

Route to recovery

Hori—
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A guide for travel and
hospitality leaders in the
Middle East.



2026 has been a tough year for Middle East tourism

But by using this time to hone guest experiences for domestic visitors, hospitality leaders in the region can drive immediate value in this market, and then scale out internationally once travel resumes.

2026 is a time to hone your guest experience

There's no sugar-coating it. Geopolitical events in the Middle East have hit the travel, tourism, and hospitality industries exceptionally hard.

However, we have no doubt the sector will recover. Middle Eastern hospitality is rightly regarded as among the best in the world, and in 2025 the region attracted almost **100 million international arrivals**, resulting in **receipts of over US\$150 billion**.

UN data also shows that receipts per international arrival into the Middle East are more than **US\$300 higher than the global average**, demonstrating people's willingness to pay for the premium experiences on offer.

Forward-thinking organizations are using 2026 to refine their guest experiences for domestic visitors, ready to scale out internationally as travel opens up again.

100

Million international arrivals
in 2025

150

Billion USD in receipts
in 2025

300+

Higher than global average
spend per international
visitor (USD)

All data: <https://www.untourism.int/tourism-data/un-tourism-tourism-dashboard>





Appealing to local markets can be a proving ground for guest experience enhancements you later extend internationally

PRIORITIES FOR 2026

The current situation in the Middle East has highlighted the importance of:



Super-attentive guest experiences

If people are to relax and enjoy the hospitality on offer during times of uncertainty, they need extra reassurance that they're in good hands.



Reliable communications

In times of disruption, whether it's threats to safety, airspace closures or other unforeseen circumstances, being able to support guests when the unexpected happens is vital.



Appealing to domestic markets

While international visitors represent the greater portion of TTH revenues in normal times, domestic audiences offer opportunities for higher lifetime spend per head.

Today, organizations and customers experience disconnected journeys

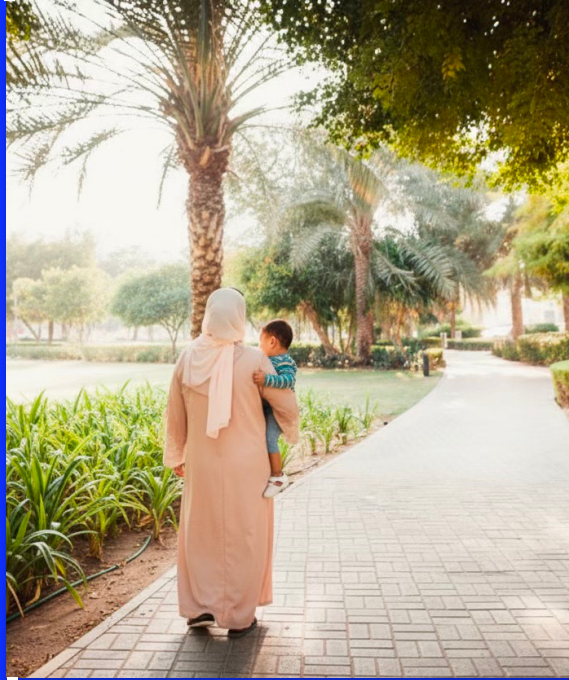
Before we look at what's possible, it's important to understand the reality many organizations are dealing with today.

The reality of today



OUR VISION

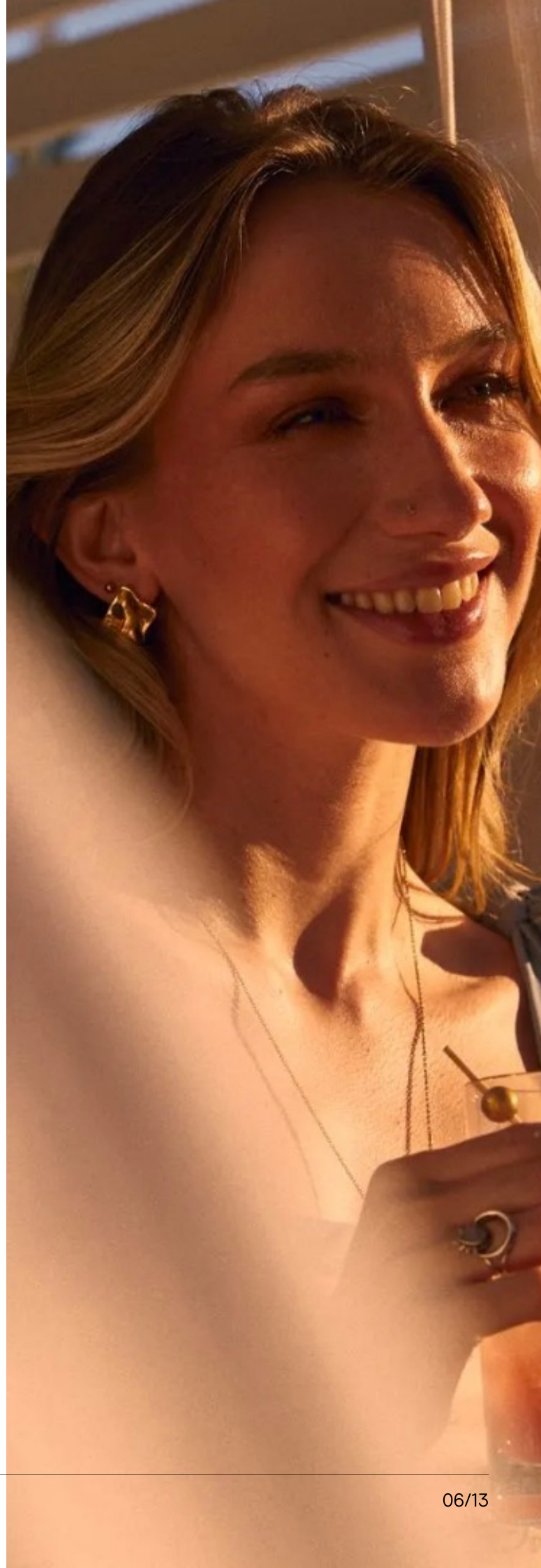
**Deliver ‘wow’
moments for
every guest**

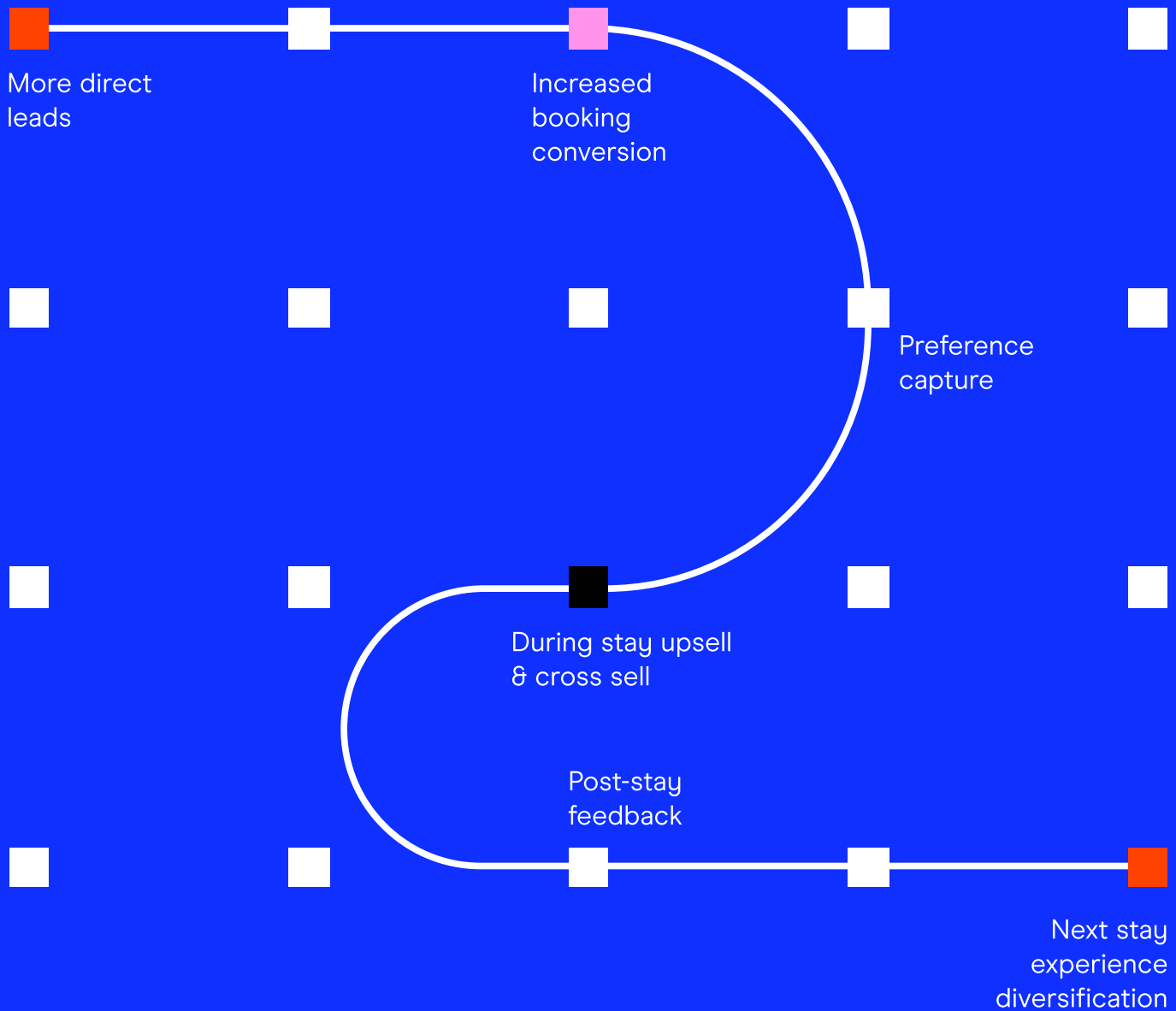


You're able to reach and engage with every guest
on a truly personal level.

Imagine a world where:

- You're able to reach and engage with prospective guests on a truly personal level, resulting in more direct leads
- You continue this interaction through an effortless booking process that increases conversions
- You capture and share guest preferences across your brands, so you can offer truly attentive experiences at every touchpoint, and intelligently cross-sell or upsell, including via your digital concierge
- You communicate reliably with guests via a range of channels
- Staff and resources are automatically allocated where they're most needed, further enhancing the guest experiences
- You continue the conversation after someone's stay, intelligently showcasing other experiences and encouraging them to book their next experience





Horizontal Digital's ONE Guest experience

Unlock unprecedented levels of personalization and guest care, enhance your reputation, boost loyalty, increase spend per head, and expand your share of wallet.

- Covers the end-to-end process online and offline
- Roll out in phases: begin with your highest priorities, then extend to other parts of your journey
- Proven among leading luxury and mid-tier travel, tourism and hospitality businesses across the Middle East



ONE GUEST EXPERIENCE

From siloed data to unified customer view

Siloed guest data is a common challenge in hospitality and tourism. As part of ONE Guest Journey, we create a **unified view of your customers across all your brands** – and potentially beyond.

And this is about more than just knowing your customers. The insights, systems and experiences we build together empower you to **know and grow your best customers**.

Using the Salesforce platform, we'll redefine the experience for your guests, bringing together the data, processes, and technology to create super-attentive and memorable journeys.



From

- Rigid systems, limited flexibility
- Difficult to scale globally
- Ad-hoc batch campaigns
- Inconsistent brand messaging
- Disjointed guest experience
- Data locked in silos
- Fragmented marketing efforts



To

- Seamless, agile experiences
- Built to scale globally
- Curated and optimized journeys
- Personalized across every touchpoint
- Unified luxury experience
- Single guest view
- Global brand harmony



ONE GUEST EXPERIENCE

Search and booking: More leads and increased conversions

From the moment someone searches for an experience, sees your social media ad, or opens your outreach email, the excitement and anticipation start to build. This continues through an effortless booking process, which offers opportunities to tailor their stay, and add services and experiences from across your portfolio and partner brands.

ONE Guest Experience does this by giving you tools and processes to:

- Launch new outreach channels across digital and in-person
- Capture leads
- Offer streamlined booking flows, including property, room, and experience selections
- Support dynamic pricing
- Collect and manage guest profile data across all your brands
- Hand over reservation information to the property or attraction

During stay: Hyper-attentive experiences & upsell opportunities

Guests are welcomed by name, with staff already aware of their preferences, food allergies, and the sorts of experience they enjoy. As well as enabling your teams to offer hyper-personalized guest care, they can use these insights to recommend additional services from your portfolio or partners. Meanwhile, your digital concierge, drawing on guest profile data, makes tailored recommendations and lets people book in a few taps, increasing spend per head.

ONE Guest Experience does this by:

- Continually build your guests' profiles during their stay, and share across your group, including with staff
- Upsell and cross-sell in areas such as food and beverage, wellness, and experiences, both before arrival and during stay
- Provide highly personalized digital concierge services
- Automatically allocate staff and other resources in response to demand levels
- Communicate with guests through a variety of channels
- Offer agentic support where appropriate
- Liberate staff to focus on delivering elevated service





ONE GUEST EXPERIENCE

After stay: Nurture guests toward their next booking

Continue the conversation with your guests after they leave. Get feedback, encourage loyalty scheme signups, and tempt them with tailored suggestions for their next visit. By intelligently promoting experiences across your portfolio, you'll grow your share of wallet, and be able to increase occupancy rates in low season.

With ONE Guest Experience, you get the tools to:

- Collect, manage, and respond to feedback
- Run loyalty programs
- Target guests with suggestions for their next stay or experience

Everything you need – from a single partner

With Horizontal Digital, you get all you need to confidently deliver your guest experience and operations transformation.

The go-to partner for travel, tourism and hospitality in the region

We've helped some of the most respected names in the industry create hyper-personalized guest experiences that result in measurable benefits.



TA/BA

JUMEIRAH



Innovation leadership

We enjoy early access to Salesforce innovation, meaning we can deliver you AI, data, and automation capabilities ahead of the market.

Deep Salesforce platform expertise

We've consistently been recognized as one of the leading Salesforce Partners in the Middle East.

FY 2025

Agentforce Live Partner of the Year

FY 2024

Data & AI Partner of the Year

FY 2023

Marketing Cloud Partner of the Year

Get in touch

To learn more, get in touch with our team at dxh@horizontal.com.