

Dear

Reflecting on our recent gathering in beautiful Sanremo, I feel immense gratitude, pride, and optimism for the future of our Association. These memorable days reminded us of what makes EHMA truly special. The strength of our relationships, our shared values, and our commitment to excellence in European hospitality.
My heartfelt appreciation goes to our Italian Chapter, the mother chapter of EHMA, whose history, passion, and enduring contribution are deeply woven into our Association's identity. Sanremo once again demonstrated the extraordinary warmth and genuine hospitality of our Italian colleagues, reaffirming a special bond that continues to inspire us.
Above all, Sanremo celebrated the enduring power of human connection. In an increasingly digital world, meeting face to face, exchanging experiences, and strengthening friendships remain invaluable. EHMA is much more than a professional network. It is a family built on trust, mutual respect, and the genuine willingness to support and inspire one another.
Our Extraordinary General Meeting marked an important milestone, with the approval of amendments to several Articles of our Statutes, representing a significant step towards modernizing EHMA. These decisions will help create a more agile, inclusive, and forward-looking Association while preserving the values and distinguished heritage that define us.
The Management Council Meeting, also held in Sanremo, provided an important opportunity to take strategic decisions concerning EHMA's future, strengthen collaboration among our chapters, enhance membership value, and reinforce our long-term vision. I sincerely thank my fellow Council members for their dedication and commitment.
Looking ahead, preparations are already underway for our Annual General Meeting in Cannes, which promises to be another milestone in our journey. It will be an opportunity to celebrate our profession, strengthen our connections, and translate our shared ambitions into meaningful action.
My warmest thanks to National Delegate Ezio Indiani, our Italian colleagues, the organizers, and all members who made Sanremo such a memorable occasion.
Let us carry this wonderful spirit of friendship, unity, and determination forward to Cannes.
Our heritage gives us strength, our connections give us meaning, and our shared vision gives us direction.

With warmest regards and appreciation,
Panos

Panos Almyrantis
President of EHMA
European Hotel Managers Association



Save the date and book your trip to Cannes!

Explore the Brochure

We are delighted to invite you to the 53rd EHMA Annual General Meeting, taking place from 5–7 March 2027, under the theme "Excellence à la Française."
Thanks to the dedication of **Michel Cottray**, Chairman of the Organising Committee, and his wonderful team, an exceptional programme awaits us on the French Riviera — featuring iconic hotels, inspiring speakers, outstanding gastronomy and, above all, the joy of being together again.
The dates are confirmed! While registration will open shortly, you can already make your travel arrangements.
And if three days are simply not enough, why not extend your stay and enjoy a little more of the French Riviera? Special pre- and post-event accommodation options are available, with details in the attached brochure.

We look forward to seeing you there!



A Historic Step Forward: EHMA Members Unanimously Approve Statute Amendments in Sanremo

The 13th Extraordinary EHMA General Meeting, held on 31 October 2026 at the Royal Hotel Sanremo, marked an important milestone in the Association's history. Members unanimously approved key amendments to the EHMA Statute, with 183 votes in favour, none against and no abstentions.
The changes ensure compliance with Italy's revised tax framework, safeguard EHMA's non-profit status and modernize its governance structure, paving the way for a more agile, transparent and future-ready Association.
A powerful demonstration of unity, shared responsibility and a collective commitment to EHMA's future.



Celebrating Italian Hospitality

Discover the Sanremo highlights on LinkedIn

From the warm and convivial Welcome Reception to the elegant Gala Dinner at the Royal Hotel Sanremo, the gathering was a wonderful celebration of Italian hospitality, excellence and professional achievement.
During the Gala Dinner, **Cristiano Cabutti**, General Manager of W Milan, received the Italian Hotel General Manager of the Year 2026 award, while **Toni Martinciglio**, Executive Assistant Manager at Villa Igiea Palermo, was honoured with the Stefano Bisconti Scholarship Award 2026 for his achievements in the Mentor Me programme.
The excellent social programme offered memorable culinary experiences, wonderful music, dancing and plenty of opportunities to enjoy each other's company. A discovery of Sanremo's historic 'La Pigna' district added a special local touch, while the warmth, generosity and genuine hospitality of our Italian colleagues made every moment truly memorable.
Our heartfelt thanks to **Ezio A. Indiani**, **Marco Sarlo** and the entire Italian Chapter for creating such an exceptional atmosphere and bringing the EHMA family together.
Special thanks also to the teams of our two wonderful host hotels: Royal Hotel Sanremo, which provided a magnificent setting for our meetings and celebrations, and Europa Palace Sanremo for warmly welcoming participating colleagues.

Grazie mille for three unforgettable days on the Italian Riviera!



The Brain at the Table: How Neuroscience Redefines the Gastronomic Experience in Luxury Hospitality

During the EHMA Extraordinary General Meeting in Sanremo, **Professor Vincenzo Russo** from IULM University in Milan offered fascinating insights into how neuroscience is transforming luxury gastronomy.
His presentation revealed how emotions and sensory experiences influence our perception of taste, quality and value. From lighting and music to food presentation and even the sound of opening a wine bottle, every detail can shape the guest experience.
His key message was clear: exceptional hospitality is not simply about what we serve, but about how we make our guests feel.
As neuroscientist Antonio Damasio famously observed: *"We are not thinking machines that feel, we are feeling machines that think."*



Let's Support Marco Truffelli – Together We Can Make a Difference!

Read more

Following his inspiring presentation at the Sanremo Extraordinary General Meeting, Marco Truffelli shared encouraging progress on his doctoral research at Oxford Brookes University, exploring burnout prevention and resilience among luxury hotel General Managers.
The study has already achieved significant milestones: 38 active participants have completed two workshops and three individual coaching sessions each, with 35 completing their second questionnaire. Ten interviews are planned as the next stage.
Marco is now seeking additional support for the comparison group, an essential part of the research. Participation is simple: two confidential online questionnaires, taking approximately 15 minutes each, nine weeks apart. No workshops or coaching sessions are required.
Marco has generously shared his knowledge and expertise with EHMA over the years. Now we have an opportunity to give something back while contributing to valuable research for the future of hospitality leadership.
We warmly encourage members who have not yet participated to join this important initiative.
For further information, please contact Marco via www.resilire.co.uk.



EHMA Best Practices 2026 – Your Ideas, Our Inspiration!

EHMA Best Practices 2025

What makes a Best Practice truly exceptional? Sometimes it is not about introducing revolutionary technology, but about using innovation to make hospitality more human.
One such example is the winning project submitted by Andreas Keese, General Manager of Hotel Sacher Wien and recipient of the EHMA Best Practices 2025 Award, presented during our London AGM. His project demonstrated how artificial intelligence can support personalised guest communication and improve operational efficiency without compromising the human touch. An AI-powered voicebot handled over 2,000 guest calls, while the experience highlighted the importance of experimentation, continuous improvement and a willingness to learn.
And now it is your turn to inspire the EHMA community!
The EHMA Best Practices Contest 2026 invites members to share their achievements under this year's theme:
"The Future of Luxury Hospitality: Emotion, Identity & Belonging"
We are looking for inspiring initiatives that create emotional connections, celebrate individuality and foster genuine guest loyalty. The winning project will be presented at the 53rd EHMA Annual General Meeting in Cannes, 5-7 March 2027! Prestigious CHA and CHM educational scholarships will also be awarded through our partnership with AHLEI.
Submission deadline: 31 December 2026.
Share your achievements, celebrate your teams and inspire your fellow hoteliers. Your Best Practice could be the next EHMA success story!

Discover last year's winning story and learn more.



The EU AI Act: Protecting Trust in Luxury Hospitality

Read more

Discretion, consistency and personal attention are the essence of luxury hospitality. AI should enhance those qualities. The EU AI Act makes this a leadership issue. Hotel managers need to know what systems they use, how those systems affect guests and staff, and who is responsible.
The timetable has changed. The AI Omnibus came into force on 27 July 2026.
Build transparency into your service. If you're using an AI concierge, check that it clearly introduces itself as AI when the guest first interacts with it.
Look behind the reception desk. AI tools used to rank job applicants or assess staff performance will generally fall into the high-risk category. You need to know what the tool is actually for and how it influences decisions.
Back up your claims with evidence. ISO/IEC 42001 provides a framework for managing AI risk and continual improvement. An auditor will look for clear responsibilities, risk assessments, supplier checks and records showing that controls work in practice.
General managers can start by compiling a list of approved AI tools and any informal staff use. Include AI built into booking, customer relationship management and staff management systems. Before expanding the use of an AI concierge, check for invented room features, incorrect accessibility information and how it handles sensitive complaints. Assess results in terms of staff time saved, response accuracy, privacy and how easily staff can step in.
This is an opportunity to make responsible AI part of your hotel's service culture. Technology can free up time for personal service. That depends on clear responsibility, reliable answers and staff who can step in when needed.

Gianni Buonsante
Ingenia Direct
MIY, IHU, Lead Auditor

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