

CONFERENCE DIRECT



Rooms Re-calibration: 4 Key Changes Impacting Event Pickup



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Your Global Partner for Meetings & Events

- ◆ In Business since 1998
- ◆ Full-Service Meeting Solution
- ◆ Scalable Resources
- ◆ Multiple Internally Managed Event Technology Solutions

- ◆ Average Team Tenure of 11+ years
- ◆ Customized teams
- ◆ Consistent winner of MeetingsNet Top 25 North America's top Meeting Companies



Contract Negotiations



Strategic Meetings Management Program



Conference Management



Registration Management



Housing Management



Event Technology



Vendor Management



Event Marketing



Green Meetings



Incentives Program



Experience Design



Cruise Services



Abstract Management



Virtual/Hybrid Meetings



Vendor Payment

13,000+
MEETINGS CONTRACTED
Annually

4,400
GLOBAL CLIENTS
Served

IN BUSINESS SINCE
1998


120+
GLOBAL PROJECT
Managers


750k+
ROOM NIGHTS
Supported by our
Housing Team


1,200
EVENTS MANAGED IN 2023
By Conference Management


SUCCESSFULLY
SUPPORTED EVENTS
IN OVER 110+
Countries Globally

Over 500
GLOBAL ASSOCIATES

11+ Years
AVERAGE TENURE

**INTERNATIONAL
NUMBERS**

4.5m room nights
ROOM NIGHTS BOOKED

1,262
MEETINGS CONTRACTED

30,000+
VENUES & EVENT SERVICES
PARTNERS GLOBALLY

97% AVG.
SATISFACTION ON SURVEYS

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Destination 101

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Data Referenced

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Industry Insights™

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The PwC logo features the lowercase letters 'pwc' in a bold, black, sans-serif font. Above the 'c' are three orange diagonal bars of increasing length, creating a stylized 'P' shape.

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Framing the Issue

Despite Softening “Group” and International Demand, Meetings Remain Hard To Procure and to Remain Under Budget!

- **Meetings Industry Remains Fairly Strong**
 - Strong Short-Term Meetings Demand
 - Softening Future Meeting Guest Room Pricing
- **Rising Costs, with the Possibility of Rising Inflation in 2026**
- **Bifurcation in Market Segment Performance**
- **Short-Term Attendee Registration**
- **Competition for Attendee Attention**



Trends

“Group Demand”, the volume of meetings and events in our industry, fell in 2025 by 1.8%.

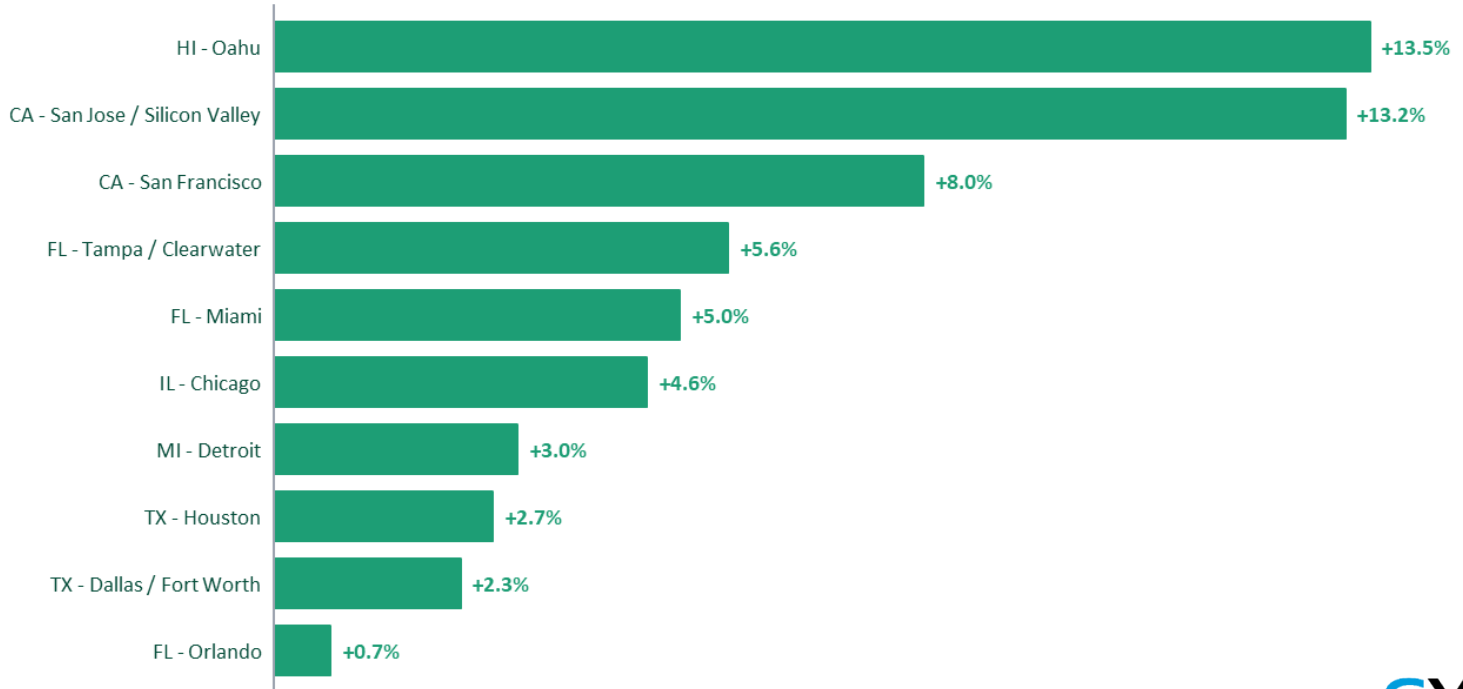
We have not seen a softening like this in well over a decade (with the exception being the Pandemic)...



Trends

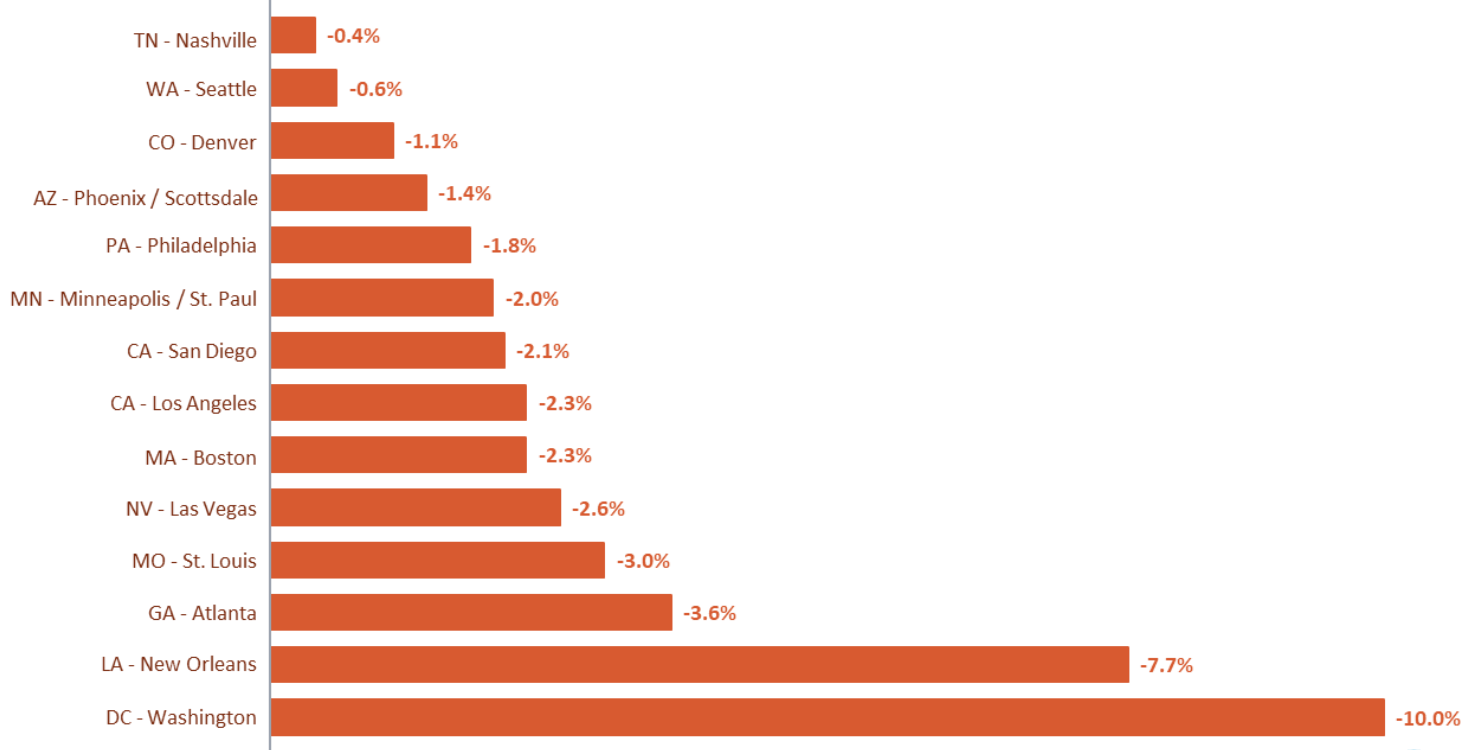
Top 25 Markets with RFP Growth in 2025 vs 2024

% Change 2024 vs 2025 | Top 25 US Markets



Trends

Top 25 Markets with RFP Decline in 2025 vs 2024

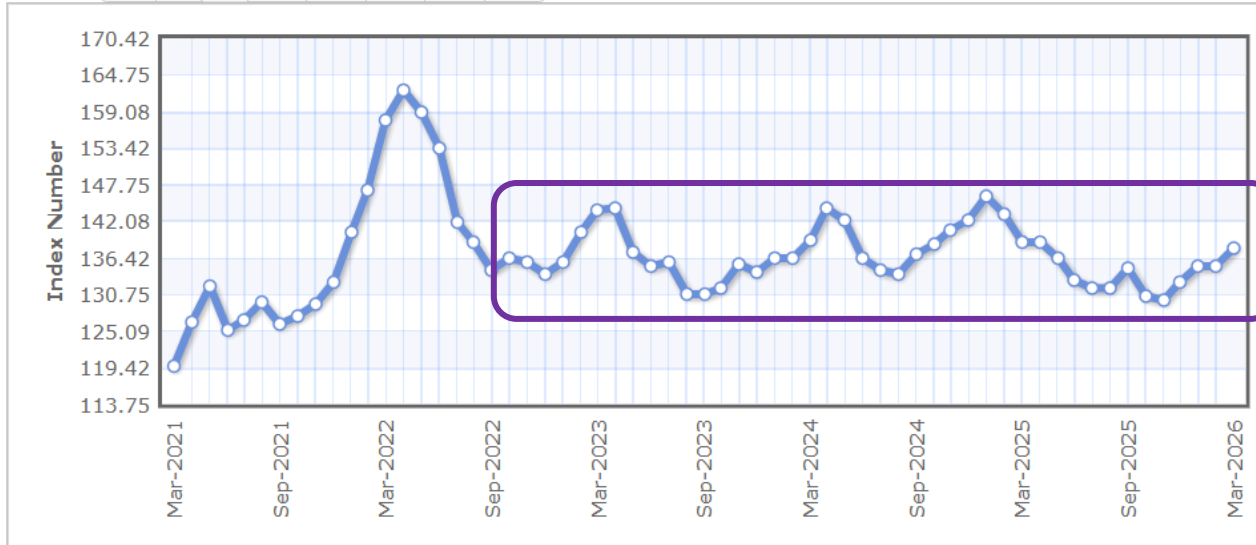


Commodity Food and Beverage Price Index

Data as of **March 2026**

Range

Mar 2021 - Mar 2026: 18.260 (15.25%)



Up 15% Since March 2021

Trends

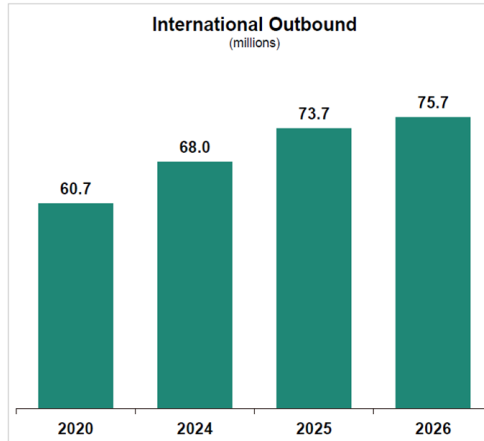
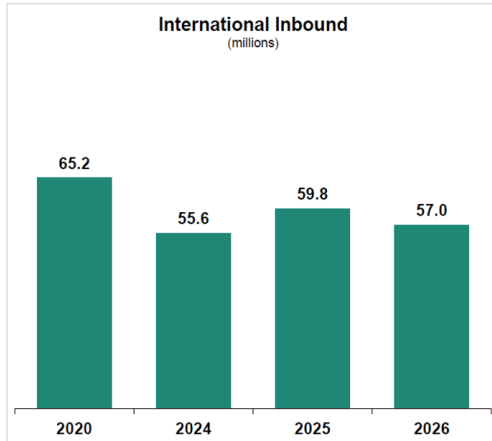
Underperforming Segments:

International, Government

Reduced International Travel (Inbound to the United States)

Inbound U.S. arrivals declined; outbound travel continued to rise

U.S. international air inbound and outbound, 12M ending January 2026



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Trends

Guest Room Pricing Softened in 2025, as compared to 2024, in Many Major Markets
(All RFP Quotes, All Years)

1	San Francisco	\$271	\$298	+\$26.49	+9.76%
2	New York	\$406	\$436	+\$29.87	+7.36%
3	San Jose / Silicon Valley	\$269	\$288	+\$19.35	+7.20%
4	Honolulu/Oahu	\$344	\$357	+\$13.05	+3.79%
5	Houston	\$200	\$207	+\$7.45	+3.73%
6	Philadelphia	\$213	\$219	+\$6.42	+3.02%
7	Phoenix / Scottsdale	\$295	\$304	+\$8.55	+2.89%
8	Miami	\$338	\$348	+\$9.44	+2.79%
9	Los Angeles	\$273	\$280	+\$7.04	+2.58%
10	Chicago	\$241	\$248	+\$6.12	+2.53%
11	Orlando	\$243	\$247	+\$3.22	+1.32%
12	Atlanta	\$210	\$213	+\$2.74	+1.30%
13	Seattle	\$251	\$254	+\$3.23	+1.29%
14	Boston	\$324	\$326	+\$1.89	+0.58%



Trends

Guest Room Pricing Softened in 2025, as compared to 2024, in Many Major Markets
(All RFP Quotes, All Years)

#	Market	2024 ADR	2025 ADR	\$ Change	% Change
1	Dallas / Fort Worth	\$226	\$226	-\$0.18	-0.08%
2	Las Vegas	\$224	\$223	-\$0.55	-0.25%
3	Minneapolis / St. Paul	\$184	\$182	-\$1.41	-0.77%
4	Tampa / Clearwater	\$268	\$266	-\$2.07	-0.77%
5	Detroit	\$207	\$205	-\$1.74	-0.84%
6	Denver	\$222	\$220	-\$2.17	-0.98%
7	San Diego	\$296	\$292	-\$4.35	-1.47%
8	Washington DC	\$285	\$280	-\$4.52	-1.59%
9	Nashville	\$277	\$272	-\$4.82	-1.74%
10	New Orleans	\$229	\$212	-\$17.22	-7.51%



ADR = average daily rate (USD) · Source: ConferenceDirect CSN

Trends

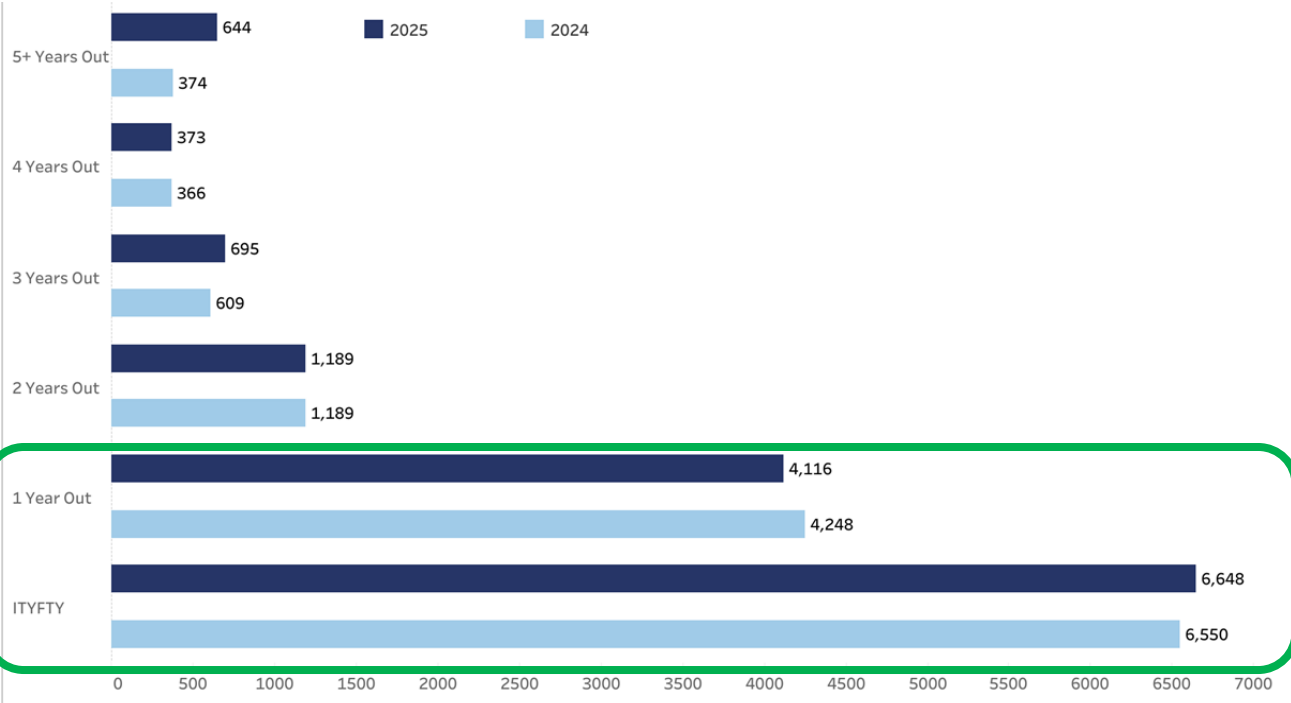
For short-term booking windows, meetings are being "green-lighted" more slowly than in prior years, often due to uncertainty around the economy, costs, and markets

	2019	2025	2026
Average Award Window	47 Days	57 Days	65 Days



Trends

In The Year, For The Year (ITYFTY) Meeting Contracts Have Been Growing the Past Few Years:



Trends

Segment Performance and Impact on Hotel Tier Performance

- **Luxury:** Expected to maintain the strongest performance, driven by high-net-worth individuals and continued demand for experiential travel
- **Meetings and Events (“Group”)**



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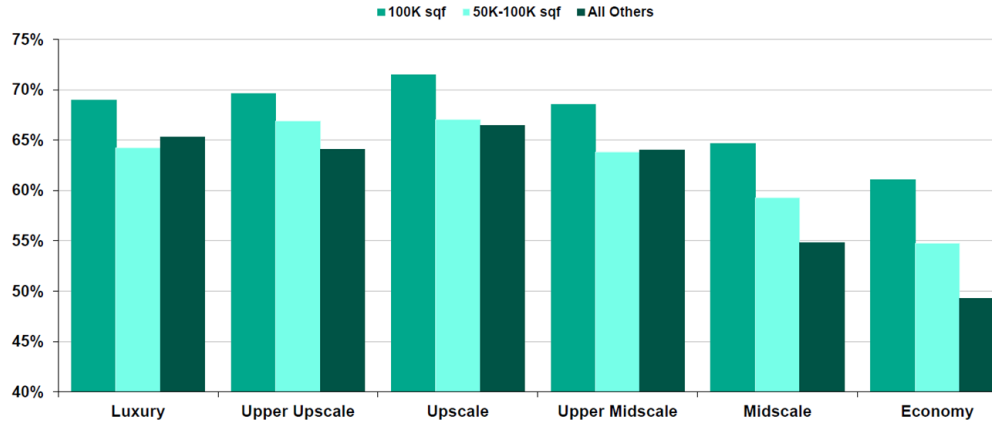


Trends

Luxury, Upper-Upscale, and Upscale Hotels Are Where Most Events Are Booked

Occupancy strongest in upper tier hotels

U.S. occupancy by class, 12-months ending January 2026

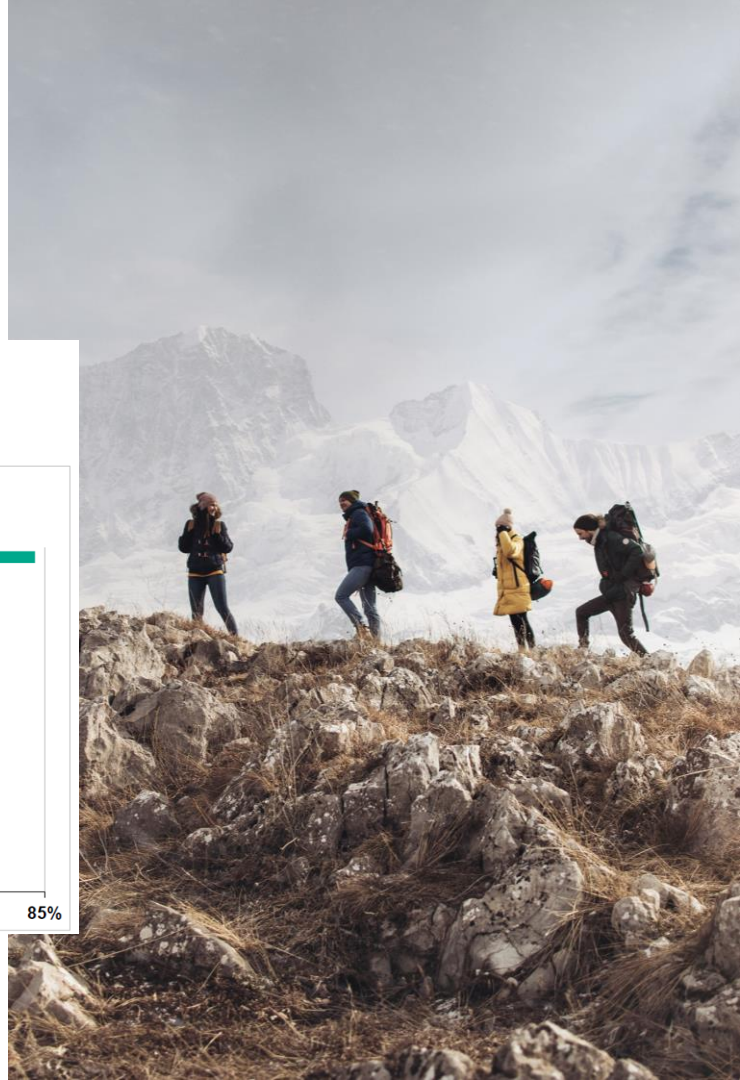
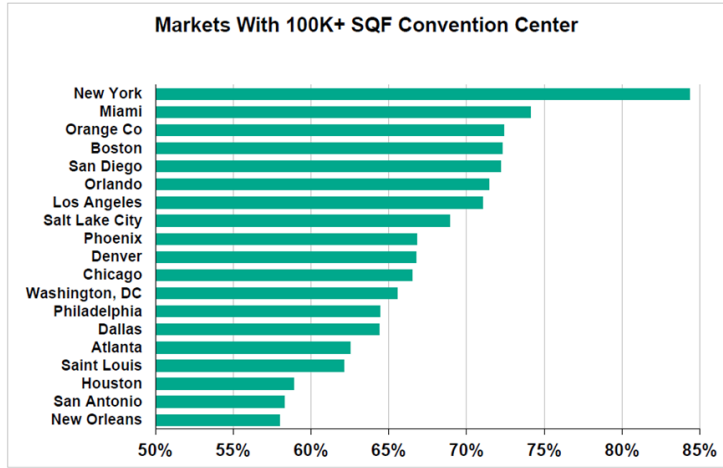
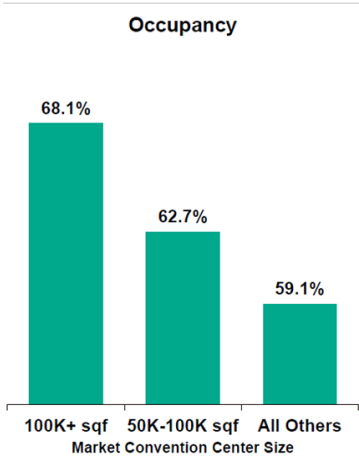


Trends

Largest Destinations Continue to Drive Highest Occupancy

Occupancy still highest in the larger markets

U.S. occupancy, 12-months ending January 2026

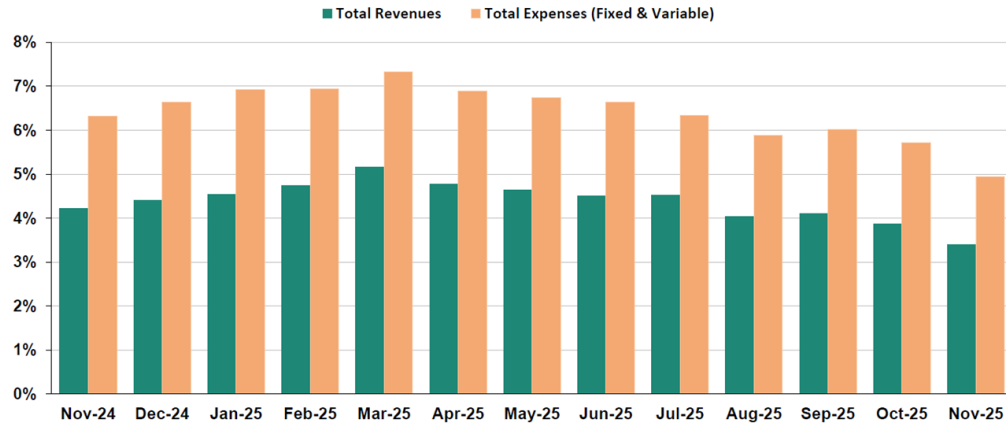


Trends

Costs Continue to Rise!

Costs increasing at a higher rate than revenues; gap narrowing

U.S. total revenues and total expenses (less taxes) change, 12-month moving average



Trends

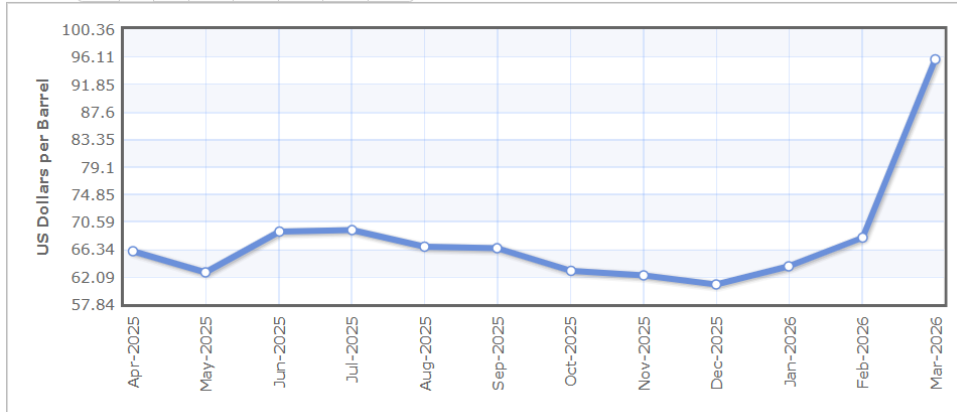
Energy Cost Increases Will Impact Many Other Costs

Crude Oil (petroleum) Monthly Price - US Dollars per Barrel

Data as of March 2026

Range

Apr 2025 - Mar 2026: 29.670 (45.02%)



4 Key Changes

1

Site Sourcing Strategy

2

Site Sourcing Timing

3

Audience Segmentation

4

Adjusting for Booking Pace /
Buying Decisions



What Needs To Change?

Strategy:

- **Be Flexible with Locations, Patterns, and Hotel Tiers/Brands**
- **Start Hotel and Destination Searches Sooner**
- **Lock-in Hard Pricing on F&B, A/V, WiFi in the Contract**



Understanding Segmentation

1. General Attendees

- Proximity to Venue / Shuttle
- Rate
- Loyalty Points

2. Younger Attendees

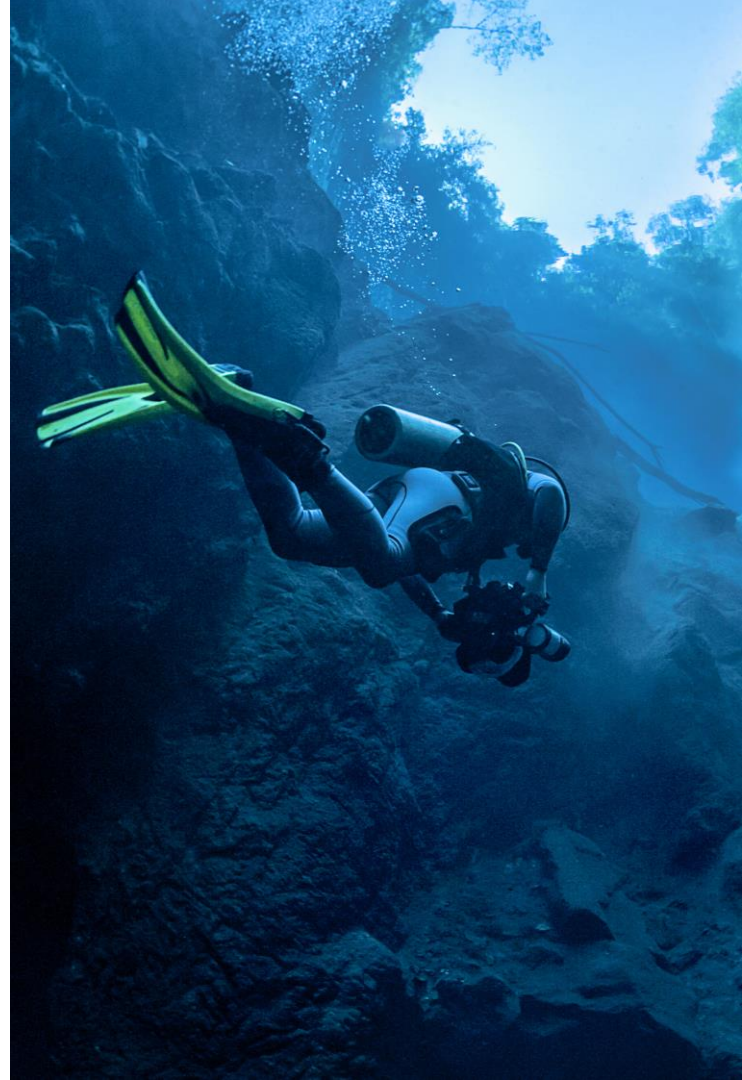
- Flexibility and Leisure Amenities
- Inclusions such as meals, vouchers, etc...
- Price Sensitivity

3. International Attendees

- Need for Travel Assistance
- Longer Booking Lead Time

4. Exhibitors and Sponsors

- Group Room Blocks at the Same Hotel
- Hotel Location and Accessibility
- Price
- Loyalty Points
- Priority Points



Understanding Segmentation

5. International Attendees

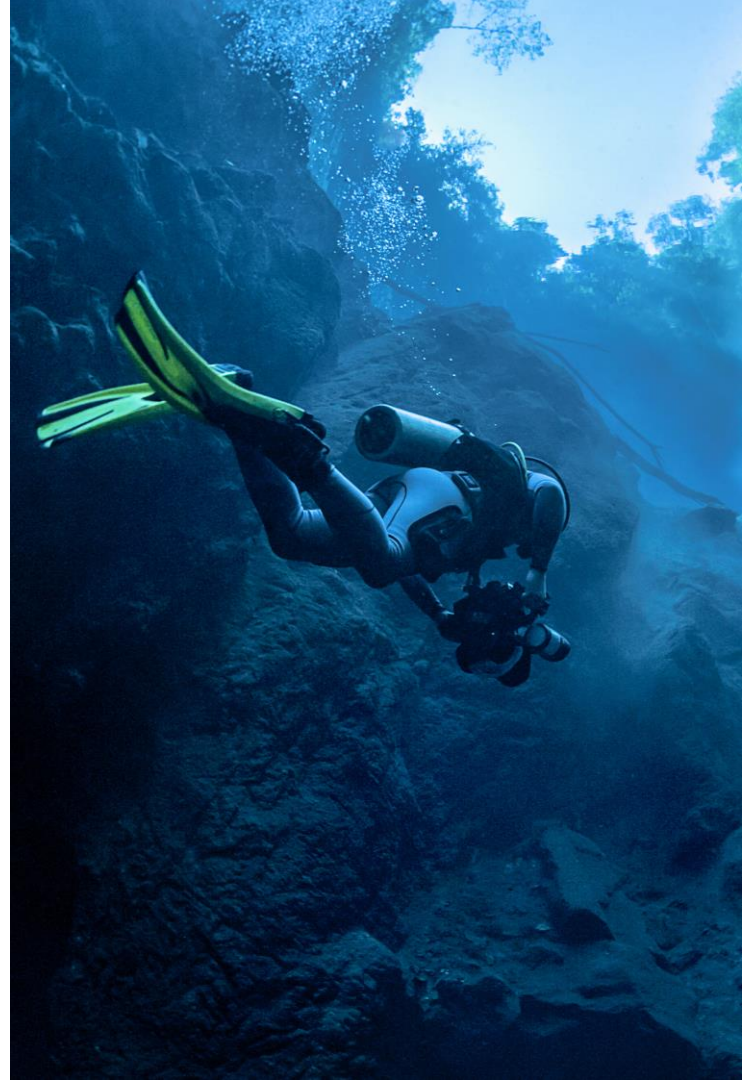
- Need for Travel Assistance
- Longer Booking Lead Time

6. VIP and More Established Attendees

- Higher End Hotels
- Personalized Services / Amenities
- Loyalty Points

7. Government

- Government Per Diem Rates
- Requirement for Compliance and Reporting



Changes to Pace

1. Negotiate cutoff dates to account for late pickup
2. Pre audits to capture book arounds ahead of the event
3. Consider incentives for early booking
4. Review Audience Segments, generate personalized campaigns to address unique benefits
5. Capture and retain history to allow for better contracting in the future





Thank you!

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