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# French hospitality survey finds 91% of operators cannot afford to invest

In the GHR poll of 338 businesses, 57% said they were financially fragile or already in difficulty, limiting upgrades and equipment replacement

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French hospitality operators are ending autumn with little room to spend on their businesses, according to a national survey by the Groupement des Hôteliers Restaurateurs, or GHR, which said 91% of respondents in France had limited or no capacity to invest.

The figures were released by GHR and reported by TendanceHôtellerie on Monday, November 16. According to the trade group, the autumn 2026 survey covered 338 hospitality professionals. The results point to a sector under pressure not only on day-to-day trading but also on its ability to finance improvements, replace equipment and maintain or upgrade properties.

GHR said 57% of those surveyed described themselves as financially fragile or already in difficulty. That figure suggests the investment problem is not confined to a small part of the market. For hotels, restaurants and related businesses, weak capacity to invest can slow renovation plans and make it harder to adapt operations when costs rise or customer expectations change.

The survey also highlighted labor shortages as a direct hit to sales. According to GHR, 69% of respondents said a lack of staff was hurting their revenue. The trade group presented that result as a sign that the sector’s problems are both financial and operational: businesses are managing tighter budgets while also struggling to recruit enough workers to meet demand.

In the release carried by TendanceHôtellerie, GHR said the findings reflected strong financial pressure across the sector. It attributed that pressure to a mix of economic and operating factors that are reducing professionals’ room to maneuver. The material available from the release did not provide a detailed breakdown by region or by business type, but the headline figures suggest the problem is broad-based.

For the hospitality industry, the survey matters because investment is closely tied to competitiveness. Hotels and restaurants often depend on regular spending to keep rooms, dining areas and back-of-house facilities in working order. When owners and operators delay those expenses, the effect can reach beyond appearance or comfort and extend to productivity, staffing and the ability to generate future sales.

The staffing figure also adds another layer to the outlook for the sector. If nearly seven in 10 respondents are losing revenue because they cannot hire enough people, the pressure on cash flow can become self-reinforcing. Lower revenue reduces the funds available for wages, training and investment, while low investment can make it harder for businesses to improve working conditions or expand service capacity.

GHR said the survey showed an urgent need for targeted support measures to strengthen businesses' ability to invest and protect their long-term viability. As reported by TendanceHôtellerie, the trade group argued that without stronger support, many operators will find it harder to renew and improve their establishments in an already difficult economic environment.