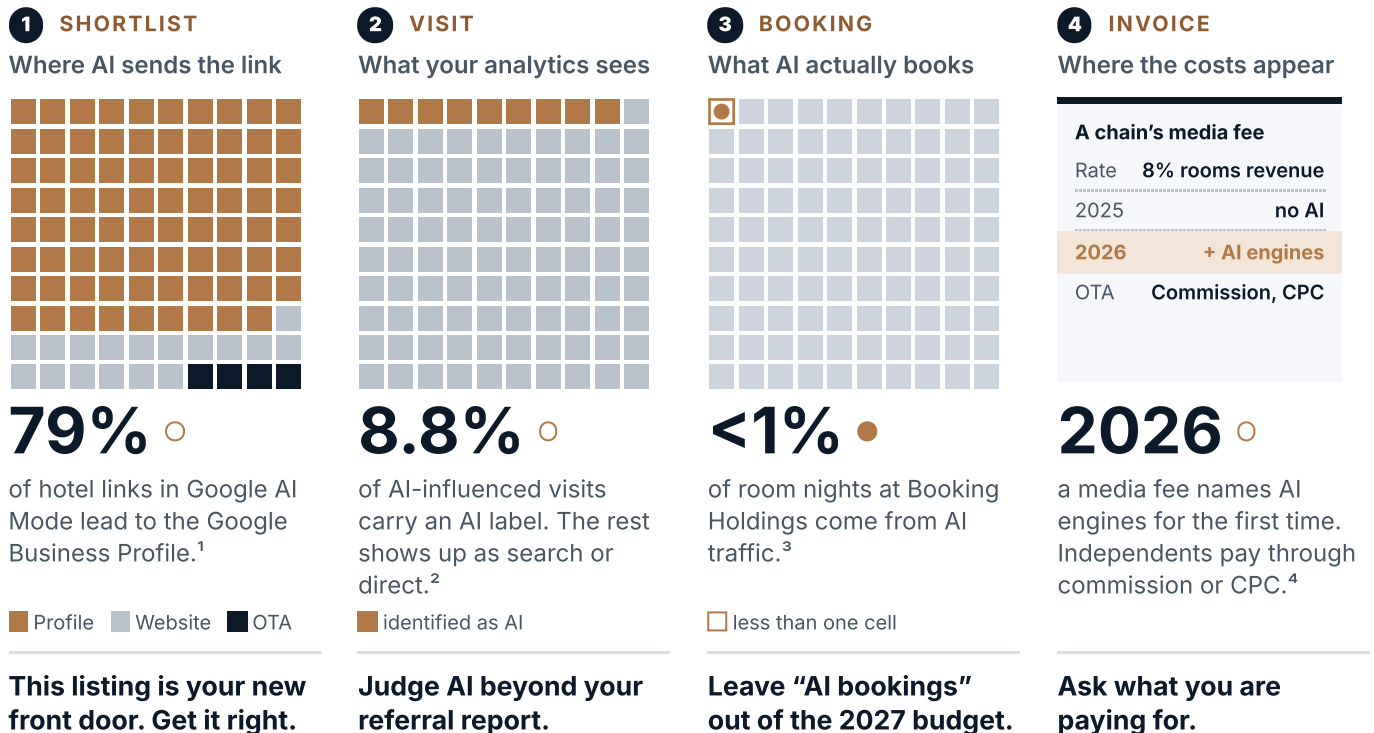


AI shapes the choice before guests book.

Few bookings come through AI yet. Your reports hide its influence, and the costs arrive under other names.

THE GUEST'S PATH four stages, each figure on its own base



WHAT YOU DECIDE this quarter

1 · ASK

Review the fees

Which brand, operator or OTA fee buys placement in AI answers, and on which invoice line?

2 · HOLD

Skip the scores

No public study shows that "AI visibility scores" or schema packages work.

3 · NOTE

January 2027

ChatGPT must keep an ad archive in Europe. For the first time you see who buys hotel ads in AI answers.

● verified ○ with caveats. ¹ 6,130 hotel links, 8 cities, Feb 2026 (website 17%, OTA 4%). ² AI-influenced visits, US desktop, all industries, Jul to Dec 2025. ³ Booking Holdings, global, 2026. ⁴ Marriott Residence Inn, disclosure 31 Mar 2026, max USD 200 per stay; no OTA invoice with an AI line found. Source of every figure: the briefing's evidence register, as of 26 Sep 2026.

Forward this to your team today.

Owner → asset manager, operator

Have the contracts checked for AI placement.

Document: briefing, sections 6 and 12

GM → e-commerce, revenue

Have the quick check run. Result in about half a day.

Documents: guide and workbook

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Decide clearly. Deliver effectively.

I help owners and leadership teams test difficult decisions and organise their delivery in the business. With more than 30 years in international hospitality.

First conversation, 30 to 60 minutes.

Together we see whether we are a fit.

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