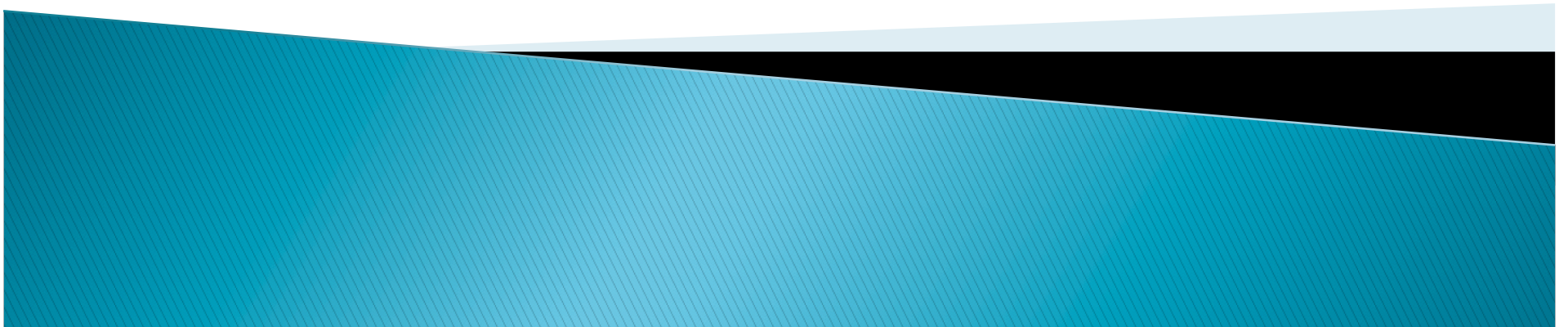


# THE HOTEL OF TOMORROW

Professor John Swarbrooke  
Manchester Metropolitan University  
UK



# CHANGE IS EVERYWHERE !

- ▶ Hospitality is an industry with a conservative culture and strong traditions
- ▶ However our business environment is highly volatile and is changing every day
- ▶ Ideas of how to manage businesses are also changing with the influence of IT and other newer industries
- ▶ Consumers are changing dramatically in all sorts of ways
- ▶ All of this needs to be reflected in our strategies for future success



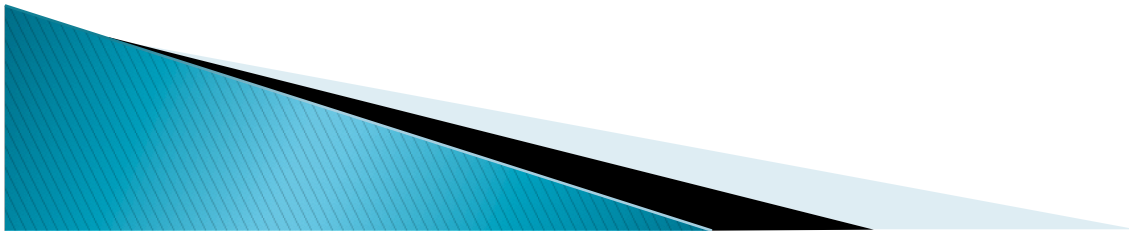
# THE SUCCESSFUL HOTEL OF THE FUTURE

- ▶ A hotel that recognises that the customers are changing.
- ▶ The new customers from emerging markets have different expectations and different needs
- ▶ We have more independent travellers who want to book themselves as easily as possible.
- ▶ Guests expect to be able to negotiate rates and packages



# THE CHANGING CUSTOMER ...

- ▶ More willing to complain and to use consumer generated media as a tool for negotiation or a means of revenge
- ▶ Believe fellow travellers more than industry professionals
- ▶ Want experiences rather than products and are attracted more and more by 'co-creation'
- ▶ Have higher and higher expectations of the room and hotel facilities



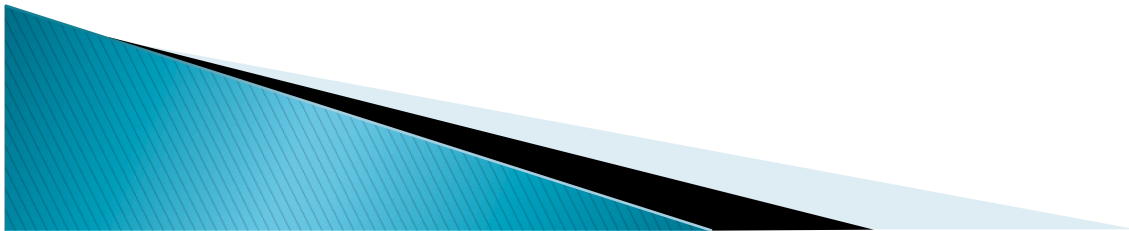
# THE CHANGING CUSTOMER ....

- ▶ They are getting fed up of being ripped off for access to wi-fi or car parking
- ▶ They expect services to be available whenever they need them – the hotel laundry lottery!
- ▶ As they get more experienced they realise that stars mean nothing!
- ▶ Some are happy with a budget hotel so as to maximise what they can spend on having fun!
- ▶ The luxury customer is changing – many now dress down rather than dressing up to stay!



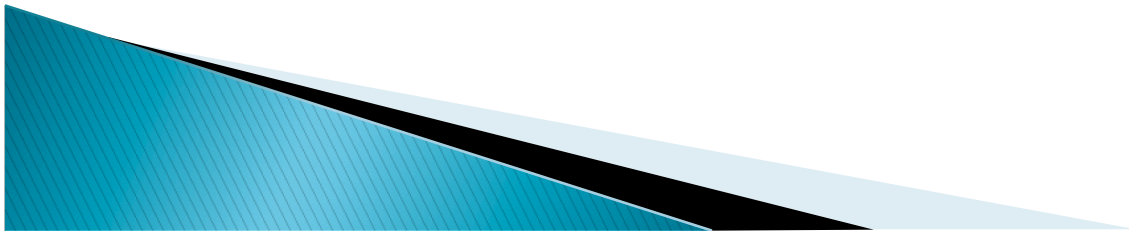
# THE 'ETHICAL' CUSTOMER

- ▶ A small but lucrative and growing segment
- ▶ Leisure customers who want to 'feel good' about the products they buy
- ▶ Corporate clients from organisations with Corporate Social Responsibility policies that affect their supply chains
- ▶ Increasingly CSR will be essential for successful hotel companies



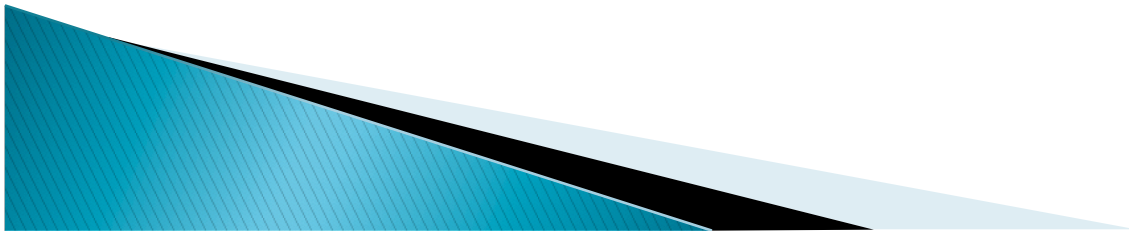
# THE FUTURE OF THE SERVICE CONCEPT

- ▶ Better not to promise than to promise and not deliver.
- ▶ Often self service is better than service delivered by people if it gives the consumer greater convenience
- ▶ The smile is perhaps more important than technical skill
- ▶ Allowing staff to be themselves may be better than scripted encounters



# HOW IS THE PRODUCT CHANGING?

- ▶ The rise of non-traditional forms of commercial accommodation – let me give you some examples
- ▶ The growing power of brands but not hotel company brands – celebrities , fashion houses etc
- ▶ The growing role of non-professionals eg bed and breakfast in private homes





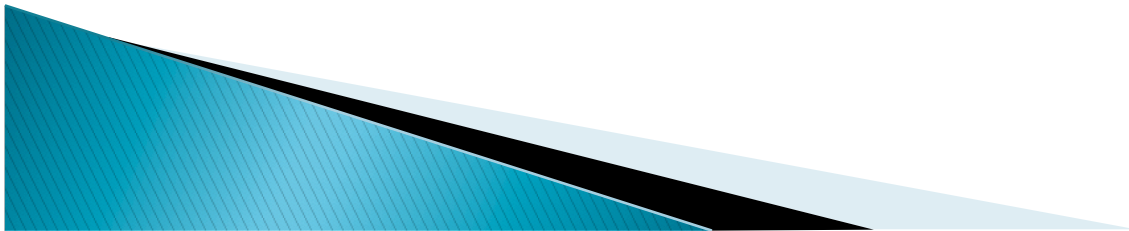
# WHAT NEEDS TO CHANGE ABOUT HOTEL MANAGEMENT ?

- ▶ Too traditional , not keeping pace with changes in the business environment
- ▶ Old fashioned approaches to training ,staff development and working practices
- ▶ Hospitality is still too insular – needs fresh ideas from outside
- ▶ Copies successful ideas and then destroys them eg ‘boutique’ hotels
- ▶ Does not know enough about how its customers make their purchase decisions



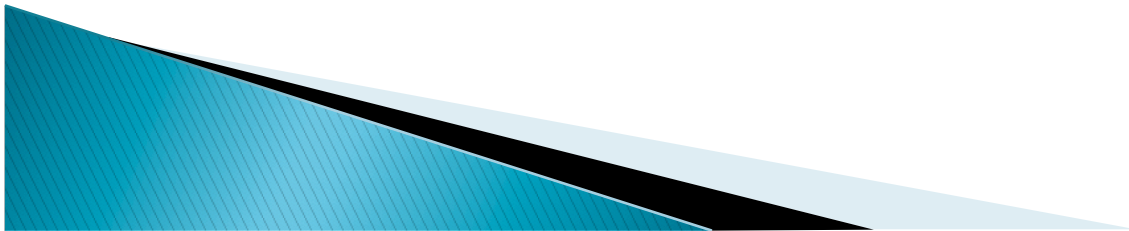
# SOME FURTHER THOUGHTS ...

- ▶ Segmentation will become more important than ever before but the criteria used will need to become more sophisticated
- ▶ Hotels will become more integrated into consumer society with more examples of 'fusion' products
- ▶ More and more hotels will offer 'fantasy' experiences



# A PERSONAL OPINION...

- ▶ I look forward to the day when our industry shows it has become a mature industry when it abolishes 'tipping' in hotels



# AND FINALLY ....

- ▶ The pace of these changes and the ways in which they affect the market will vary between countries but ultimately they will affect everywhere
- ▶ We need to anticipate change rather than just being reactive
- ▶ Thank you for listening
- ▶ I hope you enjoy the rest of this great event
- ▶ J.Swarbrooke@mmu.ac.uk

