



EHL INSIGHTS WHITEPAPER

Hospitality Outlook 2026 – Switzerland

DELIVERING PREMIUM AT SCALE AS DEMAND ACCELERATES

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SWITZERLAND'S HOSPITALITY PARADOX

EXECUTIVE SUMMARY

Switzerland's hospitality sector continues to deliver strong results across key performance indicators.

Hotel overnight stays reached a [record 43.9 million in 2025](#), up 2.6% from the previous year. The sector generated [CHF 6.2 billion in hotel accommodation revenue](#), a 3.9% increase year-on-year. These results build on an already strong foundation: visitor spending reached [CHF 19.6 billion](#) in 2024, while RevPAR remained [18% above pre-pandemic levels](#). Switzerland continues to attract a mix of high-spending international visitors alongside a stable base of domestic travelers.

Yet behind these figures lies a more complex operating environment. Labor shortages persist, operating costs are rising, climate volatility is reshaping alpine seasonality, and competition is intensifying in key urban markets. At the same time, guest expectations are climbing. Visitors paying Switzerland's premium rates want seamless service, frictionless digital interactions, and highly personalized experiences—delivered consistently, even during peak periods.

This tension lies at the heart of Switzerland's hospitality paradox: strong demand is now masking the growing difficulty of delivering consistent, high-quality service at scale. What now limits performance is no longer demand but the ability to deliver consistently at the level the market now requires.

For hospitality leaders, the central challenge has shifted from attracting guests to delivering exceptional experiences reliably and profitably. In a market where demand is no longer the constraint, execution becomes the primary differentiator, not as an aspiration, but as a structural reality. Switzerland's combination of premium guest expectations, persistent labor scarcity, and rising operational costs makes consistent, personalized service delivery genuinely difficult, even for well-run properties.

The operators who sustain competitive advantage in this environment will not be those who work harder within existing models, but those who redesign how their operations work: clarifying where guest value is truly created, deploying their teams with greater precision, and building the organizational resilience to perform consistently under pressure.

SWITZERLAND HOSPITALITY DEMAND, BY THE NUMBERS

43.9 million

Hotel overnight stays in Switzerland in 2025 (new record)
[Swiss Confederation – Federal Statistical Office](#)

CHF 19.6 billion

Visitor spending in Switzerland in 2024
[Swiss Confederation – Federal Statistical Office](#)

48%

Share of hotel overnight stays generated by domestic travelers in 2025
[Swiss Confederation – Federal Statistical Office](#)

+18%

RevPAR above pre-pandemic levels (2024)
[Chambers & Partners – Hotel Management & Transactions \(2025\)](#)

The background is a dark blue field featuring a complex geometric pattern of thin, light blue lines forming multiple overlapping circles. Small, light blue dots are scattered throughout the composition, often marking the intersections of the circles or placed within the open spaces. The overall effect is a sense of interconnectedness and modern design.

Demand is No Longer the Constraint

**DEMAND IS NO LONGER
THE CONSTRAINT**

Switzerland's tourism sector is showing no signs of slowing. After a record [42.8 million hotel overnight stays in 2024](#), demand rose another 2.6% in 2025 to [43.9 million stays](#), underscoring the country's enduring appeal as a premium global travel destination.

Demand is no longer something operators need to generate; it's something they must absorb and perform against.



DOMESTIC TRAVEL ANCHORS THE MARKET

Swiss residents account for roughly [half of all hotel nights](#). A strong rail network and the growing appeal of short local trips combining nature, culture, and sustainability keep domestic travel strong year-round and help stabilize demand when international markets fluctuate. Yet, alongside the domestic strength, outbound travel is growing faster. In 2024, Swiss residents spent [CHF 18.9 billion](#) on international travel, up 7.8% year over year—nearly matching the CHF 19.6 billion that all visitors spent inside Switzerland,

and growing almost four times faster than inbound visitor spending. Swiss travelers are not choosing between home and abroad; they are doing both. But the gap is narrowing, and international leisure spending is claiming a growing share of Swiss wallets.

For operators, this matters. [Regional destinations](#) like Graubünden, Valais, and Ticino have traditionally relied on Swiss travelers to support shoulder seasons and midweek occupancy. As more leisure spending shifts outside Switzerland, that stabilizing base becomes less reliable, and hotels must compete more actively for the Swiss traveler, often against international destinations offering lower prices or differentiated experiences.

VISITORS SPEND NEARLY AS MUCH IN SWITZERLAND AS SWISS TRAVELERS SPEND ABROAD

Inbound tourism spending

CHF 19.6B **+2.2%**

Spending by all visitors
inside Switzerland (2024)

vs. 2023

Outbound tourism spending

CHF 18.9B **+7.8%**

Spending by Swiss travelers
outside Switzerland (2024)

vs. 2023

Source: [Swiss Confederation – Federal Statistical Office](#)

AMERICAN TRAVELERS FUEL LONG-HAUL MOMENTUM

In 2025, visitors from the Americas generated [4.9 million overnight stays](#)—marking a third consecutive record year—while the United States accounted for more than 75% of the surge. Drawn by alpine landscapes, luxury resorts, and Switzerland’s reputation for safety and reliability, American travelers are sustaining demand across both urban and leisure destinations. American guests also tend to expect highly personalized service, seamless digital experiences, and carefully curated itineraries. In a premium market like Switzerland, these expectations extend beyond individual segments, raising the standard of delivery across the board.

EUROPE FORMS THE BACKBONE OF INTERNATIONAL DEMAND

In 2025, visitors from across Europe generated [12.7 million overnight stays](#)—about 56% of all foreign demand. Germany remains Switzerland’s largest inbound market, with strong contributions from the United Kingdom, France, and Italy.

Geography plays an important role in this resilience. Switzerland’s proximity to major European population centers, combined with strong rail connectivity and well-established tourism infrastructure, supports steady cross-border travel throughout the year.

This proximity also shapes how demand behaves. European travel is typically shorter, more frequent, and less seasonal than long-haul demand, creating a more continuous flow of arrivals beyond peak ski periods.

European visitors also move across a wider mix of destinations, from cities to alpine resorts and lakeside towns. This spreads demand more evenly across the country, rather than concentrating it in a few peak locations.

For operators, this consistency doesn’t reduce pressure—it compounds it. Beyond managing peaks, they must manage variation across guest profiles, travel patterns, and destinations. Delivering a coherent experience under these conditions becomes an ongoing operational task.



ASIA'S RECOVERY REMAINS UNEVEN

Demand from Asia reached [4.5 million overnight stays in 2025](#), but the region's recovery remains uneven.

This headline figure masks significant variation within the region, particularly the slower return of Chinese travelers.

Before the COVID-19 pandemic, the Greater China market generated [1.85 million overnight stays](#) in Switzerland in 2019. By comparison, overnight stays from the market totaled roughly [725,000 in 2024](#), a decline of nearly 60%.

The uneven recovery of Asian travel has subtly changed Switzerland's tourism mix. Growth is now driven primarily by European visitors, domestic travel, and long-haul demand from the United States, rather than the Asian tour groups that once dominated key alpine destinations.



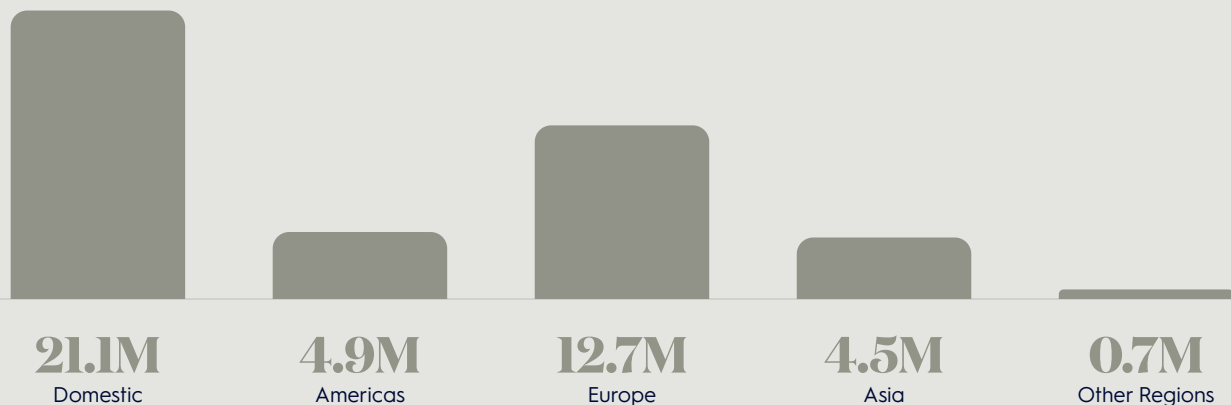
This is not just a shift in volume, but in the type of demand the market is now built around.

Large, itinerary-driven group travel is being replaced by more individual, higher-expectation, and less predictable travel patterns.

The result is a tourism market that's strong but structurally different. What was once a predictable, volume-driven segment has been replaced by demand that is more valuable per guest, but more complex to serve.

OVERNIGHT STAYS BY SOURCE MARKET (2025)

Source: [Swiss Confederation – Federal Statistical Office](#)



GEOPOLITICAL VOLATILITY IS RESHAPING TRAVEL FLOWS

Recent geopolitical tensions in the Middle East have also highlighted how dependent Swiss tourism has become on stable global mobility and international air connectivity. While Switzerland Tourism still expects [strong summer demand in 2026](#), supported by domestic and regional European travelers, disruptions affecting the [Gulf aviation hubs may impact access to important markets in Asia and Oceania](#).

The result is not necessarily weaker overall demand, but a redistribution of it. As geopolitical uncertainty reshapes travel behavior, operators must increasingly navigate uneven demand patterns across travel segments, destinations, and seasons.

A TOURISM MARKET DEFINED BY PREMIUM APPEAL

Switzerland consistently ranks among [the world's most expensive travel destinations](#), reinforcing its premium tourism reputation.

But in Switzerland, premium is not a niche positioning; it is the baseline across much of the market.

Visitors arrive expecting more than scenic landscapes. They expect impeccable service, seamless transportation, and high-quality hospitality experiences that justify premium pricing.

For operators, this positioning offers strong pricing power but also raises

the stakes. Delivering consistently high standards is no longer a differentiator, but a requirement to compete.

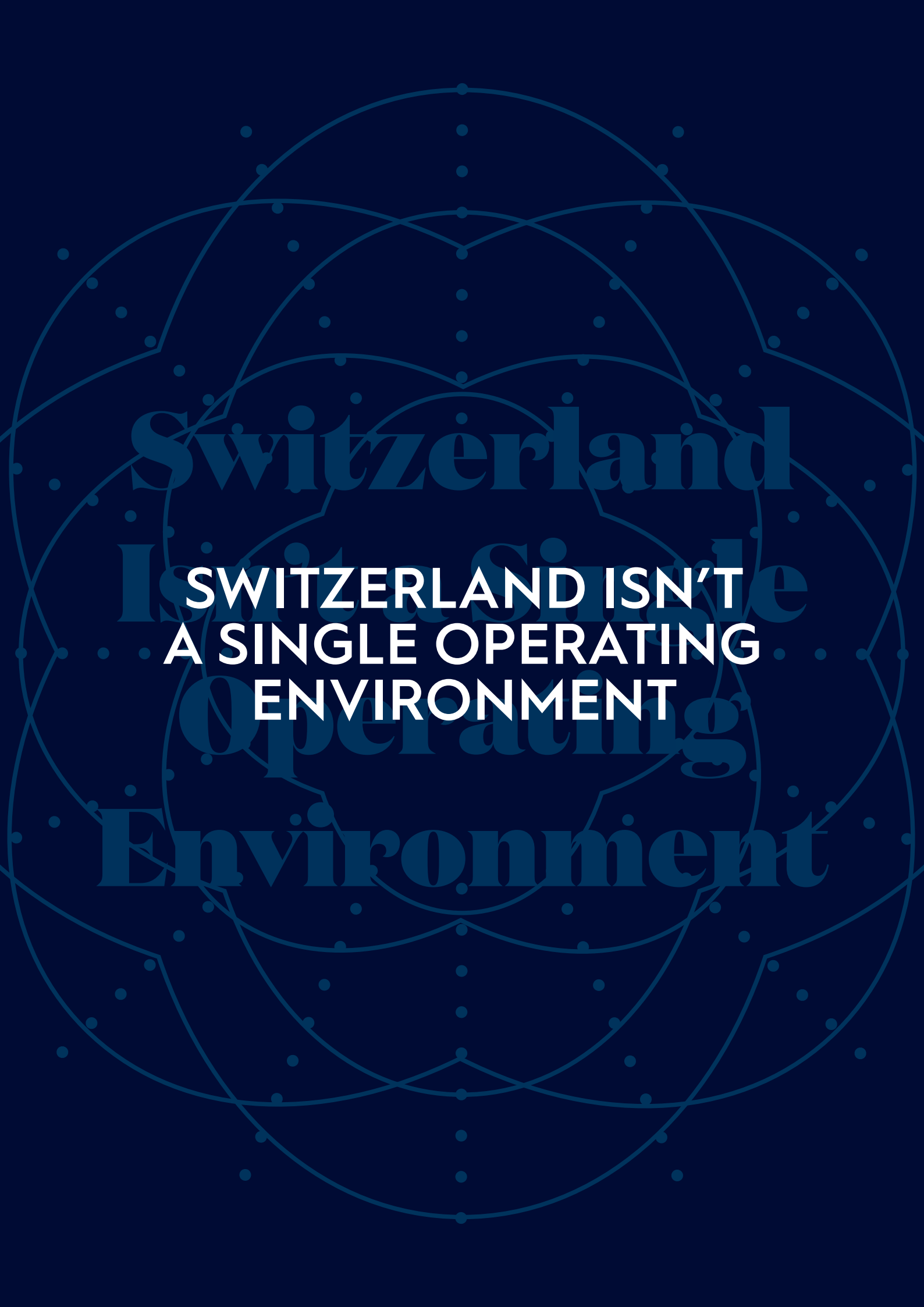
What makes this particularly challenging is that those expectations must be met across very different operating environments. Switzerland's hospitality landscape spans urban business hubs, alpine resort economies, premium leisure destinations, and regional markets—each with its own operating pressures.

“
*Some structural
pressures extend
beyond what individual
operators can
realistically control.*

”



Dr Augusto Hasman
Associate Professor in
Finance at EHL Hospitality
Business School

The background features a dark blue field with a complex geometric pattern of thin, light blue lines forming overlapping circles and arcs. Small, light blue dots are scattered throughout the design, particularly along the lines and at their intersections.

**SWITZERLAND ISN'T
A SINGLE OPERATING
ENVIRONMENT**

FOUR OPERATING REALITIES SHAPING SWISS HOSPITALITY

Across Switzerland, hospitality doesn't operate under a single set of conditions. Instead, four distinct operating environments shape how hotels manage staffing, service delivery, and profitability, each with its own constraints, trade-offs, and priorities.

City (labor-constrained)

Zurich · Geneva · Basel



Priority: Productivity design

Pressure: Service consistency and pace

What this means: Staff shortages combined with rising guest expectations make it increasingly difficult to maintain smooth, fast service during peak season, putting pressure on both service speed and consistency. Competition is intensifying as new hotel supply enters major urban markets.

Alpine (climate-volatile)

Zermatt · St. Moritz · Davos



Priority: Operating model resilience

Pressure: Capacity and cost absorption

What this means: Unpredictable snow conditions and shifting winter patterns compress demand into shorter windows. Hotels must manage volatile occupancy while absorbing high fixed operating costs, making profitability increasingly dependent on how well they can adapt across seasons.

Premium leisure (expectation-dense)

Lake Lucerne · Interlaken · Montreux



Priority: Cross-functional coordination

Pressure: Experience delivery at peaks

What this means: Premium guests expect seamless stays that combine accommodation, dining, wellness, and activities. Delivering this level of experience at full occupancy requires precise coordination across departments, where breakdowns in one area can quickly affect the entire guest experience.

Regional (cost-sensitive)

Jura · Valais villages · Ticino towns



Priority: Simplification

Pressure: Margin sustainability

What this means: Regional hotels face tighter price ceilings while dealing with rising labor, energy, and procurement costs. Many operators simplify services and reduce operational complexity to maintain profitability, often making deliberate trade-offs between service breadth and margin sustainability.

These environments don't just differ in context; they require fundamentally different operating models to perform effectively.

The risk for many operators is applying assumptions from one environment to another. Urban efficiency, optimized for pace and volume, transfers poorly to premium leisure properties where experience depth drives guest value. Alpine resilience strategies, built around absorbing seasonal volatility, are irrelevant to regional hotels where the main challenge is margin sustainability on a flat cost base.

The hospitality leaders most exposed in the coming 18 to 24 months are likely those running multi-property portfolios across several of these environments, without clearly differentiated operating models for each.



Dr Giuliano Bianchi
Co-Director of the Quantitas
Institute & Associate
Professor of Economics, EHL
Hospitality Business School

“
*As demand patterns
become more fragmented
and volatility increases,
there is a greater need
to define markets more
precisely and adapt
forecasting models
to evolving realities.
Otherwise, forecasts may
remain unbiased, but
become less efficient.*
”



**WHERE EXECUTION
PRESSURE IS BUILDING**

“

The current environment suggests that efficiency alone is no longer sufficient. The challenge is preserving service excellence while building greater adaptive capacity into the organization.

”

Dr Carlos Martin-Rios

Associate Professor of
Management, EHL Hospitality
Business School



While tourism demand is at record levels, the conditions under which Swiss hospitality operates are becoming increasingly difficult to sustain. Labor shortages, climate volatility, rising costs, and intensifying competition are reshaping how hospitality leaders manage staffing, pricing, service delivery, and capacity.

LABOR SHORTAGES PERSIST

Like much of Europe, hotels across the country report difficulty recruiting and sustaining staff across nearly every

department—from housekeeping and kitchen teams to experienced supervisors and managers.

Recruitment challenges reflect deeper structural forces. [High living costs in resort regions](#) make relocation difficult, [seasonal employment patterns](#) reduce job stability, and Switzerland's [tight labor market](#) means hospitality employers must compete with sectors like [healthcare](#), [logistics](#), [construction](#), and [technology](#) for talent. [Demanding working hours and schedules](#) make hospitality jobs less desirable by comparison.

In a service-intensive industry, these gaps aren't absorbed; they are felt immediately in the guest experience. Staffing shortages slow service during peak periods, limit training capacity, and increase workloads for existing employees. Managers spend more time filling operational gaps and coordinating daily operations, leaving less room for strategic improvements.



8,500

Hospitality jobs unfilled in 2024



60%

Hotels struggling to recruit staff

Source: [SWI swissinfo.ch](https://www.swissinfo.ch) (2023)

CLIMATE VOLATILITY REDEFINES ALPINE TOURISM

Shifts in snowfall reliability are redefining the structure of Switzerland's alpine tourism economy.

Instead of a long, predictable ski season, winter demand is increasingly [compressed into a few reliable mid-winter weeks](#). February has become the most dependable month for snow conditions, while March—once a key part of the

season—has grown more volatile as snow reliability declines.

A compressed season concentrates both revenue opportunities and operational risks into shorter windows. In response, [alpine operators and regional tourism organizations are expanding beyond winter](#), investing more in summer tourism, wellness offerings, and year-round experiences to stabilize revenue across the full year.

40%

Loss in glacier volume since 2000
[WSL – Swiss Federal Institute for Forest, Snow and Landscape Research \(2025\)](#)

8 cm

Per decade decline in average snowfall
[The Guardian – Reduced European snowfall spells disaster for skiing](#)

36 days

Shorter average alpine snow season
[Carbon Brief – Climate Analysis \(2025\)](#)

RISING COSTS LEAVE LITTLE ROOM FOR INEFFICIENCY

Switzerland has long been one of the world's most expensive hospitality markets. Rising labor and energy costs are tightening margins even more. Labor alone accounts for a substantial share of hotel operating expenses, while energy-intensive operations—from heating and laundry to kitchens and spas—expose hotels to price volatility.

Even well-performing hotels operate within a narrow margin for error. While Swiss hotels generate roughly [32% gross](#)

[operating profit on average](#), that figure must cover financing, ownership costs, and reinvestment, leaving far less room for operational inefficiency.

In a market where hospitality prices already exceed the European average by [more than 70%](#), raising rates alone can't offset rising operating costs. As a result, operational discipline becomes both a strategic necessity and a competitive advantage. Inefficiencies that might be manageable in lower-cost markets—from staffing models to energy management—quickly erode performance and are far harder to absorb in Switzerland.

45%

Share of hotel operating expenses attributed to labor
[HVS Global Hospitality Services \(2024\)](#)

56.8%

Average Swiss hotel occupancy rate in 2025
[Swiss Confederation – Federal Statistical Office](#)

71%

higher hotel and restaurant prices vs. EU average
[Euronews \(2026\)](#)

SUPPLY ACCELERATES COMPETITION IN SWISS CITIES

Hotel supply in Switzerland's major cities has expanded rapidly, but [surging demand has successfully absorbed the new rooms](#). While tourism growth continues overall, the [dynamics vary greatly by region](#). Alpine and lake destinations benefit from intense, predictable peak seasons. In contrast, urban markets rely on steadier, year-round volume tied to business and event travel, leaving city hotels highly dependent on consistent corporate demand to maintain high occupancy.

At the same time, a [wave of hotel projects planned years earlier is now opening](#), concentrated largely in Zurich, Geneva, and Basel. While robust demand keeps occupancy rates stable, this influx of capacity intensifies competition.

Short-term rentals add another layer of competition. Cities like Geneva and Lucerne already limit platform rentals to [90 days per year](#), and other municipalities are considering similar restrictions in response to housing pressures. Tighter regulation may ease some competitive pressure at the margins, but it also highlights the growing tension between tourism growth and urban housing supply.

The primary pressure on hoteliers is no longer finding guests, but protecting profit margins against escalating operational costs.

136,000 rooms

Existing hotel room supply

6,900 rooms

Pipeline development

Source: Goodnight Partners - Switzerland Hotel Market Outlook 2024.

OPERATIONAL PRESSURE IS THE NEW NORM

The challenge isn't any single pressure in isolation—it's the combined effect of them all. Labor shortages limit capacity just as demand becomes more volatile. Rising costs reduce flexibility at the same time competition intensifies. The result is a system in which constraints don't just coexist, but reinforce and amplify one another.

Organizations need to respond on multiple fronts at once: developing talent, making better use of technology, and redesigning operating models to remain resilient under pressure.



Dr Carlos Martin-Rios
Associate Professor
of Management, EHL
Hospitality Business School

“
Some of the most resilient firms are not necessarily the most efficient in the traditional sense, but those capable of improvising and reallocating resources quickly while maintaining service quality under uncertainty.
”



The Forces Reshaping Hospitality Operations

As Switzerland's hospitality sector evolves, success increasingly depends on how effectively hotels redesign how work is organized, resources are allocated, and service is delivered.

Three areas are driving that shift: sustainability and regulatory compliance, technology-enabled operations, and talent development.



SUSTAINABILITY AND REGULATORY COMPLIANCE

Sustainability is becoming a practical operating requirement across Swiss hospitality rather than a marketing selling point. Increasingly, it transforms how hotels are built, run, and costed, embedding environmental considerations directly into everyday operational decisions. Environmental standards, regulatory expectations, and rising guest awareness are pushing hotels to embed sustainability directly into daily operations—from energy systems and procurement to waste management and supply chains.

Switzerland's national tourism sustainability program, [Swisstainable](#), reflects how quickly adoption is spreading across the sector. Launched in 2021 by Switzerland Tourism, the initiative provides a framework for businesses to measure and improve their environmental performance. More than 1,700 tourism businesses have already joined, selecting one of three program levels—Committed, Engaged, or Leading—based on the depth of their sustainability practices.

For many operators, sustainability now touches everyday operational decisions, from how buildings are heated to how food is sourced and waste is managed.

HOW SWISS HOTELS ARE PUTTING SUSTAINABILITY INTO PRACTICE

CERVO MOUNTAIN RESORT



During a major renovation, the luxury resort installed a geothermal heating system drilled into the mountainside.

The system now powers rooms, restaurants, and the spa, while the kitchen prioritizes ingredients sourced within roughly 150 kilometers. Source: [Pictet - How to create a sustainable luxury hotel](#)

GRAND HOTEL ZERMATTERHOF



The historic five-star hotel now draws 70% of its heat from a renewable district heating network.

Organic kitchen waste is sent to a local biogas facility that converts it into electricity and heat, while energy-efficient building upgrades help reduce long-term energy demand. Source: [Matterhorn Group - Environmental Report \(2021\)](#)

CHRISTIANIA MOUNTAIN & SPA



The hotel uses AI-powered monitoring systems to track food waste in its kitchens, helping staff identify where ingredients are lost, portion better, and adjust purchasing.

It also partners with regional suppliers for ingredients, sourcing meat from a local Zermatt butcher, honey from Minusio, and vegetables from Ticino. Source: [Christiania Mountain & Spa](#)

WHITEPOD ECO-LUXURY HOTEL



Perched above the Rhône Valley, Whitepod's geodesic pods were designed to minimize environmental impact.

Their insulated structure reduces energy demand for heating and cooling, while pellet-stove heating, spring water systems, and limited vehicle access further reduce the resort's footprint. Source: [Whitepod](#)

25HOURS HOTEL ZURICH WEST



In Zurich's former industrial district, the hotel integrates sustainability into everyday operations through energy-efficient building systems, sustainable materials, and partnerships with local suppliers.

Staff members encourage guests to explore the city using public transport and cycling, while the brand also supports global reforestation initiatives, with more than 34,000 trees planted. Source: [Ennismore - 25hours Hotels puts a focus on sustainability in 2023](#)

THE CAMBRIAN



The Adelboden hotel integrates sustainability into daily operations through composting, locally sourced ingredients, and energy-efficient systems that reduce waste and environmental impact. Source: [Mr & Mrs Smith Travel Club](#)

TECHNOLOGY OPTIMIZES HOSPITALITY WORKFLOWS

Digital tools and artificial intelligence are moving from experimental pilots to everyday practice across Swiss hospitality. More importantly, they are driving changes in how work is distributed between people and systems across the operation. Faced with persistent labor shortages and rising operational complexity, hotels are increasingly turning to automation to keep service running smoothly.

Research by the Institute of Tourism at HES-SO Valais-Wallis, based on a survey of more than 1,500 European hotels, found that AI adoption is [already widespread](#) across the sector.



41%

European hotels already using AI

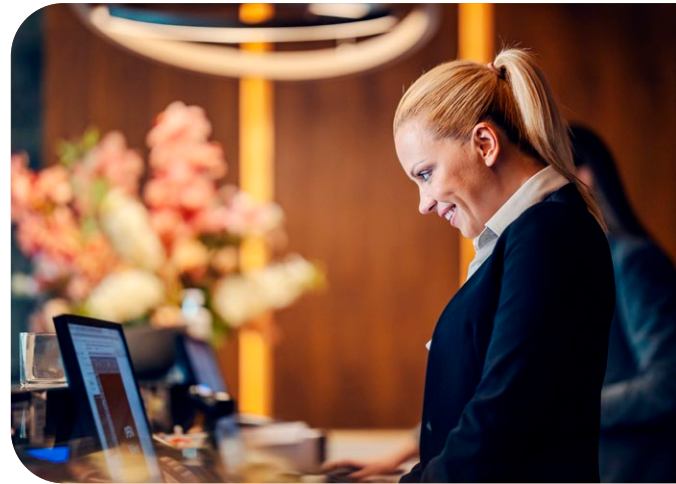


16%

Planning to adopt AI in the near future

Source: [HES-SO Valais-Wallis - How AI is \(or isn't\) transforming European hospitality](#)

The shift is visible throughout the guest journey. Mobile check-ins, digital room keys, and self-service kiosks are becoming common features in Swiss hotels, reducing pressure on frontline teams while streamlining routine tasks.



“

AI is expanding forecasting possibilities through real-time data, adaptive modelling, and more granular demand analysis.

”



Dr Giuliano Bianchi

Co-Director of the Quantitas
Institute & Associate
Professor of Economics, EHL
Hospitality Business School

SWISS RESEARCH SUGGESTS THESE TOOLS ARE ALREADY IMPROVING DAY-TO-DAY OPERATIONS:



18%

Revenue uplift



75%

Faster guest
response times



70%

Routine inquiries
automated



35-45%

Energy savings



30-70%

Reduced maintenance
downtime

Notably, despite relatively high adoption rates, the sector's structural pressures persist. This suggests that the limiting factor is less about access to technology and more about the harder work of implementation: redesigning workflows, retraining teams, and integrating digital tools into service models in ways that actually reduce friction rather than adding new layers of complexity.

Technology delivers the most value when paired with changes to service design, operational workflows, and team structures. Rather than replacing hospitality expertise, digital tools increasingly support it, freeing staff to focus on the moments where human hospitality creates the most value.

TALENT DEVELOPMENT

Labor scarcity is forcing operators to rethink the traditional hospitality operating model.

This reflects a broader shift: hotels are increasingly [experimenting with new staffing models, cross-trained teams, and redesigned workflows](#) to maintain service standards with leaner and more flexible workforces.

In some cases, properties are also [adjusting job structures and working conditions](#) to make hospitality careers more attractive—introducing shorter workweeks, more flexible scheduling, and financial incentives to improve retention and recruitment.

Across all three areas, the underlying challenge is the same: moving from resource-intensive, linear operations to more adaptive, integrated systems capable of performing under sustained pressure.



LEADING THROUGH TRADE-OFFS



Dr Stefano Borzillo

Associate Professor of Organizational Behavior, EHL Hospitality Business School

“Resilient organizations are not necessarily the ones that experience less pressure, but the ones able to absorb pressure without progressively degrading internally.”



LEADING THROUGH TRADE-OFFS

Switzerland's hospitality sector continues to benefit from strong demand and global appeal. But sustaining that position in this environment now depends less on growth, and more on how well operations hold up under pressure.

With operational complexity being structural rather than cyclical, leadership is less about adopting best practices and more about how the business operates.

Across the industry, three decisions are becoming unavoidable.

ONE

Consistency vs. Personalization

Swiss hospitality is expected to deliver both highly personalized service and flawless consistency. In a labor-constrained, high-cost environment, sustaining both at scale is increasingly difficult.

The challenge for leaders is no longer maximizing both, but deciding where each matters most.

THIS REQUIRES DESIGNING OPERATIONS WHERE:

- Personalization is focused on moments that drive guest value
- Standardization protects consistency across the rest of the experience

In a constrained system, competitive advantage comes from engineering where variability is allowed, and where it must be eliminated.

TWO

Service Breadth vs. Operational Focus

Switzerland's premium positioning creates pressure to deliver high-quality experiences across every touchpoint. But rising costs and limited staffing mean maintaining full service breadth can quickly erode both margins and execution quality.

LEADERS ARE INCREASINGLY REQUIRED TO MAKE EXPLICIT TRADE-OFFS:

- What to protect and consistently deliver at a high level
- What to simplify, reduce, or remove altogether

In this environment, doing more is not always a competitive advantage. Precision matters more than breadth. The operators who perform best are those who deliberately narrow their focus to protect the elements of the experience that guests notice and value most.

THREE

Efficiency vs. Adaptive Capacity

For years, operational efficiency has been the dominant performance lever in hospitality. In Switzerland's current environment, efficiency alone is no longer sufficient. Demand patterns are becoming more volatile, operating conditions are less predictable, and disruptions are more frequent.

THIS CREATES A NEW LEADERSHIP TENSION:

- How far to optimize for efficiency
- How much flexibility to retain to absorb variability without degrading service

The most resilient operators may not be those running at maximum efficiency in stable conditions, but those able to reallocate resources, adjust staffing, and maintain service quality under pressure.

In this context, resilience is not a buffer; it is a capability.



THE FUTURE OF SWISS HOSPITALITY

The next phase of Swiss hospitality will be defined less by expansion and more by execution.

The sector remains globally competitive, but maintaining that position now depends on disciplined operations in an environment where complexity is the

baseline, not the exception.

The operators who succeed will be those who simplify with intention, design operations with clarity, and build organizations capable of delivering consistent excellence—even as conditions continue to evolve. In this environment, operational discipline goes beyond a baseline requirement. It becomes a source of competitive advantage.

EHL at a glance

HOSPITALITY AND BUSINESS EDUCATION GROUP
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Shanghai), and India (Haryana)



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800+
staff & faculty members



20+
start-ups in its Innovation Hub



57
start-ups, scale-ups supported



5
research institutes



1
Michelin-star restaurant,
Le Berceau des Sens

About EHL:

EHL – originally founded as École hôtelière de Lausanne in 1893 – is a hospitality and business education group, recognized as the global leader in hospitality management. The institution brings together a vibrant community of 4,000 students from over 120 nationalities across three campuses in Switzerland and Singapore. At EHL, we educate hearts, hands, and minds – shaping confident, versatile, and resilient leaders for careers in hospitality and other experience-driven industries.

Learn more about EHL
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