



Apex Travel

June 2026

Growth Opportunity Analysis

Global View

An objective industry analysis on the top hotel chain, brand, properties, and aggregators in the commissionable market from an agency's perspective.

Table of Contents

01	Executive Summary
02	Supplier Trust Score
03	Supplier Trust Chain Distribution
04	Regional Supplier Trust Scores

Executive Summary

Between July 2025 and June 2026, Apex Travel recorded an average Supplier Trust Score of 81, placing its supplier base in the good range. The score averages four measures that shape the value and reliability of hotel relationships: confirmation consistency, payment follow-through, speed to payment, and commissionable yield. Apex scored 83 for Confirmation Ratio, 92 for Paid Ratio, 68 for Average Time to Payment, and 81 for Commissionable Yield. This profile shows strong revenue certainty once stays are confirmed and paid, supported by healthy commission economics, but payment speed remains the clear operational constraint.

The regional picture shows a trade-off between reliability and scale. North America delivered Apex's highest Supplier Trust Score at 87, supported by an estimated 100,000 annual commissionable room nights, making it the strongest market for dependable supplier performance. Europe and Eastern Europe generated the largest estimated annual volume at 400,000 commissionable room nights, but its trust score was lower at 80. Both regions remain in the good range, yet the five-point gap indicates that Apex's largest volume market carries more operational friction than its most reliable region, particularly around the pace of commission realization.

The business implication is that Apex has a solid supplier foundation, but greater value will come from combining North America's reliability with Europe and Eastern Europe's scale. The high Paid Ratio supports confidence that confirmed commissions are ultimately realized, while the lower Average Time to Payment score signals slower cash conversion and cash-flow pressure. Apex should prioritize high-volume suppliers in lower-scoring markets and use confirmation, payment speed, and yield results to guide decisions. Improving payment speed without weakening yield would strengthen cash predictability and increase returns from existing volume.

All monetary values in this report are in **\$ - USD**. This report was created on **7/29/2026** and covers transactions with check-out dates between July 2025 and June 2026.

Room night counts, revenue amounts, and commission amounts are based on transactions processed through Onyx CenterSource.



Supplier Trust Score

Understand which suppliers are most likely to support reliable, lower-friction performance via a simple score with 100 representing the highest possible score while 0 representing the lowest. Combining confirmation, payment, and yield behavior into a single score helps turn complex supplier activity into a clearer basis for ranking and partner decisions.

Supplier Trust
Score

81

A hotel's supplier trust score is a simple average of four key metric scores: Confirmation Ratio, Paid Ratio, Average Time to Payment, and Commissionable Yield.

Conf. Ratio
Score

83

Confirmation Ratio calculates the number of hotel-confirmed room nights over the total number of room nights. Multiplying that ratio by 100 equals the confirmation ratio score.

Confirmation Ratio Score = (Hotel confirmed room nights / Total room nights) * 100

Paid Ratio
Score

92

Paid Ratio calculates the number of room nights confirmed paid divided by the number of room nights confirmed as commissionable. Multiplying that ratio by 100 equals the paid ratio score.

Paid Ratio Score = (Unpaid confirmed commissionable room nights / Total confirmed commissionable room nights) * 100

Time to Payment
Score

68

Time to payment calculates the number of days between a transaction's checkout date and payment date. To score 100, a hotel needs an average time to payment of 14 days or fewer while a score of 0 means averaging 180 days or more.

Time to payment = Payment date - Checkout date

Comm. Yield
Score

81

Commissionable yield calculates total paid commission divided by total confirmed commissionable hotel revenue. To score 100, a hotel needs a commissionable yield of 11% or higher while a score of 0 means a commissionable yield of 0%.

Commissionable yield = Paid commission / Confirmed commissionable hotel revenue

Supplier Trust Chain Distribution

With the scoring model established, look at how suppliers are spread across high-, mid-, and low-trust tiers. This helps show whether dependable partners are plentiful or limited, and how much of your potential supplier landscape may require closer scrutiny before expansion.

High - scores from 100 to 70. High-scoring hotel chains deliver smoother operations, with faster confirmations and more reliable commission payments.

Mid - scores from 69 to 40. Mid-scoring hotel chains provide generally dependable operations, with reasonable confirmation times and commission payments.

Low - scores from 39 to 0. Low-scoring hotel chains create operational friction, with slower confirmations and less reliable commission payments.

High Scoring Chains

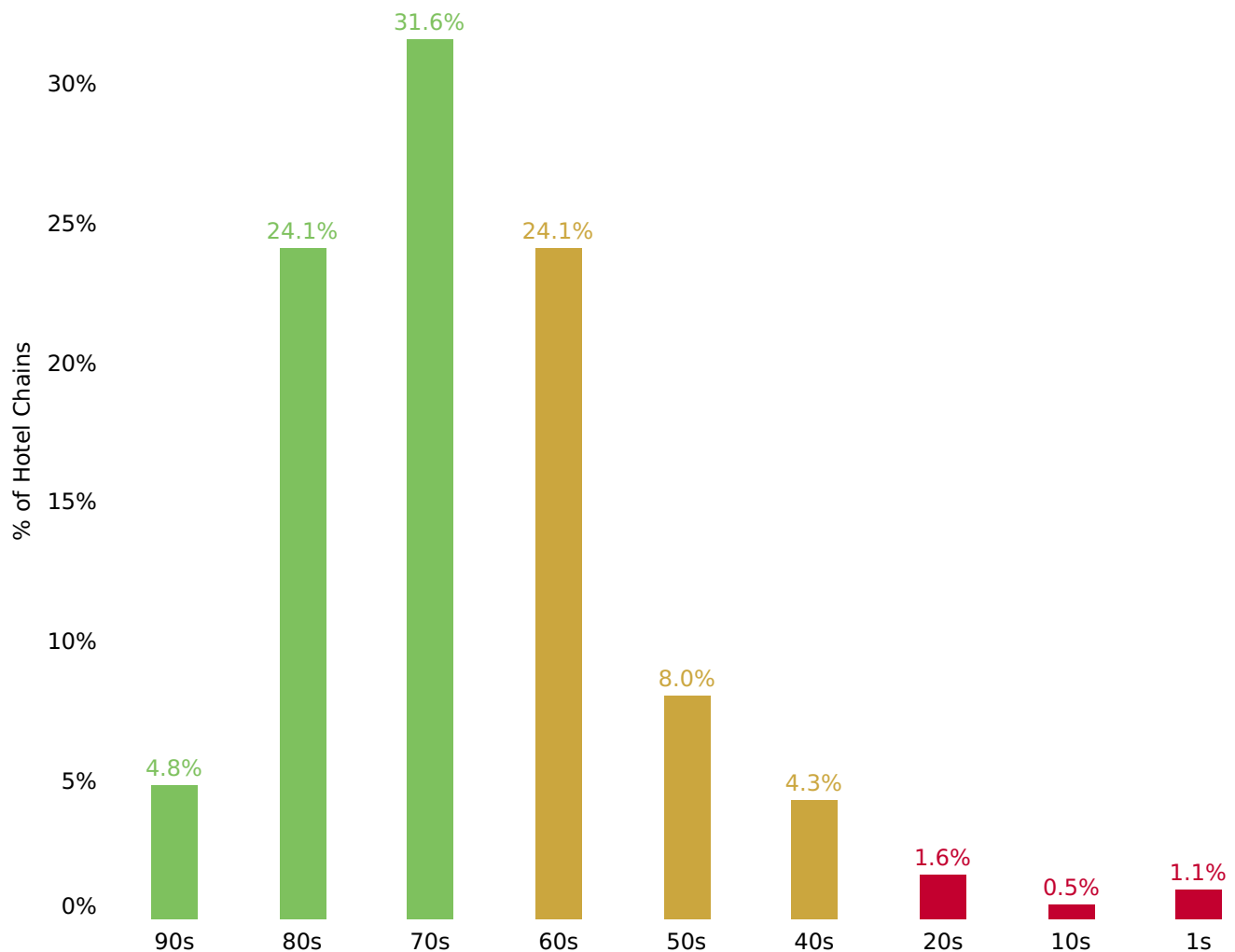
113

Mid Scoring Chains

68

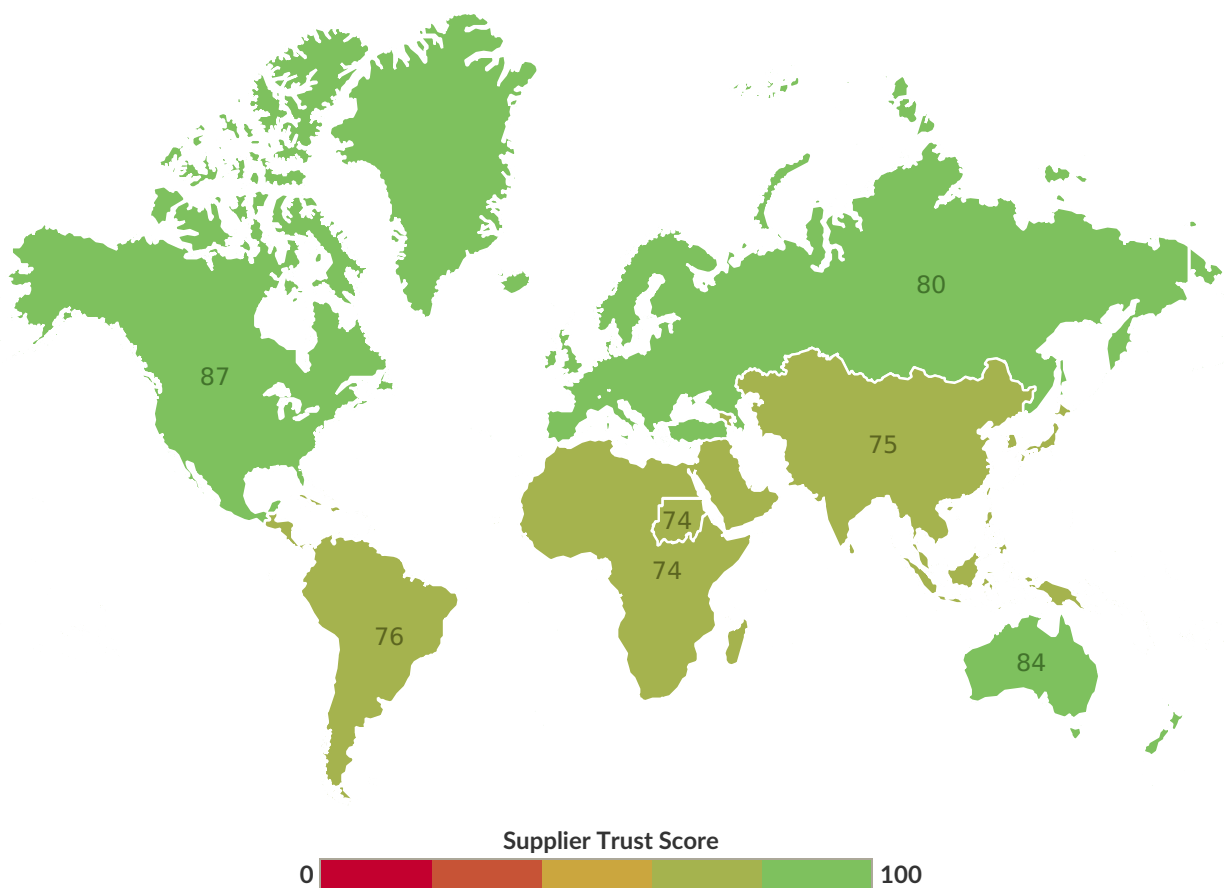
Low Scoring Chains

6



Regional Supplier Trust Scores

Pinpoint which regions combine stronger supplier performance with meaningful volume, helping you focus expansion efforts where opportunity and reliability are most aligned. **High scoring regions** tend to have hotels that deliver smoother operations, with faster confirmations and more reliable commission payments. **Mid scoring regions** tend to have hotels that provide generally dependable operations, with reasonable confirmation times and commission payments. **Low scoring regions** tend to have hotels that create operational friction, with slower confirmations and less reliable commissions.



Regional Supplier Trust Scores

Hotel Regionname	Supplier Trust Score	Confirmation Ratio Score	Paid Ratio Score	Time to Payment Score	Comm. Yield Score	Est. Comm. Room Nights
North America	87	84	97	80	89	100,000
Oceania	84	89	93	72	85	6,000
Europe and Eastern Europe	80	83	92	66	80	400,000
South America	76	76	92	66	73	30,000
Asia Pacific	75	87	81	62	71	40,000
Middle East and Africa	74	86	88	65	57	8,000



Appendix | Apex Travel

Growth Opportunity Analysis Global

Top Chains

Top Hotels

Terms and Definitions

Top Chains

Global top chains by supplier trust score. Supplier trust scores provides an easy, objective measure to evaluate the ease and value of working with a supplier. An algorithm scores suppliers based on their performance in four key metrics. 100 represents the best possible score while 0 represents the worst. Supplier trust scores can be vital elements in establishing preferred partners and prioritized rankings.

Parent Chain	Supplier Trust Score	Confirmation Ratio Score	Paid Ratio Score	Time to Payment Score	Comm. Yield Score	Est. Comm. Room Nights
GROUPE GERMAIN	96	97	99	94	98	4,000
SANDMAN HOTELS	96	94	98	94	100	4,000
ESA MANAGEMENT LLC	95	100	100	83	100	500
LOEWS HOTEL CORPORATION	93	96	100	91	87	200
MGM RESORTS INTL. OPERATIONS	92	96	99	89	85	900
OMNI HOTELS AND RESORTS	92	96	98	90	88	800
VIENNA HOUSE	92	94	100	81	94	500
IHG HOTELS & RESORTS	90	95	97	87	85	10,000
MONTAGE INTERNATIONAL	90	94	100	81	86	80
HILTON WORLDWIDE	89	87	97	93	81	20,000
PENTAHOTELS	89	91	100	68	100	300
BEST WESTERN INTERNATIONAL, INC.	88	88	99	77	89	20,000
HARRAHS HOTELS	88	83	100	83	89	200
SCANDIC HOTELS	88	98	100	74	82	5,000
WELCOMEHOTEL	88	90	100	76	87	100
FOUR SEASONS	87	66	100	93	91	400
MINOR HOTEL GROUP LIMITED	87	91	98	71	90	20,000
STEIGENBERGER HOTELS AG	87	80	91	80	99	3,000
WYNDHAM HOTELS & RESORTS	87	85	96	79	89	30,000
CHOICE HOTELS INTERNATIONAL, INC.	86	95	96	74	79	20,000
MELIA HOTELS INTERNATIONAL	86	82	97	77	88	2,000
QUALITY RESERVATIONS	86	88	100	68	90	6,000
RADISSON HOTEL GROUP	86	89	94	77	86	8,000
UNIVISIT TRAVEL	86	85	95	70	96	6,000
MARITIM HOTELS	85	85	100	64	94	2,000

Top Hotels (1-25)

Global top hotels by supplier trust score. Supplier trust scores provides an easy, objective measure to evaluate the ease and value of working with a supplier. An algorithm scores suppliers based on their performance in four key metrics. 100 represents the best possible score while 0 represents the worst. Supplier trust scores can be vital elements in establishing preferred partners and prioritized rankings.

Hotel	Supplier Trust Score	Confirmation Ratio Score	Paid Ratio Score	Time to Payment Score	Comm. Yield Score	Est. Comm. Room Nights
The Hazelton Hotel Toronto, Toronto On M5r1c2, Canada	99	100	100	97	100	100
Alt Hotel Toronto Airport, Mississauga, Canada	98	97	100	96	100	200
Le Germain Charlevoix Hotel, Baie-Saint-Paul Qc G3z 0g2, Canada	98	100	100	94	100	30
Le Germain Hotel Ottawa, Ottawa On K1n 6e2, Canada	98	99	100	95	100	100
Le Germain Hotel Quebec, Quebec, Canada	98	99	100	95	100	50
Sandman Hotel & Suites Abbotsford, Abbotsford, Canada	98	100	100	93	100	90
Sandman Oakville, Oakville, Canada	98	100	100	94	100	50
Sandman Signature Calgary Downtown Hotel, Calgary, Canada	98	97	100	96	100	100
Sandman Signature Edmonton Downtown Hote, Edmonton, Canada	98	99	100	95	100	300
Sandman Signature Edmonton South, Edmonton, Canada	98	100	100	96	100	100
Sandman Signature Hotel & Suites Kamloop, Kamloops, Canada	98	100	100	95	100	40
Sandman Signature Lethbridge Lodge, Lethbridge, Canada	98	99	100	95	100	200
The Sutton Place Hotel Toronto, Toronto, Canada	98	97	100	95	100	90
Alt Hotel Halifax Airport, Halifax, Canada	97	97	100	95	100	200
Alt Hotel Ottawa, Ottawa, Canada	97	97	100	93	100	200
Alt Hotel Quebec, Québec, Canada	97	98	100	93	100	200
Alt Hotel St. John'S, St John'S, Canada	97	98	100	92	99	200
Escad Hotel Quartier Dix30, Brossard Qc J4y 0l2, Canada	97	97	100	93	100	100
Le Germain Hotel Toronto Merce, Toronto On M5v 1h3, Canada	97	98	100	93	100	200
Sandman Hotel & Suites Calgary South, Calgary, Canada	97	95	100	96	100	90
Sandman Hotel & Suites Squamish, Squamish, Canada	97	100	100	95	95	60
Sandman Hotel Hamilton, Hamilton, Canada	97	96	100	96	100	70
Sandman Signature Dartmouth Htl And Sui, Dartmouth, Canada	97	94	100	96	100	200
Sandman Signature Langley, Langley, Canada	97	97	100	95	100	400
Sandman Signature Mississauga, Mississauga, Canada	97	94	100	95	100	80

Top Hotels (26-50)

Global top hotels by supplier trust score. Supplier trust scores provides an easy, objective measure to evaluate the ease and value of working with a supplier. An algorithm scores suppliers based on their performance in four key metrics. 100 represents the best possible score while 0 represents the worst. Supplier trust scores can be vital elements in establishing preferred partners and prioritized rankings.

Hotel	Supplier Trust Score	Confirmation Ratio Score	Paid Ratio Score	Time to Payment Score	Comm. Yield Score	Est. Comm. Room Nights
Sandman Signature Saskatoon South, Saskatoon, Canada	97	99	100	95	95	100
Sandman Signature Sherwood Park Hotel, Sherwood Park, Canada	97	96	100	94	100	200
Alt Hotel Quartier Dix30, Brossard, Canada	96	96	100	92	100	200
Alt Hotel Saskatoon, Saskatoon, Canada	96	97	100	93	95	300
Clarion Collection Hotel Grand Olav, Trondheim, Norway	96	99	100	86	99	80
Clarion Hotel Bergen Airport Terminal, Bergen, Norway	96	100	99	87	98	200
Clarion Hotel Stavanger, Stavanger, Norway	96	99	100	87	100	400
Clarion Hotel Trondheim, Trondheim, Norway	96	100	100	86	100	100
Comfort Inn Cobourg, Cobourg, Canada	96	98	100	87	100	50
Doubletree By Hilton Hotel Gatineau Otta, Gatineau, Canada	96	100	100	87	100	70
Hilton Amsterdam Airport Schiphol, Schiphol, Netherlands	96	95	100	92	98	50
Hilton Garden Inn Seattle Downtown, Seattle, United States	96	98	100	99	88	200
Holiday Inn Express Aberdeen Airport, Aberdeen, United Kingdom	96	100	99	87	100	80
Hyatt Place Calgary Airport, Calgary, Canada	96	97	100	90	100	90
Hyatt Place Moncton/Downtown, Moncton, Canada	96	94	100	91	100	100
Hyatt Regency Toronto, Toronto, Canada	96	96	100	91	100	200
Intercityhotel Ingolstadt, Ingolstadt, Germany	96	97	100	90	100	60
Le Germain Hotel Calgary, Calgary Ab T2g 1b8, Canada	96	97	100	93	95	800
Lindner Hotel Hamburg Am Michel, Hamburg, Germany	96	99	100	88	99	90
Me And All Hotel Duesseldorf-Oberkassel, D♠sseldorf, Germany	96	98	100	89	100	300
One King West Hotel And Residence, Toronto, Canada	96	100	100	87	100	500
Quality Hotel Harstad, Harstad, Norway	96	100	100	87	100	200
Quality Hotel Stavanger Airport, Sola, Norway	96	99	99	88	100	100
Quality Inn & Suites Mont-Joli, Mont-Joli, Canada	96	99	100	86	100	50
Sandman Quesnel, Quesnel, Canada	96	99	100	91	95	60

Terms and Definitions

Definitions of key terms used in this report.

Supplier Trust Score: The Supplier Trust Score provides an objective, standardized measure of your operational relationship with a supplier. It evaluates performance across four key metrics - Confirmation Ratio, Paid Ratio, Time to Payment, and Commissionable Yield - to produce a score from 0 to 100, where 100 represents the strongest performance. This score supports decision-making around preferred partners and prioritized supplier rankings.

Confirmation Ratio Score: The Confirmation Ratio Score measures how reliably a hotel confirms booked room night stays. It is calculated as the number of hotel-confirmed room nights divided by total room nights, multiplied by 100.

● **Formula:** $[\text{Hotel-confirmed room nights} / \text{Total room nights}] \times 100$

Paid Ratio Score: The Paid Ratio Score indicates how consistently a hotel completes commissionable payments. It is calculated as the share of confirmed commissionable room nights that have been paid, multiplied by 100.

● **Formula:** $[\text{Paid confirmed commissionable room nights} / \text{Total confirmed commissionable room nights}] \times 100$

Time to Payment Score: The Time to Payment Score reflects how quickly a hotel issues commission payments after checkout. It is based on the number of days between a transaction's checkout date and payment date. A score of 100 represents an average of 14 days or fewer, while 0 represents an average of 180 days or more.

● **Formula:** $\text{Payment date} - \text{Checkout date}$

Commissionable Yield Score: The Commissionable Yield Score measures the proportion of commission actually paid relative to total room revenue from commissionable transactions. A score of 100 represents a yield of 11% or higher, while 0 indicates a 0% yield.

● **Formula:** $\text{Paid commission} / \text{Confirmed commissionable hotel revenue}$

Supplier Trust Distribution: A region's or hotel chain's distribution of Supplier Trust Scores provides an objective snapshot of its operational reliability and revenue dependability. These scores naturally cluster into three performance tiers that help identify strengths and areas needing attention:

- **High (70–100):** Strong operational performance with fast confirmations and consistent commission payments.
- **Mid (40–69):** Generally reliable performance with reasonable confirmation and payment timelines.
- **Low (0–39):** Higher operational friction due to slower confirmations and less predictable commission payments.

Agency Preference Score (APS): The Agency Preference Score compares your Supplier Trust Score to your peers' for the same hotel. An APS of 100 means your agency receives treatment equivalent to your peers'; above 105 indicates more favorable treatment, while below 95 suggests less favorable treatment.

● **Formula:** $(\text{Your Supplier Trust Score} / \text{Peer Supplier Trust Score}) \times 100$

● **Tiers:** High (≥ 106) | Mid (95–105) | Low (≤ 94)

ONYXINSIGHTS

Growth Opportunity Analysis Action Guide

As we expand, which hotel chains and brands will best mitigate risk?

Best used when

The agency is selecting, ranking, or validating supplier partners for market expansion, preferred programs, or portfolio review.

First signals to scan

Start with rankings and trust/preference-oriented metrics such as Supplier Trust Score inputs, confirmation ratio, paid ratio, average time to payment, and commissionable yield.

How to interpret it

Read this report as an objective supplier comparison tool. The goal is not just to identify the biggest players, but to identify the partners that combine reliability, economics, and operational consistency.

Primary Decision

Decide which suppliers to approach first, which to tier as preferred/watchlist, and which partners support target-market growth.

RECOMMENDED ACTIONS

- Use this report to shortlist hotel suppliers you are not yet working with that show strong signs of reliability, payment consistency, and commercial value.
- Use the rankings to focus outreach on chains, brands, or properties that can expand your supplier network while reducing operational and payment risk.
- Prioritize vendors that strengthen coverage in target markets, especially where you want growth without adding unnecessary friction.
- Apply this report when evaluating new preferred partners, refreshing supplier strategy, or narrowing a broad prospect list into a more strategic set of candidates.

INTERPRETATION PITFALLS TO AVOID

- Do not over-index on a single metric such as payment speed or yield; supplier quality is multi-dimensional.
- Avoid assuming brand strength equals operational reliability in your specific commission environment.

STRATEGIC TAKEAWAY

Top Suppliers turns supplier selection into a defensible, data-backed decision by showing which partners are most likely to support both growth and operational confidence.

ACTION TRIGGER EXAMPLES

IF YOU SEE THIS	RECOMMENDED ACTION	SUGGESTED FOLLOW-UP REPORT
The agency has too many possible suppliers to approach <i>Outreach list is too broad to execute.</i>	Create a ranked top-20 or top-50 outreach list using reliability, payment, confirmation, yield, and market fit. Prioritize partners that reduce operational friction.	Supplier Trust Score; Yield Landscape; Market Analysis
Existing preferred suppliers are familiar but not objectively strong <i>Preferred program may reflect history more than performance.</i>	Refresh preferred tiers using measurable supplier performance. Move weak incumbents to watchlist or remediation.	Supplier Trust Score; Pending Payments
A high-profile brand has weak payment consistency <i>Brand visibility is masking operational risk.</i>	Do not give preferred status without a remediation ask. Use payment data to negotiate service-level expectations.	Pending Payments; Supplier Trust Score
Supplier is reliable but economically weak <i>Good operations, poor monetization.</i>	Use Yield Landscape before shifting volume. Negotiate improved economics or limit growth to cases where reliability is the priority.	Yield Landscape

PROBLEM AND RESPONSE EXAMPLES

EXAMPLE PROBLEM	RECOMMENDED RESPONSE	PROOF TO MONITOR
The agency wants to expand its hotel partner network without relying on brand familiarity.	Use rankings to shortlist suppliers that combine reliability, payment consistency, and commercial value before outreach begins.	Outreach conversion and supplier performance after onboarding.
A preferred supplier has strong name recognition but mediocre operational outcomes.	Compare it against alternative suppliers with better trust, paid ratio, or yield. Use the evidence in preferred-program refresh.	Preferred tier changes and supplier performance improvement.
A growth market requires local supplier coverage, but the team lacks a partner shortlist.	Use Top Suppliers with Market Analysis to identify chains, brands, or properties that support expansion without avoidable risk.	Target-market coverage and reliability of selected partners.

REPORT-TO-REPORT LINKAGE:

Pair with Market Analysis to align supplier outreach with growth markets, Supplier Trust Score to validate reliability, and Yield Landscape to confirm commercial value.

ONYXINSIGHTS

How We Build Your Peer Set

A strong benchmark starts with the right peers.

What if your benchmarks could truly reflect your unique business dynamics? Our approach ensures peer sets that are both strategically relevant and behaviorally comparable. We avoid broad labels and one-size-fits-all groupings. Instead, we use a layered, multi-factor methodology to identify organizations that look and operate like your business in the ways that matter most. Our process begins with a top-down review of key performance signals, refining the peer group to ensure the best possible fit.

WHAT WE LOOK AT

To build a peer set that truly mirrors your business, we focus on the factors that matter most. These include:



Booking revenue metrics (e.g., ADR and yield)



Booking volume and transaction scale



Geographic footprint and regional mix



Hotel class and segment distribution



Chain and supplier concentration



Agency business model, client mix, and market focus

By looking across these elements together, we build peer sets that reflect not just size or spend, but the broader patterns that define how an agency operates and competes.

WHAT THIS MEANS FOR YOU

What makes a benchmark truly effective? It's the ability to reflect the nuances of your business, not just surface-level similarities. Our methodology creates peer groups that are consistent, relevant to your true competition, and aligned with real-world business behavior.

The result? A peer set that strikes the perfect balance - tailored for meaningful comparisons and broad enough to deliver reliable benchmark insights.