

HOTEL yearbook 2011

What to expect in the year ahead



Four Seasons CEO Kathleen Taylor
on the evolving concept of luxury

The post-crisis outlook in key markets:
20 exclusive situation reports from Horwath HTL

Best Western CEO David Kong describes the key issues
US hoteliers will have to tackle in 2011

The industry's most progressive approach to operations:
our interview with citizenM's Michael Levie

Plus ideas, expectations and insights for 2011
from the Chief Executives of 8 hotel groups

This excerpt from the Hotel Yearbook 2011 is brought to you by :



ECOLE HÔTELIÈRE DE LAUSANNE

The Ecole hôtelière de Lausanne (EHL) is the co-publisher of The Hotel Yearbook. As the oldest Hotel School in the world, EHL provides university education to students with talent and ambition, who are aiming for careers at the forefront of the international hospitality industry. Dedicated to preparing tomorrow's executives to the highest possible level, EHL regularly adapts the contents of its three academic programs to reflect the latest technologies and trends in the marketplace. Since its founding in 1893, the Ecole hôtelière de Lausanne has developed more than 25'000 executives for the hospitality industry, providing it today with an invaluable network of contacts for all the members of the EHL community. Some 1'800 students from over 90 different countries are currently enjoying the unique and enriching environment of the Ecole hôtelière de Lausanne.



HSYNDICATE

With an exclusive focus on global hospitality and tourism, Hsyndicate.org (the Hospitality Syndicate) provides electronic news publication, syndication and distribution on behalf of some 750 organizations in the hospitality vertical. Hsyndicate helps its members to reach highly targeted audience-segments in the exploding new-media landscape within hospitality. With the central idea 'ONE Industry, ONE Network', Hsyndicate merges historically fragmented industry intelligence into a single online information and knowledge resource serving the information-needs of targeted audience-groups throughout the hospitality, travel & tourism industries... serving professionals relying on Hsyndicate's specific and context-relevant intelligence delivered to them when they need it and how they need it.



CORNELL UNIVERSITY SCHOOL OF HOTEL ADMINISTRATION

Founded in 1922, Cornell University's School of Hotel Administration was the first collegiate program in hospitality management. Today it is regarded as one of the world's leaders in its field. The school's highly talented and motivated students learn from 60 full-time faculty members – all experts in their chosen disciplines, and all dedicated to teaching, research and service. Learning takes place in state-of-the-art classrooms, in the on-campus Statler hotel, and in varied industry settings around the world. The result: a supremely accomplished alumni group-corporate executives and entrepreneurs who advance the industry and share their wisdom and experience with our students and faculty.



WATG

Over the course of the last six decades, WATG has become the world's leading design consultant for the hospitality industry. Having worked in 160 countries and territories across six continents, WATG has designed more great hotels and resorts than any other firm on the planet. Many of WATG's projects have become international landmarks, renowned not only for their design and sense of place but also for their bottom-line success.

Radically practical innovations : Hospitality design ideas

THE HOSPITALITY DESIGN WORLD HAS NOT BEEN KNOWN FOR EMBRACING DRAMATIC STRUCTURAL CHANGES. « BUT THE FUTURE COULD BE DIFFERENT, » SAYS **HOWARD J. WOLFF**, SENIOR VICE PRESIDENT AT **WATG** IN HONOLULU. HE SHARES WITH US HERE SOME FASCINATING APPROACHES TO THREE PARTICULAR CHALLENGES THAT THE HOTEL INDUSTRY FACES AND MAY EVEN FIND OPPORTUNITIES TO IMPLEMENT USING DESIGN SOLUTIONS IN 2011 AND BEYOND.



For the past four years, Radical Innovation in Hospitality, an international design competition co-sponsored by the John Hardy Group and Hospitality Design magazine, has been showcasing innovative concepts submitted from around the world by hotel brands, designers, and consulting professionals.

While « radical innovation in hospitality » suggests such far-out concepts as hotels in space, under water, or hanging over cliffs, the winning entries have been well grounded in reality. One of the past finalists became the inspiration for a project that was

built two years later by entrepreneurial hoteliers in Austria. More on that later.

A brief exploration of the award winners and finalists offers a glimpse into hotels of tomorrow, with design innovations that are likely to become realities in the not-so-distant future.

Let's start with the premise that there are hospitality industry challenges that can be approached and addressed through design.



The Mosaic
PATHWAY system

**CHALLENGE NUMBER 1:
HOW TO TAME FLUCTUATING HOTEL OCCUPANCIES AND
OPERATING INEFFICIENCIES**

Every night, more than one third of the hotel rooms around the world are empty. But a week later, at any given property, hoteliers may have to turn guests away.

One thoughtful design solution, conceived by Sean Clark Harry while he was still an architectural student at the University of Cincinnati (before joining WATG), was a hotel that could expand

and contract in sync with its occupancy. Sean's technological innovations would enable walls to move and volumes to change shape, so that only occupied spaces would need to be heated, cooled and lit. Energy savings could be significant, and this could spawn a new generation of responsive architectural spaces that react to the changing needs of their users and, just as importantly, to those of the hotel owner and operator.

In addition to the challenge of fluctuating occupancies at an individual property, the issue is compounded at the scale of a

Radically practical innovations : Hospitality design ideas cont.

destination, a city, or an entire region. As the axiom goes, we don't build more churches for Easter, so why do we think we need to build more hotels for the World Cup or the Olympics?

Several Radical Innovation in Hospitality award finalists have proposed solutions that revolve around the concept of designing eco-friendly, portable, nomadic structures that could be erected during times of high demand – whether it's for an event or a season – and then taken down and moved to the next destination.

One such concept, called «Bucket List Lodging» (after a movie with a similar name that suggested places you might want to experience before you «kick the bucket»), was envisioned specifically as a modular kit of parts that could fit into an aircraft's cargo hold or a ship container.

The freight module (125" wide x 96" deep x 96" high) is the building block for this design concept. Each lodge consists of bungalows comprised of four modular containers. Specially trained local crew members construct the lodge from this kit of parts and stay on as service staff. To minimize the carbon footprint associated with transport, all modular components can be stored off-season in facilities near each site.

CHALLENGE NUMBER 2:

HOW TO CREATE AUTHENTIC URBAN GUEST EXPERIENCES WHILE CONSERVING RESOURCES

Tomorrow's urban travelers – and even today's for that matter – spend the majority of their time away from the hotel, exploring the attractions of the city.

In response to this tendency, architects and designers from WATG created a concept for a network of hotels called «eImerse» that would use the surrounding city as its amenities.

Meshing the hotel with its surroundings, this concept allows each location to offer an array of guest experiences without having to duplicate what is already available in the community. Guests' laundry can be outsourced to the local dry cleaner just

down the street. The hotel provides temporary memberships to the gym right next door. One property might have 10 restaurants, all located within a few blocks. Any of the affiliated restaurants will deliver to the hotel just by placing an order online through the eI concierge.

The reduction in public space within the hotels enables the eImerse network to inhabit existing buildings in virtually any community. This form of adaptive reuse makes the brand environmentally conscious as well as economically viable. Using existing buildings allows the hotels to grow almost anywhere. If 30 guestrooms aren't enough for one location, the hotel can expand to another floor, or to a building down the street. To keep each location as efficient and economical as possible, housekeeping and maintenance are proportionally sized to match the number of guestrooms.

According to WATG designer Matt Page, the idea for eImerse emerged from a think tank comprised of the firm's Generation X and Y employees. «We wanted to experience an urban destination by having the entire city become our hotel,» he said, «making way for links to urban businesses, with interactive maps with personal GPS (global positioning system) technology to help guests explore their locale.»

Think of this as the first social-networking hotel. Using a guest profile, completed before arrival, the hotel can help travelers find local businesses, restaurants, and clubs to fit their interests and needs; create opportunities to network with other guests; and provide feedback on places they've visited and activities they've experienced. All eImerse locations will be linked to allow users ease of transfer, and the brand can even facilitate baggage being moved from one location to another.

The multi-faceted nature of eImerse embraces several critical ideas, including urban renewal and revitalization, hand-held technology, and scalable, sustainable design.

Hoteliers have not only taken notice but also have been implementing many of these concepts. The winner of the

Radical Innovation award two years after eImerse was an actual operating luxury hotel: The Pixel Hotel serves the now-thriving city of Linz, Austria, named the 2009 European Cultural Capital.

The Pixel Hotel offers accommodations in different venues around the city, each with a unique design and vibrant personality. Prime examples of adaptive use, each suite in Pixel offers an experience with private apartment-like accommodations that include existing unused spaces converted to hotel lodgings. You might be spending the night in an art gallery, on an old barge in the harbor, or in a former workshop off a quiet courtyard.

Breakfast (included in the price) is provided in nearby coffee houses. Linz's restaurants serve as the hotel's dining room, and the local pubs make a lively substitute for a hotel bar. Mobile receptionists and guest services staff travel between the spaces to make sure that guests' needs are accommodated during their stay.

CHALLENGE NUMBER 3:

HOW TO CREATE SHELTER IN A FISCALLY AND ENVIRONMENTALLY SUSTAINABLE MANNER

The most recent winner of the Radical Innovation in Hospitality award was the brainchild of a group that found a single solution to what seemed at first to be separate and distinct challenges.

The Mosaic PATHWAY system provides the ultimate open-source hospitality solution for multiple environments and locations. PATHWAY (Portable Adaptable Temporary Hotel With Alternative You-ses) allows governments, developers, hoteliers, and charitable aid organizations the opportunity to create new hospitality, vacation, housing, emergency shelter and support structures that are simple, functional, beautiful, and adaptable to numerous situations in almost any geography.

You might be spending the night in a gallery, or an old barge in the harbor

The organic, geometric-shaped Prisms of the PATHWAY system are collapsible for ease in transportation, are pre-fitted with built-in fixtures and furnishings, and come with self-contained energy, plumbing and lighting systems and self-leveling foundations.

The Prisms are based on a modular assembly system constructed from a highly durable polymer composed of 95% recycled materials. The structure of the Prism retracts and folds into a more rectilinear shape, which is easily stackable and packs tightly for ease of shipment. Contained within this folded structure are most all of the interior furnishings, which are unpacked with the structure as it is unfolded. They are popped into position as the structure is secured and locked into place.

Mosaic defines and delivers affordable, pop-up hospitality – prefabricated and portable – to virtually anywhere. The individually configured, modular Prisms can be outfitted as needed as spas, salons, or guestrooms. Grouped together, Mosaic Prisms are attached organically to Mosaic Hubs that comprise and contain lobbies, restaurants, bars, lounges, and other amenities. The pop-up concept allows for accommodations at existing properties to capture additional peak-season business. For adventure travel and «voluntourism,» Mosaic Hubs and Prisms accommodate volunteers and can then remain in place as housing for local communities.

This concept incorporates many eco-friendly technologies, including: a methane digester, geo-thermal heating and cooling, hydroponic greenhouses, rainwater cisterns, wind and solar power, and a reverse osmosis plant for fresh-water generation.

The team responsible for spearheading Mosaic's design in WATG's Irvine, California office is currently engaged in constructing a mock-up of the Prisms.

The real-world challenges facing hotels – fluctuating occupancies, operating efficiencies, environmental sustainability – require innovative thinking and technology that is at-hand today. To paraphrase the statement on your car's side-view mirror, «Hotels of the future are closer than they appear.» ■



How well will you sleep tonight?

Every day, 135,000 guests check into hotels and resorts designed by WATG. And every night, WATG clients go to bed knowing that their properties are generating higher room rates, occupancies and revenues.

Learn more about the correlation between design and the bottom line. Check out www.watg.com/results.

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