

# HOTEL yearbook 2010

What to expect in the year ahead

**Sir David Michels on the shape  
of the coming recovery**

**The outlook for 20 key markets,  
from China and the USA  
to Germany, Brazil and Libya**

**Is it time to change in-room  
technology standards?**

**How the crisis  
will affect luxury in 2010**

**Editorial input from 25 hotel  
industry CEOs**

# This excerpt from the Hotel Yearbook 2010 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.



## **Boutique DESIGN New York**

Boutique DESIGN New York, a new hospitality interiors trade fair, will coincide with the 94-year-old International Hotel/Motel & Restaurant Show (IH/M&RS). Designers, architects, purchasers and developers will join the hotel owners/operators already attending IH/M&RS to view the best hospitality design offerings as well as explore a model room, exciting trend pavilion and an uplifting illy® networking café.



## **Hospitality Financial and Technology Professionals (HFTP)**

HFTP provides first-class educational opportunities, research and publications to more than 4'800 members around the world. Over the years, HFTP has grown into the global professional association for financial and technology personnel working in hotels, clubs and other hospitality-related businesses.



## **Bench Events**

Bench Events host premier hotel investment conferences including the International Hotel Investment Forum; the Arabian Hotel Investment Conference and the Russia & CIS Hotel Investment Conference. Bench Event's sister company, JW Bench, is a benchmarking company that has launched the Conference Bench and the Productivity Bench. An industry first, the Conference Bench, measures performance data for conference space in hotels throughout Europe.



## **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.



## **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.



## **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.

# elevation



WATG re-invented the resort to reflect the magic of Kauai by paying homage to the unique island and its culture.

[READ MORE ►](#)

## VISIONARY CLIENT



**Ismail Haluk Kaya**  
Üçgen Construction and Trade Co. Inc.  
Should a client invest in a monument to the architect's ego?

[READ MORE ►](#)

## PROJECT SPOTLIGHT



**St. Mary's Mixed-Use Residential and Retail**

New luxury towers currently under construction in Kuala Lumpur set the bar high for metropolitan living.

[READ MORE ►](#)

## THOUGHT LEADER



**Shaun Hannah**  
WATG's director of sustainability talks about how the recession has impacted green design.

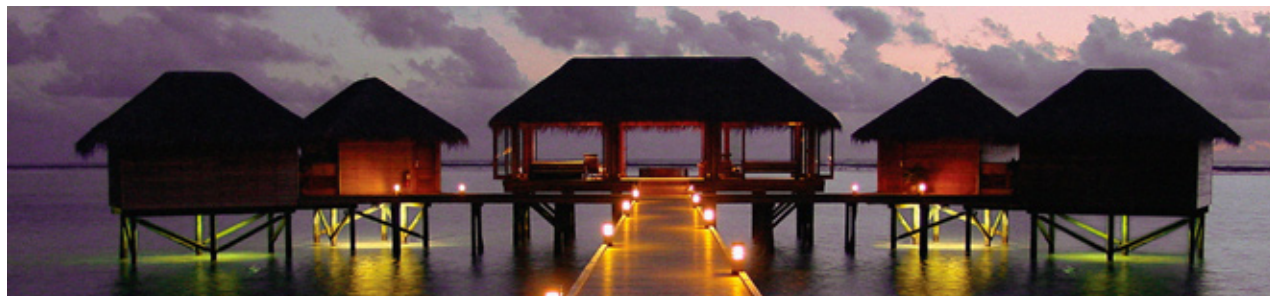
[READ MORE ►](#)



[facebook](#) [LinkedIn](#) [twitter](#) [flickr](#) [YouTube](#)

# Getting the balance right

In what way will guests be demanding new services and considerations from the hotels they stay in next year? What are the behavioral trends that will affect demand, and thus also good design? **RAJ CHANDNANI**, Vice President of Strategy for destination design specialists **WATG**, walks us through the basics for 2010.



Everyone seems to be looking for a crystal ball to anticipate when the economy will rebound and what the « new normal » will look like in the future. This past year has been filled with significant moments, from the inauguration of the first African American president to the death of a pop icon, from the awarding of the 2016 Summer Olympics to Rio de Janeiro to the explosion of social media. However, the economic crisis and lack of liquidity in the real estate market has affected each of us individually.

As we look forward in the hospitality industry, every hotelier, investor and lender would like to understand how the industry will be recalibrated and how hotels will need to respond to the customer. What has become apparent is that in 2010, time will be even more precious than ever, and people will be proactively seeking a harmonious balance between their professional and personal lives. It is not enough for a hotel to label itself as business or leisure. People are doing business while they play, and they are playing while they travel for work. There has to be a degree of escapism, even in business hotels. People want to go beyond their routine: They want a promise of *transformation*.

Hospitality design, whether an ambitious new destination or the re-imagining of a *grande dame* hotel, starts and ends with one fundamental question: Who is the guest? It may seem elementary or obvious, but it is a very important consideration in this competitive landscape. This singular question can lead to an in-depth analysis, which provides relevant details that can absolutely shape and influence the design solution.

Where are these guests coming from? What is the purpose of their visit? What are they looking for? What are they willing to pay for?

While the old adage of *location, location, location* remains true, it is just one of several important considerations. Guests are looking for convenience and comfort. It is not just about designing a building, lobby or guestroom. Rather, we like to explore movement and choreograph spaces around individual moments as the guest experiences them. The complexity arises from the layer of service provided, and how that space supports the guest experience. In 2010, how will you be able to engage the senses when a guest arrives at your property or enters their guestroom for the first time? The first experience will leave an indelible impression.

It's important to think of hospitality design trends in terms of psychographics (attributes relating to personality, values, attitudes, interests, or lifestyles) versus merely generational. This is best exemplified by the menu of options at Starbucks (there are indeed thousands) where you can personalize your beverage choice to a « triple decaf skinny no whip latte », or whatever pleases you. The savvy traveler not only considers location, but design aesthetic, services, restaurants, and the whole package of amenities. This presents a true opportunity, as consumer and fashion brands partner with the hospitality industry more next year, attracting their fervently loyal customers to experience an entire *environment* inspired by their brand.

Technology is one of the most important design considerations that is transforming our approach to planning spaces and is a

good example of design psychographics. In 2010, technology will allow the guest to personalize the guestroom with his or her music, video content and lighting levels. Although lighting can be expensive, it has a direct impact on the guest experience. (One of the most frequent guest complaints we hear about is inadequate lighting.) Consistent with the desire for personalization, guests are looking for different lighting solutions when they are working, reading, dressing, dining or entertaining. Lighting presents an opportunity to transform a space, and add visual interest through the movement of shadows. We believe that these kinds of technological innovations will allow further flexibility and personalization next year and in the years to follow.

But don't forget about the guests and their basic needs – a good night's sleep (which is why everyone is focused on great bedding these days), a refreshing shower, relaxing after a stressful day (either in a soaking tub or at the spa), staying healthy (with a work-out or nutritious menu option), and staying connected (with an uncomplicated Internet connectivity solution).

This playing-while-working trend will parlay into multi-generational travel. With life becoming so hectic and parents having to work even on vacation, in 2010 expect to see extended families traveling together more and more. These larger groups will require larger rooms, suites, or groupings of rooms. This also impacts seating in dining rooms, and gathering areas for « togetherness ».

But the different age segments sometimes want unique experiences, both as a family and also individually. It all depends on what stage you are in your life. For example, the teens will want a pool area or gathering point that is separate from the parents (but parents want the comfort of knowing that their kids are safe). The Baby Boomers are looking for something reliable and consistent, and are less experimental or adventurous. Generation X tends to think holistically, so lifestyle brands were created specifically with that generation in mind, with a fashionable restaurant, nightlife scene (such as a bar or lounge), and a great fitness center integrated with a spa. Millennials (the generation born between 1980-1999) are looking for

opportunities to connect with like-minded individuals, and are receptive to social networking while they travel.

The next generation has an inherent awareness of environmental responsibility, and demands it. Thus, the green movement is no longer a trend, but an integral consideration to practical design solutions. From siting relative to sun and wind patterns, to recycling programs, to environmentally-friendly fabrics and paints, it will transcend every design decision in 2010. It is, however, important to understand that the commitment to the environment not just influence the design solution, but the operational strategy for the property, day-in and day-out. Culinary programs with farm-fresh-to-table ingredients, organic products and giving back to the community will be integral to a sustainable hotel.

Like the guestroom, the restaurants on a property are becoming multi-functional. The trend is to use lighting to change the mood from morning to evening: to position the bar and use design elements such as shelving or mirrors to hide the liquor display so that the bar itself can be used as a breakfast buffet and to use design elements to create different zones within the restaurant. We are seeing spaces within restaurants that can be closed off for private functions. Sometimes, that means creating enclosures that are sound-proof. For other installations that want the vibe and energy of the restaurant to flow into the private dining areas, it may mean incorporating windows or other translucent elements. The operator has to think about how long he or she wants the guest to stay. Pillars, pinpoint spotlights on the tables and lower lighting levels create intimacy and privacy that invites people to linger. Community tables allow for unprompted social interactions that are resonating with the millennials.

As hotels evolve and the guest becomes more savvy, owners and designers will inevitably be faced with rising expectations. New innovations and technologies will become available, and should allow guests to personalize their environment. As this happens, we should strive to make their experience more comfortable. There may be an opportunity to develop niche products (either by property, or perhaps by floor) that will resonate with targeted consumer segments. ■