14%
€10 – 50 mil.

2%
€50 – 100 mil.

3%
> €100 mil.

Geographical area of activity

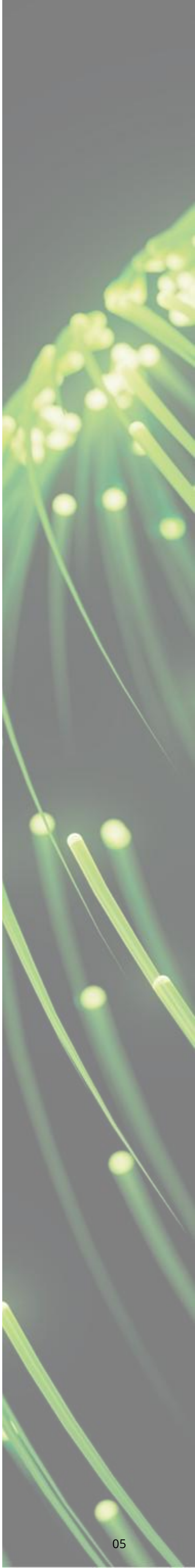


Structure and networking of hotel businesses

82% Businesses with independent accommodation / units

13% Businesses with at least one (1) unit member of a domestic hotel chain

5% Businesses with at least one (1) unit member of an international hotel chain



Chapter

Trends, Challenges & Opportunities

1 Trends, Challenges & Opportunities

Prospect of the industry

Question: *How do you assess the prospects of the Greek hotel industry in the next 3 years?*

- **11%** Very positive
- **55%** Somewhat positive
- **19%** Neutral
- **13%** Somewhat negative
- **2%** Very negative

According to the survey findings, 66% of hoteliers rate the sector's prospects as fairly or very positive, while 19% maintain a neutral stance and 15% express a negative assessment.

This distribution reflects an environment of measured optimism — one where positive sentiment prevails, yet meaningful reservations remain present. The coexistence of these perspectives shapes how hotel businesses approach strategic planning and investment decisions, reinforcing the need for careful weighing of both risks and opportunities.

Factors that will affect the industry in the next 3 years

Question: *What external factors do you think will affect your activity the most in the next 3 years? (up to 3 options)*

- **64%** International economic environment
- **47%** Domestic economic environment
- **44%** Lack of human resources
- **41%** Geopolitical factors
- **26%** Infrastructure
- **16%** Regulatory framework
- **12%** Domestic social & political environment
- **9%** Climate change
- **8%** Competition
- **7%** Changes in traveler preferences
- **6%** Technological advancements & AI
- **1%** Other

Hoteliers identify the international economic environment (64%), the domestic economic environment (47%), and geopolitical risks (41%) as the primary factors influencing their outlook — confirming the sector's significant exposure to macroeconomic and geopolitical uncertainties that lie largely beyond the control of individual businesses.

At the same time, workforce shortages are cited by 44% of respondents, highlighting that beyond external pressures, the industry also faces structural constraints. These constraints have a direct impact on day-to-day operations as well as on the capacity of hotel businesses to pursue sustainable growth.

1 Trends, Challenges & Opportunities

Key barriers to investment

Question: *What do you consider to be the most important obstacle to new investments in your business? (up to 2 options)*

40%
Lack of subsidies / incentives

38%
Limited access to financing

33%
Complex regulatory framework

23%
High borrowing costs

22%
Licensing Process

20%
Changing environment

4%
I don't face any obstacles

2%
Other

The lack of subsidies and incentives (40%), limited access to financing (38%), and the complexity of the regulatory framework (33%) emerge, among other factors, as key barriers to new investment in the sector.

These findings indicate that investment activity is constrained by an interconnected set of financial and regulatory conditions. Together, these factors shape the decision-making environment for capital allocation, affecting both the attractiveness of new investments and the pace at which they are brought to completion.

Willingness to engage in partnerships

Question: *To what extent are you open to forming partnerships or collaborations (e.g., with local stakeholders, related businesses, start-ups, etc.) to enhance competitiveness?*

13%
Very high

33%
High

29%
Moderate

18%
Low

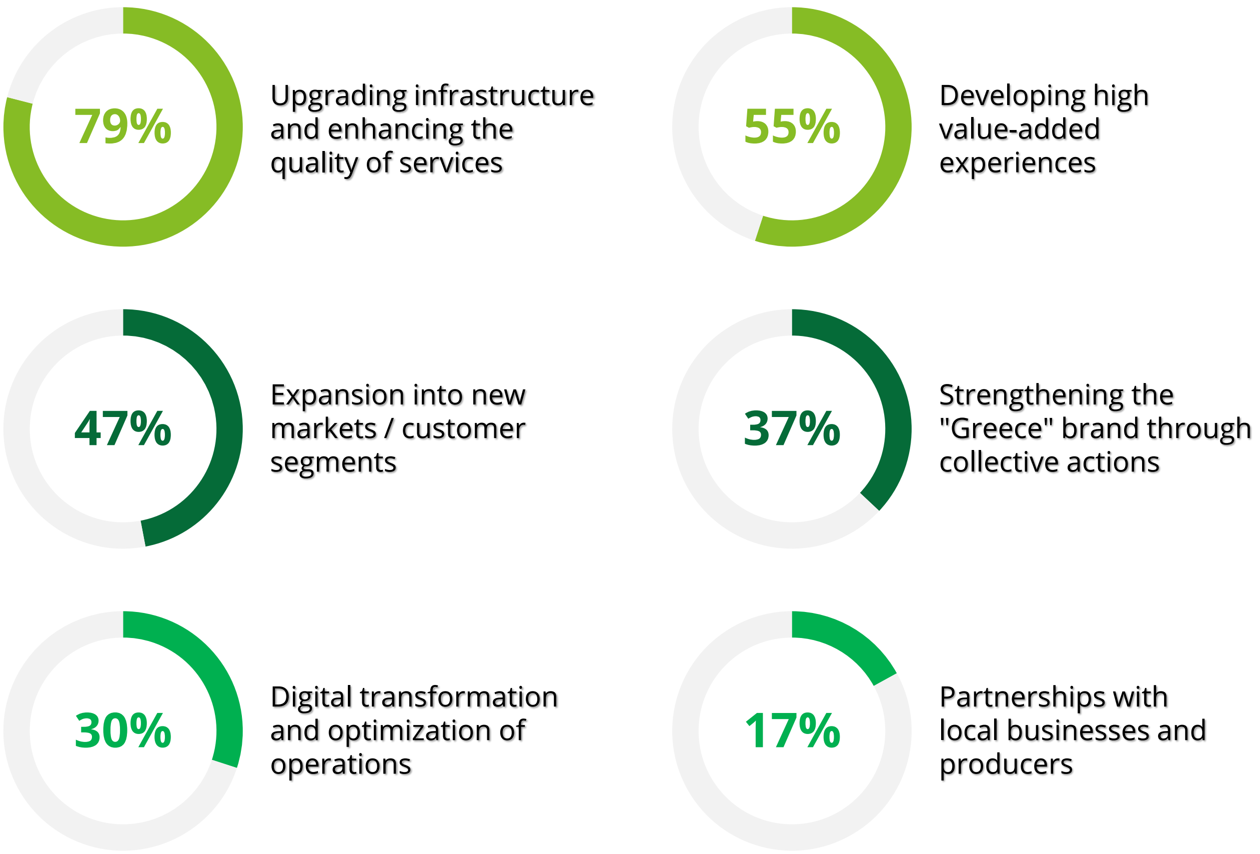
7%
Not at all

The appetite for partnerships and collaborative arrangements varies considerably across the sector: 46% of businesses report a high or very high willingness to engage, 29% a moderate level of interest, and 25% a low inclination. This distribution suggests that while the value of collaboration as a tool for enhancing competitiveness and generating added value is broadly acknowledged, it has yet to be adopted as a mainstream strategic priority across the industry as a whole.

1 Trends, Challenges & Opportunities

Growth opportunities

Question: *What do you think are the most important growth opportunities for the Greek hotel industry in the coming years? (up to 3 options)*



The survey reveals that the Greek hotel industry is pursuing a multi-dimensional growth strategy, with primary emphasis on the qualitative upgrading of infrastructure and services (79%) and the creation of high added-value guest experiences (55%).

Alongside this, outward orientation is gaining ground — through expansion into new markets and the collective strengthening of the "Greece" brand — while digital transformation and operational optimization are emerging as key levers of technological advancement. Partnerships with local businesses and producers, though a lower-ranked priority, contribute to the delivery of authentic experiences and to the broader strengthening of local economies.

Taken together, the sector is moving toward a competitive and sustainable growth model that combines quality, guest experience, international reach, and technological progress.

Chapter

2

Technology & Artificial Intelligence (AI)

2 Technology & Artificial Intelligence (AI)

Level of digital tool adoption

Question: *To what extent does your business currently use digital tools for operations management (e.g. reservations management system, channel manager, CRM, revenue management, etc.)*

7%
Fully

27%
To a large extent

34%
To a medium extent

26%
To a limited extent

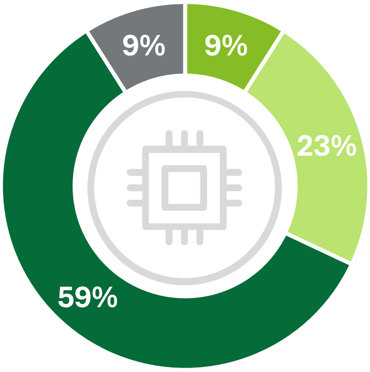
6%
Not at all

The adoption of digital tools across the Greek hotel industry reveals significant variation. The findings indicate that while digital solutions are in use across a substantial portion of businesses, their full and strategic deployment remains limited.

At the same time, a notable share of businesses report low or negligible levels of digital tool usage — underscoring the pronounced disparities in digital maturity and technology adoption that exist within the sector.

Intention to invest in Artificial Intelligence

Question: *Do you plan to invest in AI applications in the coming years?*



- Yes, we are already implementing investments
- Yes, we plan to invest soon
- Perhaps, depending on the circumstances
- Not for now

Intent to invest in Artificial Intelligence remains limited in the near term, with only 32% of businesses indicating that they are already investing or plan to do so in the immediate future. The majority (59%) are adopting a wait-and-see approach, while an additional 9% are not currently considering AI-related investments at all.

This picture reflects a cautious and selective stance toward AI adoption, suggesting that the sector is still in an early stage of maturity when it comes to integrating advanced technologies into its operations.

2 Technology & Artificial Intelligence (AI)

AI applications delivering the greatest value

***Question:** Which Artificial Intelligence applications or technologies do you consider most useful for the operation of your hotel? (up to 3 options)*

56% Data Analysis and Demand Forecasting

46% Customer Experience Personalization Tools

34% Decision Making Aids for Planning and Operation

48% Dynamic Pricing and Revenue Management Applications

41% Automated check-in/check-out processes

27% Chatbots / virtual assistants for customer service

The AI applications rated as most useful are concentrated in areas of direct operational value — namely data analytics, demand forecasting, and dynamic pricing, which attract the highest levels of interest across the sector.

The strong rating assigned to guest experience personalization further highlights the strategic importance of customer-centric AI applications for the industry. By contrast, applications related to process automation and customer service score comparatively lower, which may reflect differing levels of maturity or perceived value across the various use cases of Artificial Intelligence.

Technology adoption barriers

***Question:** What are the main factors limiting the adoption of new technologies in your business? (up to 2 options)*

53% Investment Cost

42% Lack of know-how

38% Need for staff training

27% Lack of clear business benefit

20% Inability to integrate with existing systems

The findings indicate that the primary barriers to new technology adoption center on investment cost, alongside workforce-related factors such as the lack of specialized expertise and the need for further training.

By contrast, concerns around the absence of a clear return on investment and the challenges of integrating new solutions with existing systems are rated as comparatively lower priorities.

2 Technology & Artificial Intelligence (AI)

Impact of AI across business functions

Question: *Which sector of your business do you think will be most affected by Artificial Intelligence in the next 3 years?*

- **43%** — Marketing & Sales
- **20%** — Operations Management
- **17%** — Customer Service
- **14%** — Revenue Management
- **5%** — HR / Staffing

According to the findings, hotel businesses anticipate the most significant impact of Artificial Intelligence in the area of marketing and sales, which stands out markedly ahead of all other business functions. The remaining areas — including operations, customer service, and revenue management — follow at considerably lower levels, while human resources management registers the lowest expected impact at just 5%.

This distribution points to a clear concentration of perceived AI value in specific functional domains, with a strong emphasis on activities directly tied to revenue generation.

Impact on operations and profitability

Question: *How do you think AI will affect the operation and profitability of your business?*

5%	59%	31%	4%
Very positive	Positive	Neutral	Somewhat negative

The overall assessment among hotel businesses regarding the impact of Artificial Intelligence on their operations and profitability is broadly positive.

The findings suggest that AI is not perceived as a driver of immediate or radical transformation, but rather as a tool capable of contributing incrementally to improvements in operational efficiency and financial performance. The extent of that contribution depends significantly on the level of adoption, the degree of integration into business processes, and the effectiveness of implementation.

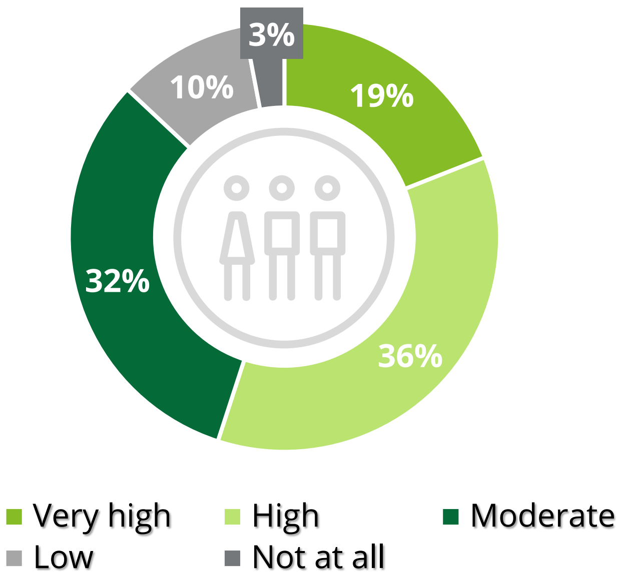
Chapter

3 Workforce & Skills

3 Workforce & Skills

Challenges to meet staffing needs

Question: *Difficulty of meeting your staffing needs currently?*



Workforce availability stands out as a persistent and systemic challenge for the sector. Specifically, 55% of hoteliers rate staffing difficulty as high or very high, with a further 32% describing it as moderate.

The responses underscore that recruitment and retention represent a widespread and structural issue for the industry — one that directly affects the ability of hotel businesses to meet their operational needs and maintain consistent service quality.

Roles facing talent shortages

Question: *In which specialties do you face the largest shortages in your business? (up to 3 options)*

73% Housekeeping

41% Technical support / maintenance

8% Marketing & Sales

7% IT Support

64% Kitchen & F&B service staff

30% Reception / Host

7% Administration / Management

3% Other

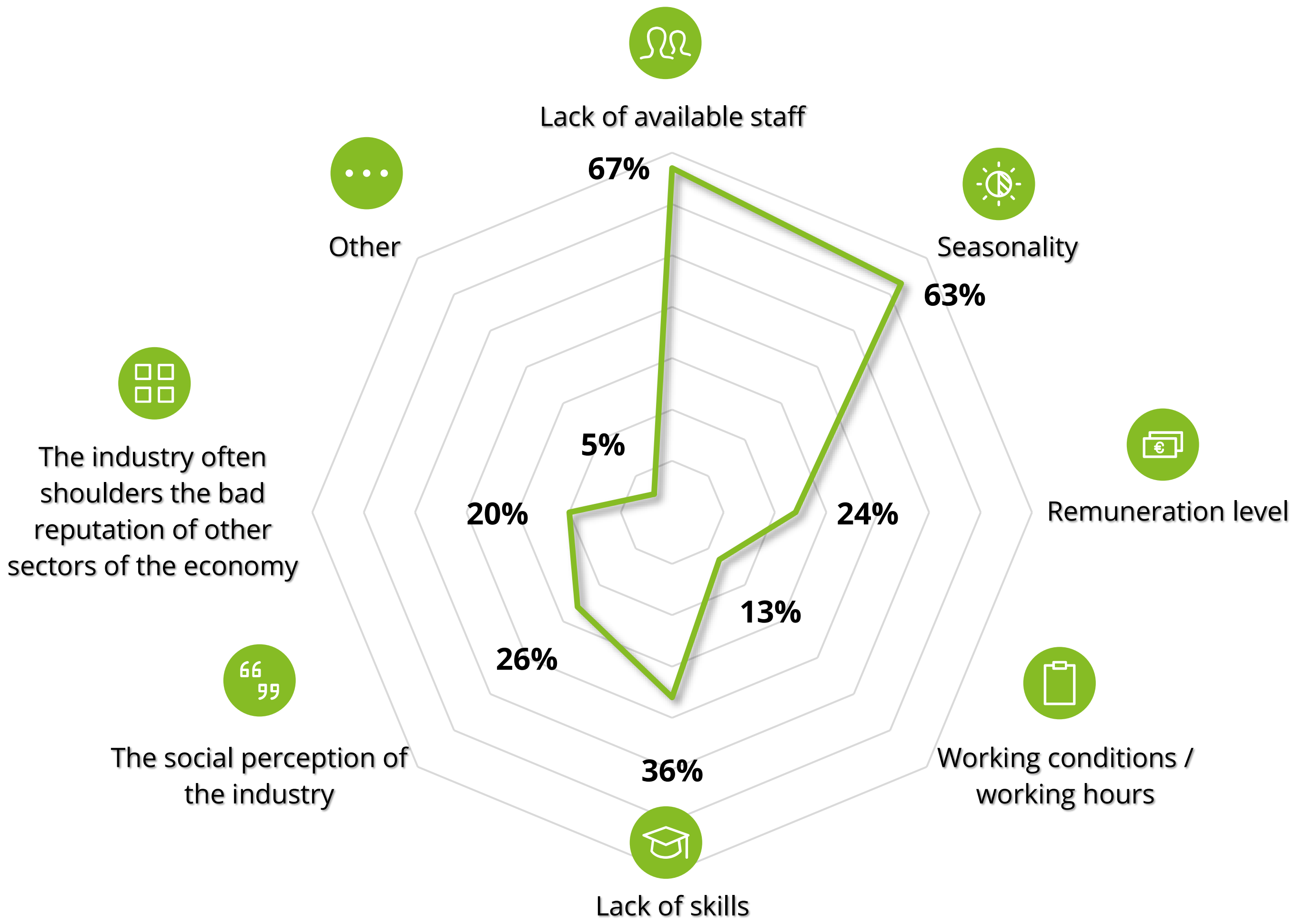
The most acute staffing shortages are concentrated in roles central to day-to-day operations and guest-facing services, particularly in housekeeping (73%) and kitchen/food and beverage service (64%).

This finding highlights the significant difficulties businesses face in filling core operational positions, with potential implications for service quality and the overall guest experience.

3 Workforce & Skills

Reasons of staffing challenges

Question: *What are the main reasons that make it difficult to attract and retain employees? (up to 3 options)*



The primary causes of staffing difficulty are identified as limited workforce availability (67%) and the pronounced seasonality of the sector (63%), while compensation levels are ranked as a considerably lower challenge (24%).

This distribution suggests that the challenge is not primarily one of pay, but rather reflects structural characteristics inherent to the tourism employment model. The concentration of demand within narrow seasonal windows, combined with the short-term nature of contracts, undermines the sector's attractiveness as an employer — making it increasingly difficult for businesses to retain experienced staff and build stable, skilled teams from one season to the next.

3 Workforce & Skills

Critical skills for the future

Question: *Which skills do you consider most critical for the hotel industry in the coming years? (up to 3 options)*

77% Customer service & soft skills

52% Digital skills

46% Management skills

36% Sustainability insights

33% Data management

Customer service skills and soft skills are recognized as the most critical competencies by 77% of hoteliers, with digital skills following at 52%.

These findings highlight that even in an environment of increasing technological integration, the quality of human interaction remains a defining factor in the overall hospitality experience. At the same time, the growing importance attributed to digital skills signals that the workforce is being called upon to meet high standards on two fronts simultaneously — service excellence and technological proficiency.

Intention to invest in staff training

Question: *To what extent do you invest or plan to invest in the training and reskilling of your staff?*

5% Very large investment

36% Large investment

40% Moderate investment

15% Limited investment

4% No investment at all

Investment in workforce training and reskilling presents an overall positive picture: 40% of hoteliers report a moderate level of investment, with a further 36% indicating a high level. An additional 5% report very high investment activity, while 19% describe their investment as limited or negligible.

This distribution suggests that while the majority of businesses recognize the strategic importance of training as a tool for skills development and addressing staffing challenges, the intensity and consistency of that investment varies considerably. The result is a sector characterized by uneven levels of workforce readiness, productivity, and service quality.

Chapter

Sustainability & ESG

4 Sustainability & ESG

Adoption of sustainable practices

Question: *What sustainable practices does your business implement today? (up to 3 options)*

- **88%** — Energy saving
- **55%** — Reduction of water consumption
- **53%** — Waste management / recycling
- **52%** — Sourcing of local products
- **5%** — None at the moment

The adoption of core sustainability practices across the Greek hotel industry is notably widespread, with energy efficiency measures recording the highest uptake at 88%. Practices such as water consumption reduction (55%), waste management and recycling (53%), and local product sourcing (52%) are also applied at moderate to broad levels.

This distribution suggests that environmental practices have been integrated primarily in areas directly linked to day-to-day operations and operational cost management.

Investment in sustainability areas

Question: *Are you planning investment in sustainability areas (energy, water, waste) in the next 3 years?*

- **32%** Yes, already in progress
- **36%** Yes, currently in planning phase
- **32%** Not for now

While the majority of businesses have either already made sustainability-related investments or are actively considering doing so, a significant share continues to adopt a wait-and-see approach. This trend risks creating divergent levels of adoption across the sector, further widening the gaps in maturity and competitiveness that already exist within the industry.

Barriers to sustainability adoption

Question: *What is the most important factor adversely affecting the adoption of sustainable practices?*

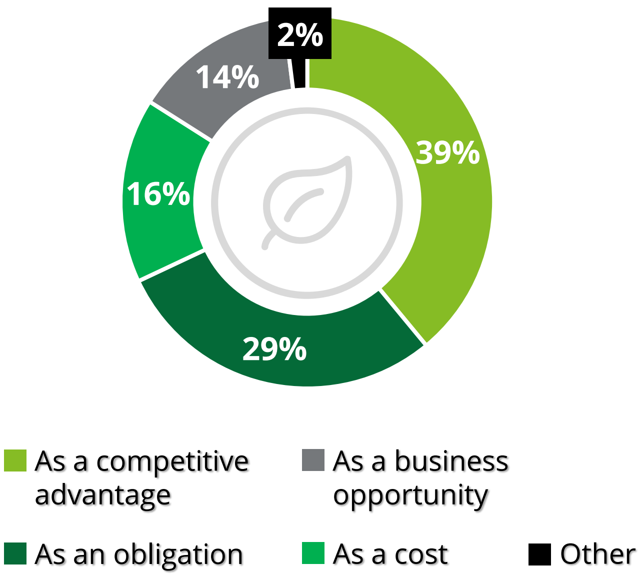
- **38%** Investment Cost
- **34%** Lack of incentives / funding
- **14%** Inadequate know-how
- **7%** Strategic choice
- **4%** Customer perception
- **3%** Other

The scaling of sustainability initiatives does not appear to be constrained by a lack of business willingness, but primarily by the absence of appropriate financing instruments, subsidies, and support mechanisms that could help reduce the associated investment costs.

4 Sustainability & ESG

Perception of sustainability

Question: *How do you perceive sustainability in the context of your business?*



Perceptions of sustainability vary across hotel businesses: 39% view it as a competitive advantage, 29% as an obligation, and 16% as a cost.

This picture reflects differing levels of strategic maturity within the sector — with one segment treating sustainability as a value-creating differentiator, while another approaches it primarily as a compliance requirement.

Moderate customer demand for sustainable practices

Question: *To what extent do you think your customers are asking for or appreciating sustainable practices (e.g., eco-friendly products, green certifications)?*

5% Very highly

20% Highly

41% Moderately

25% Slightly

9% Not at all

Hoteliers' perception of guest demand for and appreciation of sustainable practices remains cautious. The majority of businesses rate customer interest in this area as moderate, while the proportion who perceive a high level of appreciation remains limited.

This suggests that despite the growing prominence of sustainability in public discourse, it has yet to establish itself as a primary selection criterion for the broad majority of guests — a dynamic that in turn influences the degree to which businesses prioritize it in their own decision-making.

5

Chapter

The Future Traveler

5 The Future Traveler

Travel motivations and experiences

Question: *What do you think will be the main motivations for travel in the coming years? (up to 3 options)*

- **90%** Leisure / Relaxation
- **43%** Local gastronomy
- **36%** Activities in nature
- **34%** Wellness experiences
- **23%** Professional reasons
- **23%** Cultural activities
- **14%** Remote work / digital nomads
- **6%** Visiting friends and family

According to the survey, leisure and relaxation remain the dominant travel motivation (90%).

At the same time, growing interest is registered in enriched stay experiences, including local gastronomy (43%), nature-based activities (36%), and wellness (34%).

This points to the emergence of complementary demand that goes beyond the primary purpose of travel — with guests increasingly seeking experiences that enhance the overall value and quality of their travel experience.

Evolution of traveler expectations

Question: *How do you think your customers' behavior and expectations will evolve in the coming years? (up to 2 options)*

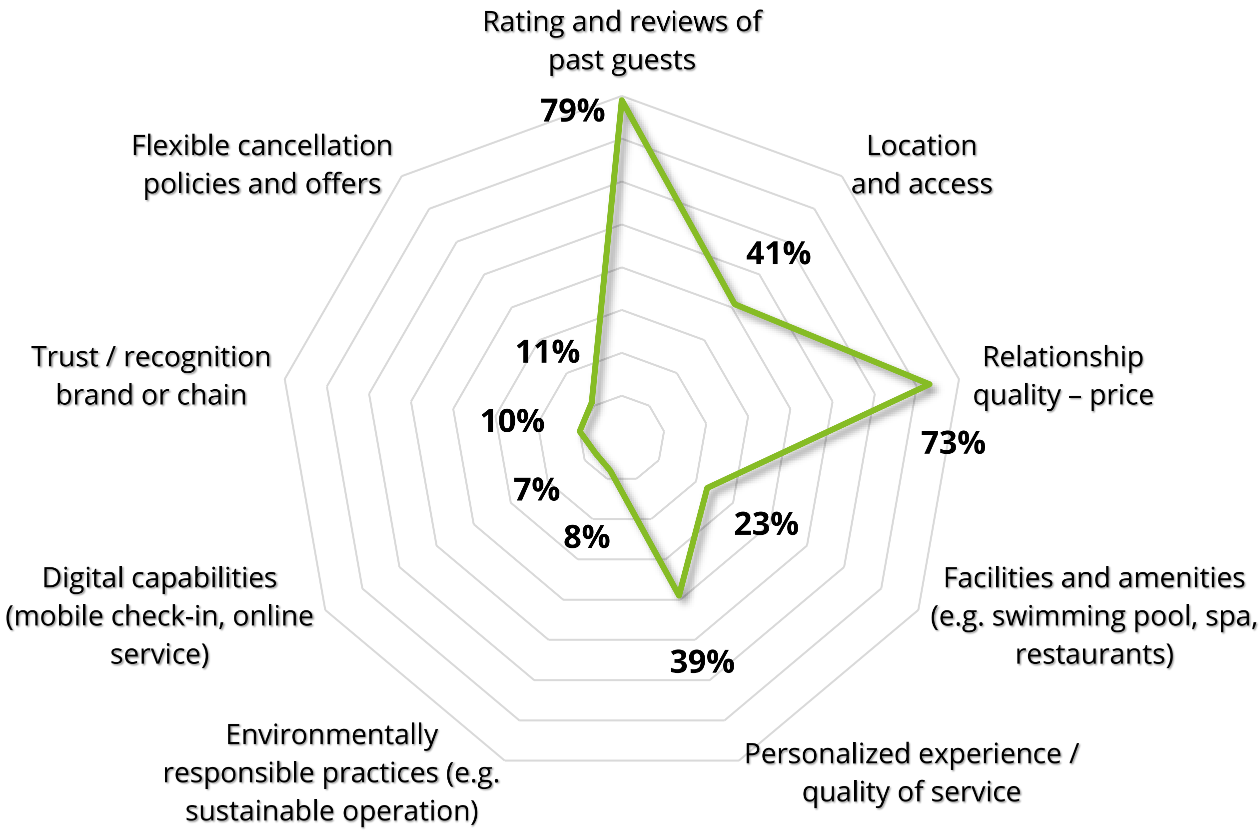
- **83%** More demanding in terms of service quality
- **63%** More focused on price/cost
- **21%** More digitally connected
- **17%** More sustainability conscious
- **3%** More aware of equality, inclusion and accessibility issues

Guests are expected to become more demanding in terms of service quality (83%) while simultaneously more price-sensitive (63%).

This dual trend places businesses in the position of having to strike a careful balance between rising quality expectations and intensifying pricing pressure — making consistent value delivery and disciplined cost management increasingly critical to competitiveness.

Criteria for choosing accommodation

Question: *What do you think will be the main criteria for choosing accommodation for the customers of the future? (up to 3 options)*



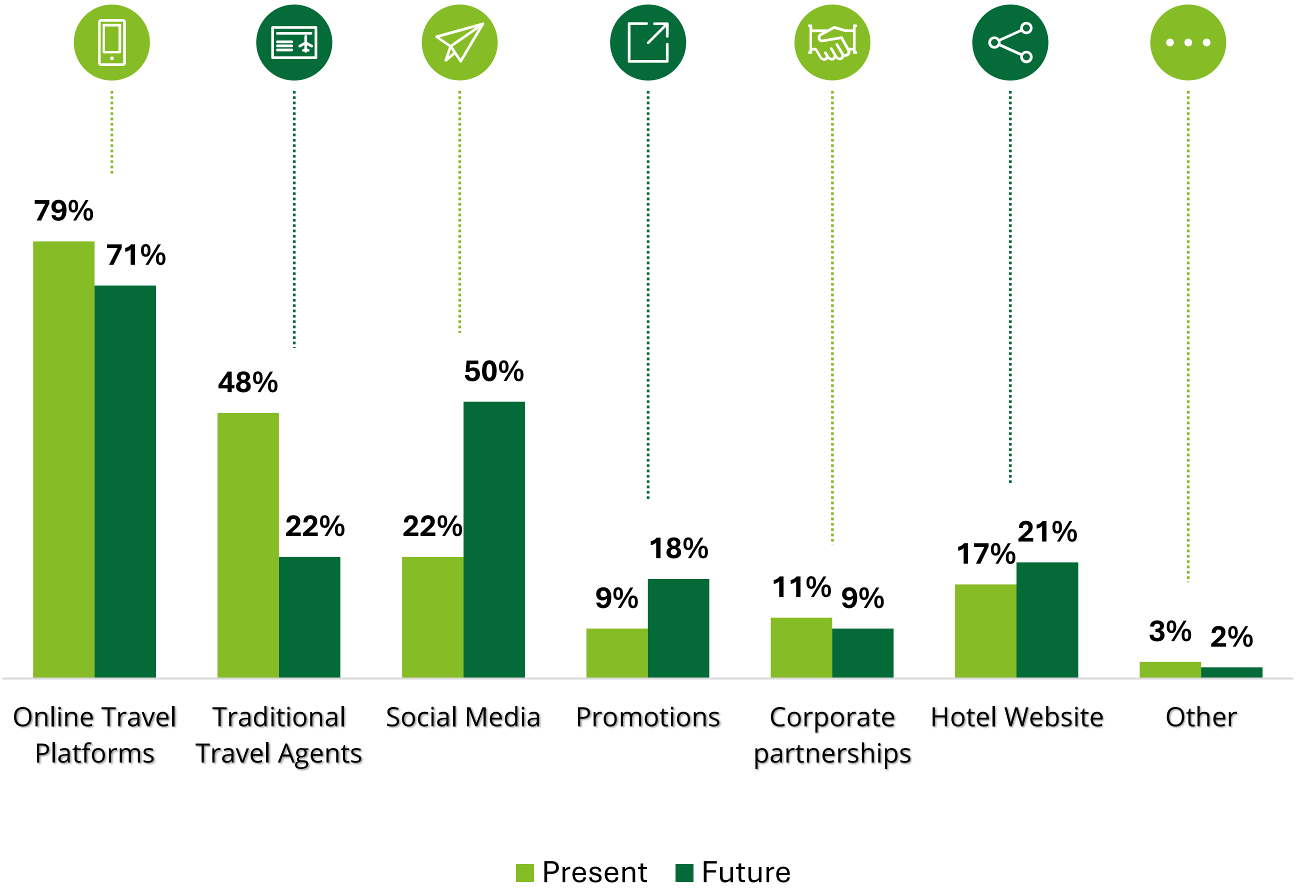
Guest reviews and ratings emerge as the primary accommodation selection criterion (78%), with value for money following closely behind (73%). The narrow gap between the two suggests that booking decisions are shaped by a combination of documented guest experience and perceived cost-to-quality ratio.

All other criteria register at considerably lower levels, indicating that they play a supplementary rather than decisive role in the decision-making process. Overall, demand appears to be driven primarily by property reputation and the perception of value for money.

5 The Future Traveler

Customer acquisition channels

Question: *Which channels contribute most to attracting customers to your hotel today and in the future? (up to 2 options)*



A comparison between the current and anticipated future state indicates that online travel platforms will continue to serve as a primary customer acquisition channel, albeit with a somewhat reduced relative weight.

At the same time, the role of traditional travel agents is expected to decline significantly, while social media — and to a lesser extent hotel websites and direct promotional activity — are projected to grow in importance.

Taken together, the findings point to a gradual rebalancing of acquisition channels, with a clear shift toward a more multi-channel approach — signaling the need for a more diversified and integrated marketing and sales strategy.

6

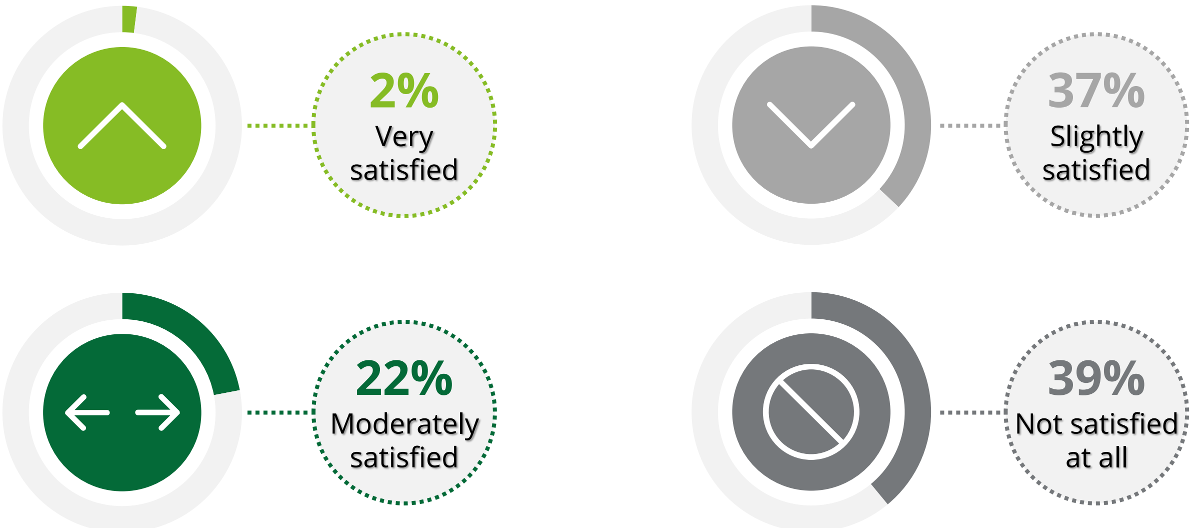
Chapter

Cooperation with the State & Key Priorities

6 Cooperation with the State & Key Priorities

Level of cooperation between the State and the hotel industry

Question: *How satisfied are you with the cooperation between the State and the hotel industry in terms of strategic planning, infrastructure and human resources?*



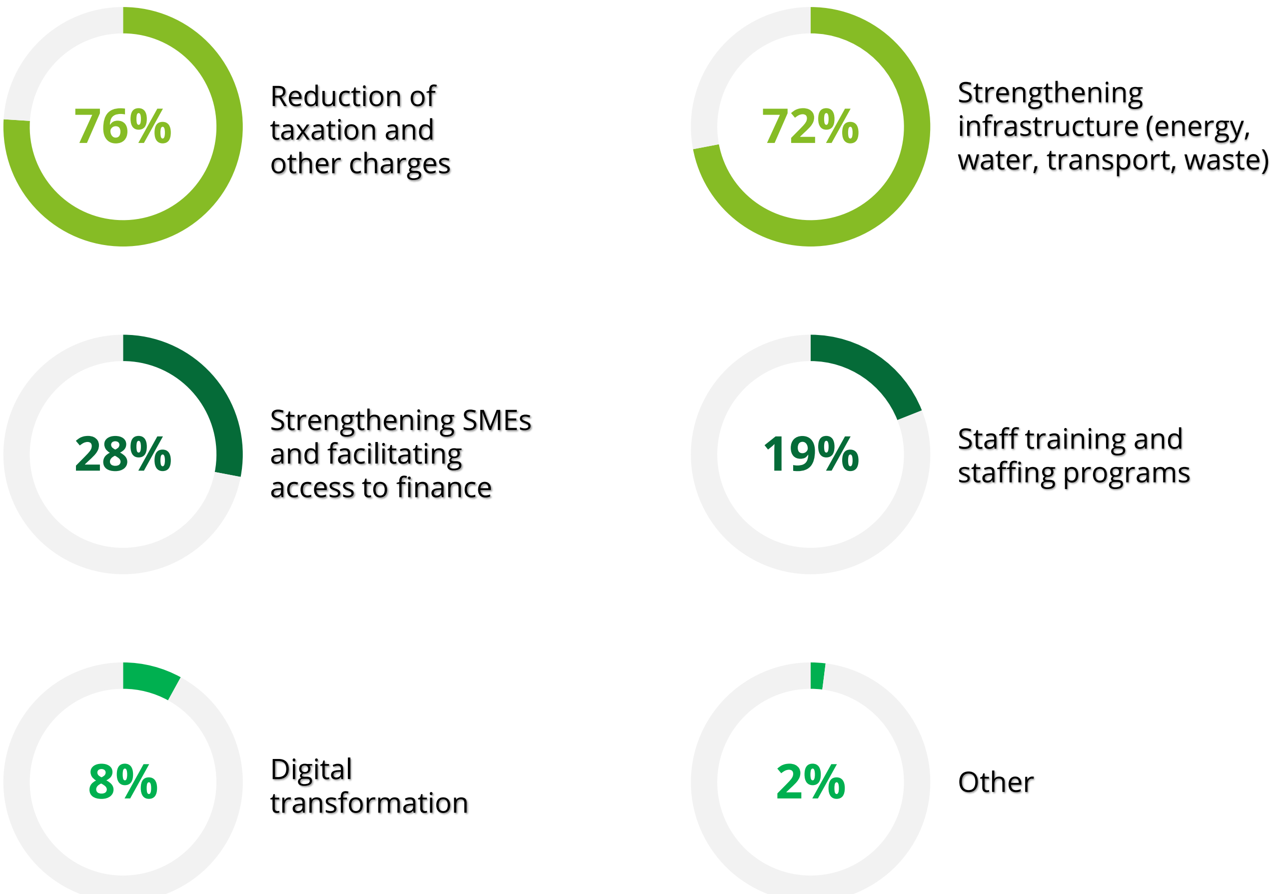
Satisfaction with public sector collaboration on key issues — including strategic planning, infrastructure, and workforce development — remains at measured levels, with the majority of hoteliers rating it as moderate to low. This assessment does not necessarily reflect a breakdown in the relationship, but rather speaks to the sector's high expectations and its strong desire for a more substantive, strategically aligned, and long-term partnership with government.

The finding points to a meaningful gap — but equally, a significant opportunity — to elevate the framework of public-private cooperation. The establishment of more structured, transparent, and effective dialogue mechanisms, combined with greater systematic coordination in policy design and implementation, could strengthen the alignment of priorities and accelerate decision-making.

Through such an upgraded model of collaboration, it becomes possible to address the sector's core strategic and structural challenges more effectively — from infrastructure development and workforce upskilling to competitiveness enhancement. At the same time, it lays the groundwork for a more resilient and sustainable growth model, one capable of further strengthening the international standing of the Greek hotel sector and maximizing its contribution to the broader economy.

Focus on cost efficiency and operational improvements

***Question:** What issues do you think should be prioritized in the dialogue and cooperation between the hotel industry and the State? (up to 2 options)*



The priorities hoteliers place on the agenda for dialogue with government center primarily on interventions with direct operational and economic impact. The reduction of tax and other financial burdens (76%) and the strengthening of core infrastructure (72%) emerge as the top priorities by a considerable margin over other thematic areas.

This picture underscores the importance of focusing on issues that directly affect operating costs, business viability, and the overall functionality of destinations. It also highlights areas where more targeted and effective policy action could make a meaningful contribution to improving the competitiveness and sustainable development of the tourism product.

Main Conclusions

Measured optimism amid structural challenges and heightened uncertainty

The overall picture of the Greek hotel industry is shaped by a climate of measured optimism, coexisting with elevated external uncertainties and structural challenges — most notably in the areas of infrastructure and workforce availability. Within this environment, growth prospects remain positive, yet are accompanied by a more selective and cautious approach to investment. Building resilience and addressing core constraints in a targeted manner emerge as critical factors in sustaining the sector's growth momentum and ensuring its long-term, sustainable development.

Uneven technology adoption and the need to accelerate digital transformation

The Greek hotel industry is at a transitional stage of digital transformation, where technology is deployed primarily in a fragmented manner — improving specific operational functions and commercial activities — without yet having established itself as a central strategic driver of growth. The uneven adoption of digital solutions, combined with constraints related to investment cost, a shortage of specialized expertise, and limited understanding of the business value of emerging technologies such as Artificial Intelligence, is slowing the transition toward a more integrated and mature digital model. Accelerating digital maturity emerges as a critical factor in strengthening the sector's competitiveness and operational efficiency.

A critical workforce deficit and the imperative to build skills

Workforce availability stands out as a fundamental structural constraint for the sector, with significant shortages in critical roles directly affecting the quality of the guest experience. The challenge is rooted primarily in low labor supply and pronounced seasonality — characteristics that limit the ability to build stable, experienced teams. At the same time, uneven and often insufficient investment in skills development — particularly in soft skills and digital proficiency — heightens the risk of a growing mismatch between the sector's requirements and workforce readiness. Enhancing the industry's attractiveness as an employer, combined with a systematic approach to skills development, emerges as an essential prerequisite for sustainable operations and long-term sector advancement.

Main Conclusions

Limited strategic embedding of sustainability and the need to accelerate the transition

On the sustainability front, the sector finds itself at a transitional stage where core practices have been meaningfully integrated — primarily driven by the pursuit of operational efficiency gains. However, the full embedding of sustainability as a strategic axis of differentiation and value creation remains limited. Further progress depends largely on the availability of appropriate financing instruments and incentives, as well as a gradual shift in business mindset toward a more strategic approach to sustainability. In this context, strengthening support mechanisms and clearly articulating the business case for sustainability initiatives can serve as catalysts for accelerating the transition.

A more demanding, value-driven traveler — with experience and digital reputation taking center stage

The future traveler is emerging as a more discerning and value-driven guest — one with heightened quality expectations and a sharper sensitivity to the relationship between price and perceived value. Booking decisions are increasingly shaped by online reputation and the reviews of previous guests, making experience management and digital presence critical drivers of competitiveness. At the same time, demand for enriched stay experiences is growing, while customer acquisition is shifting toward a more multi-channel, digitally empowered environment. Adapting to these trends is becoming a defining factor in the ability to effectively target, attract, and retain guests within today's tourism ecosystem.

Strengthening public-private collaboration across critical areas

The partnership between government and the hotel industry — particularly in areas such as strategic planning, infrastructure, and workforce development — emerges as a key enabler of the sector's future growth and one that warrants further strengthening. The findings underscore the need for more substantive alignment and a more systematic deepening of dialogue and cooperation between the public sector and the industry, with the aim of addressing core strategic and structural challenges more effectively. Elevating this collaboration has the potential to act as a catalyst for sustainable growth and the continued enhancement of the Greek tourism product's international competitiveness.

The Hotel of the Future

The concept of the hotel of the future is being fundamentally redefined as the hospitality industry navigates an environment of growing complexity and intensifying competition. According to Deloitte's 2026 Travel Industry Outlook, demand remains strong but is becoming increasingly selective, with travelers placing greater emphasis on trip duration, total spend, and perceived value.

Guests are gravitating toward either premium, high-value experiences or compelling value-for-money alternatives — raising the stakes for clear market positioning and meaningful differentiation among hotel businesses.

In this context, the hotel of the future is called upon to move beyond its traditional role and evolve into a dynamic, interconnected ecosystem — one that integrates technology, data, talent, and experience to deliver comprehensive, personalized value to every guest.

At the core of this evolution lies the strategic use of data and artificial intelligence, transforming the hotel into a dynamic personalization engine capable of supporting guests throughout their entire journey. From discovery and planning through to the stay itself and post-visit engagement, data-driven and predictive tools enable the delivery of more targeted, relevant services.

This transition also marks a fundamental shift in the hospitality model — from providing accommodation to curating end-to-end experiences, with authenticity, sustainability, and perceived value at the forefront. Hotel businesses are being called upon to redefine their offering by embedding experiences that speak to the specific interests and expectations of their guests, deepening the connection between the visitor, the destination, and the brand.

Within this broader transformation, a global reassessment of hotel physical spaces is underway — moving away from static, single-purpose environments toward dynamic, flexible, and multi-functional settings. Hospitality spaces are being redesigned to serve a range of needs, from work and social interaction to relaxation and immersive experience, in direct response to the evolving expectations of the modern traveler. Leading practices increasingly highlight the importance of creating vibrant spaces that function as hubs of engagement and catalysts for an enriched overall guest experience.

The Hotel of the Future

Beyond communal areas, greater flexibility is also being introduced across guest rooms, wellness and food & beverage spaces, and hybrid working environments — with a strong emphasis on adaptability, design quality, and connection to local identity. This approach both enhances the ability of businesses to serve diverse guest profiles and use cases, and opens up new revenue streams.

At the same time, hotels are being called upon to expand their role within the destination — connecting guests with the local community, culture, and natural environment. In this context, hotels are deepening partnerships with local stakeholders and providers, taking on the role of experience curator and weaving elements of local identity into their core offering. This approach enriches the guest experience, generates additional value streams, and supports differentiation, while also contributing to the sustainable development of local ecosystems.

Simultaneously, the integration of artificial intelligence and automation is reshaping the workforce — reducing the scope of repetitive tasks and shifting the role of employees toward higher value-added activities centered on personalization and the delivery of quality experiences. This evolution makes systematic investment in new skills and the broader development of human capital an increasingly critical priority.

This transition is unfolding against a backdrop of heightened macroeconomic pressures, constrained capital availability, and more demanding regulatory requirements — all of which intensify the need for more disciplined and strategically focused investment decisions. Resilience, sustainability, and responsible operations are no longer supplementary attributes; they are fundamental prerequisites for maintaining competitiveness, while also strengthening the capacity of businesses to adapt effectively in an environment of continuous change.

In conclusion, the hotel of the future is called upon to operate as a dynamic platform for experiences, services, and connectivity — with flexibility, authenticity, and technological innovation at its core. Its differentiation strategy will be grounded in the creation of added value for both the guest and the local community, through collaboration, personalization, and active engagement.

Epilogue

The Greek hotel industry is navigating an environment of growing complexity — one where external volatility intersects with internal operational pressures and multiple, simultaneous shifts in market dynamics. While meaningful opportunities are emerging, the path toward greater modernization and sustained competitiveness requires deliberate action on several fronts: strategic planning, digital transformation, access to capital, and workforce development.

Against this backdrop, the hotel of the future is taking shape not as the product of isolated improvements, but as the outcome of a broader, holistic transformation — one in which technology, data, guest experience, talent, and destination identity work in concert to create differentiated value. The ability to adapt to an increasingly demanding and diverse demand landscape, while leveraging innovation strategically and continuously elevating the guest experience, will be a defining factor in determining which businesses thrive in the years ahead.

Meeting these challenges effectively calls for collaboration, access to specialized expertise, and the adoption of practical, sustainable solutions that generate long-term value. In an environment where the bar continues to rise, adaptability, resilience, and the capacity to execute on strategic priorities are the core drivers of competitive strength.

At Deloitte, we bring deep sector knowledge and international experience in hospitality to help hotels, industry bodies, and institutional stakeholders design and implement strategies that are fit for today's market realities and tomorrow's evolving demands — contributing to a more resilient, sustainable, and competitive tourism ecosystem.

Let's talk about how we can support your next chapter.

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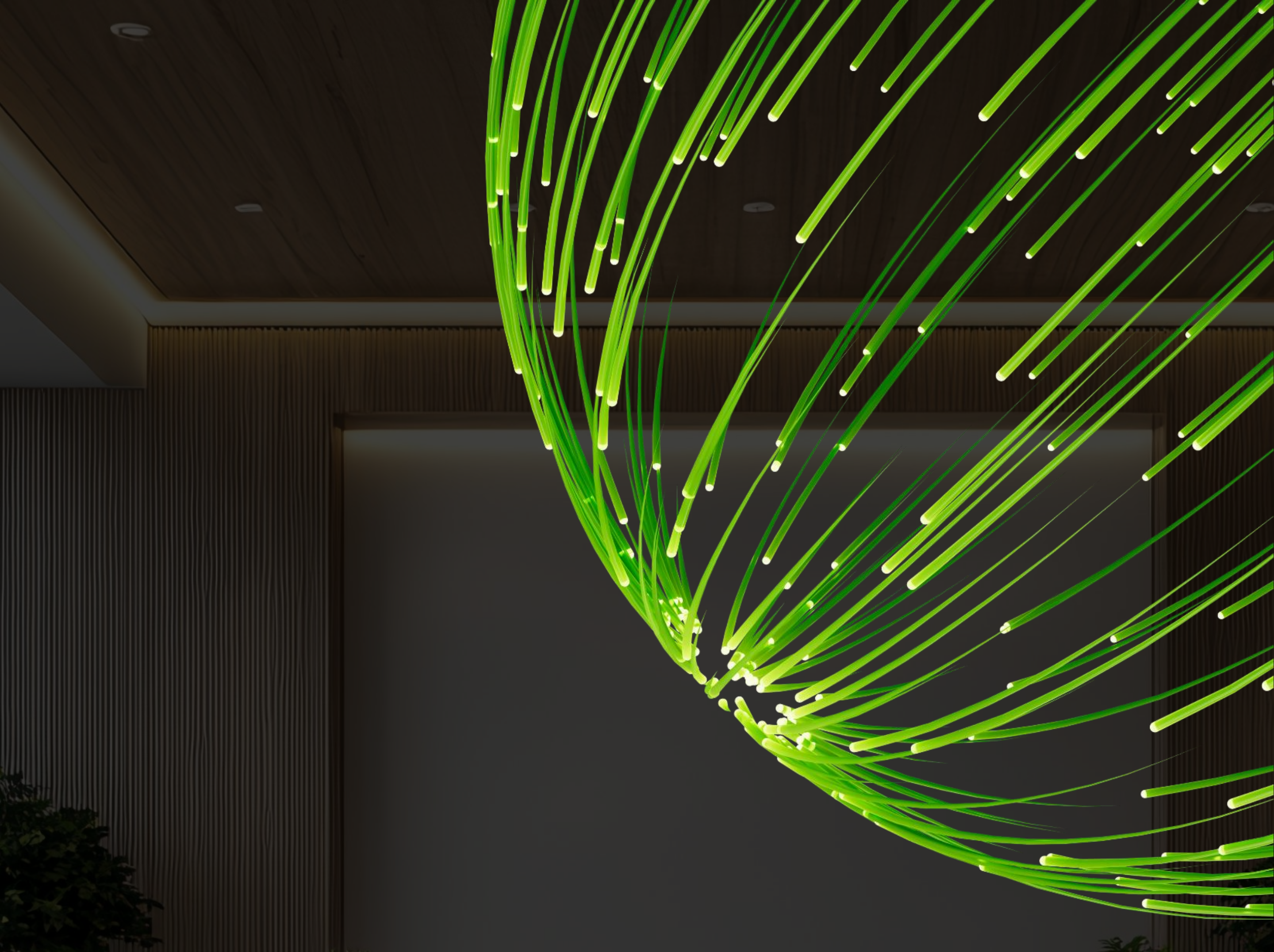

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