DELPORTE HOSPITALITY

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“In luxury, generous hospitality® is essential once again, before all else”

On the eve of ILTM Cannes, the great global gathering of luxury travel, Laurent Delporte champions his vision of **generous hospitality®** as a fundamental part of welcoming guests. Three keys for luxury hotels: **sense of place, human connection and guest well-being**.



Laurent Delporte and the key, symbol of generous hospitality®

From 30 November to 3 December 2026, Cannes welcomes ILTM, the International Luxury Travel Market. Laurent Delporte, **hospitality expert and founder of the Observatory of hospitality, the art of welcoming**, which he created fifteen years ago through DELPORTE HOSPITALITY Magazine, will bring one conviction: **in luxury, generous hospitality® is essential once again, before all else.**

Twenty-five professional years devoted to hospitality, **fifteen years of the Observatory**: this is the perspective, nurtured by hotel visits and conversations with leaders from around the world, that Laurent Delporte shares with the international press.

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DELPORTE HOSPITALITY Magazine, the Observatory of hospitality, the art of welcoming”.

> *“Luxury is entering a beautiful era:* **after the age of settings comes the age of bonds**, *and people are taking their full place in it again. Hotels have learned to build magnificent places. The great adventure now is to inhabit them, to give them a heart. A look, a listening ear, the right gesture at the right moment. A sincere connection, a desire to relate,* **a desire to be with the other.** *This is what guests take away with them, long after handing back the key to their room. A hotel can call itself grand, call itself luxurious, call itself hospitable.* **It is its guests and its teams who, above all, recognise it as such.”** Laurent Delporte

ILTM, the global luxury market in four days

ILTM is the great international gathering that brings together the creators of luxury travel and the finest houses in the world. The 2026 edition counts **2,941 exhibitors** from **more than 100 countries and territories**. Nearly 2,500 buyers from more than 80 countries, and **more than 100,000 meetings**, are expected.

2,941	100+	2,500	100,000+
exhibitors	countries and territories	buyers expected, approx.	meetings expected

> *"I come to ILTM to* **meet the people who bring the luxury hotel market to life**, *and the expert travel agencies that create singular experiences for their clients. It is also an opportunity to listen to those who lead this industry, and to sense the mood of the market.* **A trend is felt before it is measured**: *it is in the energy of a team, in the word that keeps returning from one stand to the next, in the question travellers are beginning to ask. This is the work of an observatory:* **to see, to listen, to connect, then to pass on.** *It is what I have been doing for fifteen years."*
> Laurent Delporte

> *"I also come to Cannes to share keys and to pass them on.* **A key does not only open a door.** *To those who know how to look, it is a reminder not to take words for ideas: to say welcome is not yet to welcome.* **Hospitality begins when the word becomes a gesture, and the gesture an intention**: *kindness, empathy, listening to the other. It is built, prepared and passed on to teams."*
> Laurent Delporte

A world view: 775 luxury hotels, as many identities to reveal

Three records at the same time. At the end of the third quarter of 2026, 213 luxury hotels are in the pipeline in the Middle East, 454 in Asia Pacific (excluding China) and 108 in the United States, according to Lodging Econometrics. Together, these three regions are preparing **775 luxury hotels and nearly 157,000 additional rooms**. All too often, the hotels opening around the world look alike: this wave of openings is a wonderful invitation **to stand apart and become singular, through sense of place**.

> *"Seven hundred and seventy-five luxury hotels are being prepared in three regions of the world. Almost all of them will have beautiful architecture, a beautiful spa, a beautiful table. What guests will prefer is* **their singularity**: *the story they tell and bring to life, the culture they share and that their teams pass on.* **Tomorrow's luxury will speak with an accent, that of its place, lived as an experience."** Laurent Delporte

*"**The world scatters, hospitality gathers.** To bring together what is scattered: a place, faces, a story, teams from many cultures, travellers who did not know each other the day before. Around a table, a story, a look, for a few days they form one house. This is the finest of professions:* **to create a bond where there were only passing moments.**"

Laurent Delporte

213

luxury hotels in the pipeline

MIDDLE EAST

Hospitality as heritage

The Middle East counts **771 hotel projects, a record**, more than half of them in Saudi Arabia. Luxury is its leading segment, with 213 projects (Lodging Econometrics). The region is nonetheless going through a demanding year, marked by regional tensions, and professionals expect a gradual recovery.

> *"The Middle East has* **one of the oldest cultures of welcome***: shared coffee, the place of honour, the word given to the one who arrives. In a demanding period, this heritage is an immense strength. The hotels that know how to keep this hospitality alive, with their teams from all over the world, will offer a deeply singular experience. It still has to be understood, and we need to* **convince investors to move in this direction.**" Laurent Delporte

454

luxury hotels in the pipeline, excl. China

ASIA

Delicacy, spirituality, momentum

With **454 luxury projects** and nearly 84,000 rooms, a record, Asia Pacific (excluding China) is writing the most ambitious page. India accounts for 43% of hotel projects there, across all segments, and Japan for 225 of them (Lodging Econometrics).

> *"Asia reminds us that* **to receive is a cultural act, almost a spiritual one.** *In India, an ancient phrase, Atithi Devo Bhava, invites us to honour the guest as a sacred presence. Asia is building a great deal, and it is fortunate to be able to build on centuries of the art of welcoming. It is there, I am convinced, that some of tomorrow's finest houses will be born, and they will inspire the world. Working on the energy within, then passing it on to those around us: these key elements are rooted in its culture.* **Asia has much to teach us.**" Laurent Delporte

108

luxury hotels in the pipeline

UNITED STATES

From service to emotion

The United States has also reached a record: **108 luxury projects** and 25,776 rooms, up 14% and 19% in one year (Lodging Econometrics).

> *"The United States has given the world's hotels a culture of service, of brand and of guest recognition. Today, some hotels are being born with remarkable creative drive. The next stage is exciting:* **to move from service to emotion, from standard to signature***, by taking root in a neighbourhood, a community, a story.* **A hotel becomes a destination when it reveals the place where it stands.**" Laurent Delporte

42.7M

international visitors in 2025

JAPAN

Omotenashi, an inspiration for the world

In 2025, Japan welcomed **42.7 million international visitors**, an annual record (JNTO). These travellers also come to discover a unique art of welcoming, **omotenashi**, to which Laurent Delporte has devoted several interviews with ryokan, Japan's traditional inns.

> *"Omotenashi teaches us that* **hospitality begins before the guest arrives**. *In a ryokan, the team imagines the moment when the guest will be thirsty, the hour they will enjoy their bath, the flower that will speak of the season. Then it steps back with delicacy.* **It is giving without expecting anything in return**, *and that is perhaps the most beautiful definition of luxury."* Laurent Delporte
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> *"In French, a single word, hôte, means both the one who welcomes and the one who is welcomed. Omotenashi rests on the same idea: a relationship of trust, each turned towards the other.* **Service answers a request. Hospitality creates a bond.**" Laurent Delporte

Generous hospitality®: three keys for luxury hotels

Laurent Delporte created generous hospitality®, a method for welcoming guests and employees alike. **The place gives meaning, the team conveys energy, the guest lives the experience.**

1

FIRST KEY

Sense of place

> *"Guests do not travel only to sleep elsewhere,* **they travel to feel elsewhere.** *A local plant, a painting by an artist born in the next village, a drink whose origin someone tells you about: authenticity is revealed through stories.* **When the team tells the story of the place, the hotel takes on a soul.**" Laurent Delporte

2

SECOND KEY

Human connection

> *"Hospitality is passed on. To welcome others, we must first welcome ourselves, then feel welcomed within our own company.* **How can you welcome your guests well if you do not welcome your own people well?** *A team that is considered, listened to and respected naturally gives this energy to its guests.* **The finest investment a luxury hotel can make is in the women and men** *who bring it to life every day."* Laurent Delporte

Research points the same way: an analysis of **30,783 guest reviews**, across 100 hotels in the ten most visited cities in the world, identifies **five employee qualities** that make a stay memorable, including emotional intelligence, personalisation and adaptability (Pham Truong et al., 2026). A six-year study of a hotel company links employee satisfaction, service quality, guest satisfaction and financial performance (Suzuki and Matsuoka, 2014).

> *"Artificial intelligence is an opportunity for hospitality if it gives time back to teams: time to look, to listen, to surprise.* **The more technology advances, the more precious human presence becomes.** *It will be one of the great luxuries of the years ahead."* Laurent Delporte

3

THIRD KEY

Guest well-being

"For a long time, hoteliers asked their guests: how are you? Today the question is: **how do you feel?** *Well-being runs through the whole stay: restorative sleep, honest cuisine, healthy air, natural materials, a chosen rhythm.* **A great hotel is one whose guests leave in better shape than when they arrived.**" Laurent Delporte

"A hotel is built with stones. **Hospitality is built with women and men** *who, every day, agree to polish themselves:* **learning to welcome themselves before welcoming others**, *working on themselves in order to be fully with others. It is patient work, never finished, and it is what gives a house its soul."*

Laurent Delporte

25 years in hospitality, 15 years of the Observatory

For fifteen years, through DELPORTE HOSPITALITY Magazine, Laurent Delporte has visited hotels, met and interviewed those who lead the hotel industry around the world, and created content that helps professionals progress and travellers choose: **more than 600 articles written**, in French and English, on cultures of welcome and trends. This Observatory feeds his international keynotes, and experience in the field feeds the Observatory.



Forum Hotel&Spa 2026, Four Seasons Hotel George V, Paris. Photo: Faust Favart

"In twenty-five years, I have seen hotels, brands, technologies and travellers change. One thing remains, in every culture: **the need to be expected, recognised, considered.** *That is why I devote my professional life to hospitality.* **It raises up the one who receives it, and perhaps even more the one who gives it.**" Laurent Delporte

Ten lines to quote

"In luxury, generous hospitality® is essential once again, before all else."

"Tomorrow's luxury will speak with an accent, that of its place."

"Service answers a request. Hospitality creates a bond."

"Hospitality begins before the guest arrives."

"Guests travel to feel elsewhere."

"When the team tells the story of the place, the hotel takes on a soul."

"Welcome yourself, the better to welcome others."

"The more technology advances, the more precious human presence becomes."

"A great hotel is one whose guests leave in better shape than when they arrived."

"The place gives meaning, the team conveys energy, the guest lives the experience."

Interviews, in Cannes and remotely

Laurent Delporte is available **in French and English** for an interview, a quick comment or an in-depth analysis: the future of luxury hotels, cultures of welcome around the world, omotenashi, guest experience, teams, artificial intelligence, well-being and longevity. **In Cannes from 30 November to 3 December**, by appointment, preferably in the afternoon. Before and after the show: by phone or video call. High-resolution photos on request.

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About Laurent Delporte

A hospitality expert, Laurent Delporte has **25 years of experience**, notably within the Accor group, where he was International Brand Manager of Sofitel. A graduate of HEC Paris and founder of DELPORTE HOSPITALITY and DELPORTE HOSPITALITY Magazine, he gives keynotes around the world. He is recognised among the **Top Luxury Speakers of the World** (World Luxury Chamber of Commerce, New York, second consecutive year in 2025) and the **Top 100 Digital Leaders in Hospitality** (International Hospitality Institute and Global Hospitality Magazine), after being ranked **8th hotel influencer worldwide** in 2024.

Sources. *ILTM: official exhibitor directory on iltm.com, consulted on 24 November 2026; Atout France for expected buyers; meetings, order of magnitude from the latest results published by ILTM. Luxury hotels in the pipeline: Lodging Econometrics, third-quarter 2026 reports (lodgingeconometrics.com): Middle East, 213 projects and 47,150 rooms; Asia Pacific excluding China, 454 and 83,990; United States, 108 and 25,776. Gulf outlook: STR, October 2026. Japan: JNTO, Japan National Tourism Organization, 2025 results. Research: Pham Truong, Chu, Nguyen, Dong and Baum, International Journal of Contemporary Hospitality Management, 2026; Suzuki and Matsuoka, Journal of Management Accounting, Japan, 2014; on omotenashi, Morishita and Kosaka, Journal of Global Tourism Research, 2017.*