Conference papers   School of Culinary Arts and Food Technology

2012

The Hotel as the Holiday/Stay destination: Trends and Innovations.

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Abstract

This paper analyses trends in the international hotel industry and provides insights into the trends that are most likely to influence future business success. Trends, such as, design, social and lifestyle changes, the eco-hotel, the historically significant hotel, the sports hotel, the health spa, the quirky hotel, the boutique hotel and the fashionable hotel which are differentiating the traditional hotel product are discussed. This paper is based on primary and secondary research providing a comprehensive snapshot of trends in the sector. Primary research was carried out through an in-depth study and content analysis of hotels worldwide.

These hotels are now focusing on differentiating themselves to such an extent that the hotel is the tourist attraction and is an integral part of the stay. Indeed, it has been suggested that a hotel that has achieved individuality would almost certainly be difficult to replicate.

This paper provides insights into the implications of these trends for operators and educators of hotel businesses nationally and internationally and considers the need for the provision of a unique means of diversification from the traditional hotel product of food and accommodation to a consideration of adding value by providing facilities and products making it the focus of the holiday / stay destination.

Key Words: Trends, Tourism, Hotel Industry, Individuality, Differentiation, Lifestyle, Key Success Factors

The Hotel as the Holiday / Stay Destination: Trends and Innovations:

Introduction

One of the major attractions of travel has always been the exposure to the various components that makes up the accommodation and provides the entertainment. Food, beverage, accommodation, leisure centres, spas and architecture are all elements of what is broadly called the 'hotel'. The hotel industry has become increasingly over supplied with large monopolies of hotel brands which sell consistency across their properties and which are considered to be the traditional provision of a hotel. This paper examines hotel development in all its guises evaluating trends and innovations. Hotel development has changed over the last number of years and includes such concepts back-to-nature hotels and life-style hotels: the new hotel trend.

The hotel industry is subject to numerous trends and these trends have an impact on business success or decline. A trend is defined as 'a line of general direction of movement, a prevailing tendency of inclination, a style or preference, a line of development, or the general movement over time of statistically detectable change' (Google Thesaurus, 2011). Whereas, a fad is considered to be a temporary popular notion, artistic activity, fashion or food that is usually followed by a large group of people for a short time (Google Thesaurus, 2011).

This paper analyses trends in the international hotel industry and provides insights into the trends that are most likely to influence future business success. Trends, such as, design, social and lifestyle changes, the eco-hotel, the historically significant hotel, the sports hotel, the health spa, the quirky hotel, the boutique hotel and the fashionable hotel which are differentiating the traditional hotel product are discussed. This paper is based on primary and secondary research providing a comprehensive snapshot of trends in the sector. Primary research was carried out through an in-depth study and content analysis of a number of hotel concepts worldwide.

Literature Review

According to Robinot and Gainnelloni (2010) the tourism industry has considerable economic weight and should grow steadily as forecasts predict at least 1.6 billion arrivals for 2020 (UNWTO, 2007). However, Dumas, et al., (2002) and Robinot and Gainnelloni (2010) suggest that the future of the hotel industry will be shaped by a number of forces, including the ability to attract investment to meet growing capital needs, the use of state of the art information technologies, mainly the internet as a distribution channel and marketing based on the accurate identification and analysis of customers needs and expectations through the use of adapted Customer Relationship Management (CRM) techniques.

Hotel success has been contributed to a number of key factors such as the quality of the infrastructure and products of the hotel, the location of the property, the staff that provide the services in the hotel and the high rate of customer care and satisfaction that the establishment provides (Melia, 2010). However, there has been a shift to a greater interest in fine art, culture, eco tourism and the transient nature of the modern traveller as customers are beginning to shift their perceptions on what they expect because they want an experience and not just a bed for the night. (Freund de Klumbis, 2005; Van Hartesvelt, 2006; Lim and Endean, 2009). Indeed, Freund de Klumbis (2005) suggests that the modern hotel not only offers a place to sleep, but also provides an escapist experience through its design, sense of spectacle and amenities. Hotel guests expect more than comfort and convenience and increasingly want to be surprised (positively) and seek properties that are noticeably different in look and feel (Anhar, 2011). Traditionally, the boutique hotel was considered the hotel that provided that differentiation with the Chambers Dictionary (2003) defining a boutique hotel as a small hotel with intimate and individualistic atmosphere and style. Aggett (2007) and Kim and Endean (2009) suggest that design, uniqueness and personalised service typify boutique hotels. However, trends have indicated that increasingly the larger hotels and chain hotels are considering individuality and style as key success factors that will differentiate their product (PricewaterhouseCoopers, 2006). These hotels are now focusing on differentiating themselves to such an extent that the hotel is the tourist attraction (Van Hartesvelt, 2006) and is an integral part of the stay (Freund de Klumbis, 2007; McIntosh and Siggs, 2005). The ability to develop and launch successful new services in the market place is not only critical for survival but also creates a competitive advantage for the organisation (Ottenbacher and Harrington, 2010). Indeed, Lim and Endean (2009) suggest that a hotel that has achieved individuality would almost certainly be difficult to replicate. This is supported by Olsen and Connolly (2000) who suggest that hotels would have to continuously reinvent themselves in order to compete and Freud de Klumbis (2007) who also suggests individuality, niche products and staying closer to customer / market needs amongst other things are essential ingredients in the current market place.

The hotel of the future is a pristine zero-g toroid hovering in orbit, it is an undersea complex of glass walls facing azure depths, and it is a high-tech pod nestling in the Serengeti or a glamorous boutique hotel run by robots (Harris, 2011). Keating-Chisholm (2012) suggests that there are 10 top hotel technologies of the future

shaping the hotel industry and include, foldable pods, biometrics, robots, nanotechnology, 3-D holographic teleconferencing, room selection and personalisation, undersea resorts, floating hotels, space resorts and smart cards. Wolff (2012) supports this and has indicated that the hotel industry is slow to accept radical design and are reluctant to embrace innovation because of the risks but nevertheless design concepts have been drawn up for a space resort, an undersea resort, an airship and the worlds biggest cruise ship; the American world city ship.

Wolff (2012) further stipulates that it would appear that consumers look for and want the leading edge technology but still want the personal service at a very high level and standard. Freund de Klumbis and Munsters (2005) stipulate that the modern hotel guest is searching for unique experiences, new challenges, and multi-entertainment in the form of action, emotion, entertainment and aesthetic adventure. The customer of tomorrow is changing and is……. Better educated, well travelled both physically and electronically (Freund De Klumbis and Munsters, 2005; Domingo, 2012), is increasingly growing in sophistication (Failte Ireland, 2008; HBC, 2007), and want to experience excellence at all levels of service, which can be readily recognised as good value for money (Melia and Robinson, 2010). The consumer of tomorrow is also value conscious (Domingo, 2012), is time poor and make choices on the basis of services that support them in their busy lifestyles (Armistead and Kiely, 2003), is more environmentally aware and health conscious (Melia, 2011) and demand the total experience package (Domingo, 2012).

Indeed, scarcely a week goes by without the announcement of another 'unique' playhouse for jaded millionaires, with operators striving to meet the needs of tomorrow's consumer but behind the scenes in hotels frequented by the rest of us a quieter revolution is taking place. This paper investigates this revolution and reviews the major players / trend setters. While the hotel has always been associated with doing business, hotels are considered to be big business as vacation destinations and offer the ultimate hotel experience (Freund de Klumbis, 2005). Because of this attention is now being given to the development of chains and concepts providing this ultimate experience (Freund de Klumbis, 2005; Olsen and Connolly, 2000; PriceWaterhouseCooper 2006).

Methodology / Approach

Since an analysis of all the hotels in the world was not possible, the methodology used for this paper began with some exploratory research in the form of a literature review. Following this an in-depth study and content analysis was carried out on a small number of properties worldwide with a particular emphasis on firstly scanning for properties that were providing distinctively different products and concepts to meet the needs of niche markets based on the literature review. Through the content analysis process trends were identified that were perceived to be distinctively different. Samples of these properties were then analysed in-depth.

Findings and Discussion

This section of the paper presents the findings of the in-depth study and content analysis of trends and innovations in a number of hotels worldwide and analyses the trends of the ecotourist hotel, the culture / art / historic hotel, the back-to-nature hotel, the fashion hotel, the sports hotel, the lifestyle hotel, the cutting edge and technological hotel, the entertainment hotel and the wellness / wellbeing hotel.

The Ecotourist Hotel
A number of hotels have identified a niche in the market and are offering the eco friendly hotel concept by assuring its customers that it is providing a sustainable responsible product and is actively perusing energy saving practices, providing organic food, is supporting local businesses and is saving water and contributing to reducing carbon footprints. The buildings are architecturally designed to blend into their environments. These properties actively embrace social responsibility. Such properties include Morgan's Rock Hacienda and Ecolodge, Maryland Seaside Hotel (China). Ecohotel Abu Dhabi, Eco Hotel Spa in La Gacilly – Brittany. Table 1 provides additional examples. Consumers' are attracted to hotels that are eco-friendly, however, they are not prepared to accept a lesser service or poorer quality product, they expect something different and the ecotourist hotel can provide this differentiation.

The Culture / Art / Historic Hotel
The culture / art / historic hotel provide a unique holiday experience for the consumer. Some of these properties feature art as the key feature of their properties while others are located within exceptionally different buildings such as old palaces, refurbished castles, convents, churches, farm houses, industrial monuments and ancient ruins. These properties provide modern facilities and state of the art technology within an historic / cultural

context. Some examples include Melia Boutique Hotels, Sol Melia, Camille Oostwegel Holdings, Hotel Cezanne, The G Hotel Galway (Tracey), Propeller Island City Lodge Berlin (Lars Stroschen). Indeed, Freund de Klumbis and Munsters (2005) suggest that there is a growing interest in local, regional and national history and culture in hotels and historic hotels are responding to this trend by providing back to the roots and regional gastronomy trends with the supplement of fast food by the rebirth of the slow food revolution. This growing interest in art, culture and history is at the origin of the demand for hotels offering an historic ambience. This niche wants to discover, experience and broaden their knowledge of art and history during their leisure time. They prefer small-scale accommodation with high experience value, quality products, personal service and regional gastronomy. Some examples of properties providing this experience are presented in table 1.

The Back-to-Nature Hotel

The get back-to-nature experience for the nomadic tourist with properties that meet the needs of this niche market has become a popular trend. This trend offers a mixed variety of accommodations from budget to ultra modern properties that provide unique and different experiences. These can be anything from tent villages, to igloos to lodges in out of the way and scenic destinations and provide vacation destinations in their own right. Properties that represent the back-to-nature hotel trend are presented in table 1.

The Designer / Fashion Hotel

According to Freund de Klumbis (2007) design or fashion hotels subscribe to the view that design / fashion hotels are a measure of living and are considered to be hotels of individuality and attract a certain type of customer. Niche markets tend to be avid travellers, individuals working in the media, advertising fashion and entertainment industries. A number of these hotels would cater to customers who are seeking an intimate but luxurious offering. Fashion designers / brand names such as Fendi and Versace Hotel in Australia are names that are identified with hotel design for the fashion conscious traveller. In addition, Freund de Klumbis and Munsters (2005) suggest that design is a measure of living and not a temporary trend driving operators' to embrace a contemporary approach to styling and equipping hotels and has become one of the key elements in the evolution of the hotel product. The designer / fashion hotel trend has many links with the lifestyle hotel trend discussed separately. Brands associated with the designer / fashion trend are presented in table 1.

The Lifestyle Hotel

As society changes so does the consumer who are becoming more creative, educated, well travelled, demanding, with increased expectations (Melia, 2011) and regard travel a part of their lifestyle. They seek very different experiences from the traditional hotel offering. According to Freund de Klumbis (2005) image, entertainment, uniqueness and the hip factor are much more important than the 5 star traditional hotel. A hotel that reflects this lifestyle and meets the needs of this consumer is chosen over the traditional hotel. While the lifestyles are far reaching the hotels offerings need to be sufficiently different to attract the 'lifestyle consumer'. The lifestyle hotel must deliver quality in terms of the design but must also provide an experience that is appreciated by those seeking a lifestyle experience. Some examples of hotels catering to the lifestyle consumer are presented in table 1. A number of these hotels also meet the needs of the design / fashion hotel trend and the wellness hotel trend.

The Cutting Edge and Technological Hotel

According to Altman (2005) consumers are seeking accessible style and technology in their destination hotels. A combination of high design and high technology appears to be the trend that is presenting itself in terms of a cutting edge / technological hotel concept. Hotels are taking advantage of IT platforms that integrate everything from reservations and entertainment to utilities, staff allocation, surveillance and video conferencing to enhance the customer experience. Hotel 1000 in Seattle was one of the first hotels to deploy a converged network to link TV, cable, phone and heating systems. In addition, the hotel provides video-on-demand in high definition, infrared sensors, VolP Touchscreen phones and internet capabilities linking to airlines for check in. The hotel is wired for integrated systems and can adapt to changing trends very easily, for example, the integration of customers own smartphones with the hotel's converged networks according to Marratt (2012). BUHall 5050 provide guests with iphones at check-in which guide guests to and grant them access to their room, they come pre-loaded with 'virtual concierge' apps (Harris 2011). Indeed, Price (2007) suggests that guests want full access to their digital life incorporated into their hotel life and that the focus of the Mandarin Oriental is to provide this in terms of back-of-house operations, its data centre and the quality of the network that will serve the hotel. Wireless web everywhere is expected by the technological segment. Saenz (2011) commenting on the Yotel in New York suggests that the hotel is packed with futuristic amenities and that it may influence hotels to make the transition from niche boutique to trend setting icons. Starwood Hotels and Resorts worldwide have introduced the W brand to meet this trend and Le Meridien has introduced the Art and Tech Concept in a number of their hotels across three continents. Some examples of other hotels that have embraced the cutting edge and technological trend are presented in Table 1.

The Entertainment Hotel

Entertainment villages and hotels have developed over the years and were the first to introduce the hotel as a destination experience in itself. Now a number of hotels worldwide have developed the trend and include Disneyland Paris, The Venetian Las Vegas, Loews Hotels in the US and Canada with theme parks and hotels providing entertainment, The House of Blues in Chicago with a recording studio, bars and theatre facilities, Disney World Resorts, Morgan's in New York, Royalton (NY) and The Delano in Miami all providing something new to the urban resort market, The St Martins Lane and Sanderson Hotels with local appeal and signature restaurants within the properties provides entertainment to both local and tourist business segments. Indoor water parks providing entertainment at hotels are a growing trend that is spreading throughout the US and Canada and include such hotels as Great Wolf Lodge, Wisconsin, Bloomington, Minnesota, Mount Olympus Water and Theme Park, Wisconsin. Table 1 presents additional examples.

The Wellness / Wellbeing Hotel / Sports Hotel

Wellness and wellbeing have become important segments of the tourism industry according to Konu (2010). A definition provided by Failte Ireland (2011) is a property where the main purpose of the business is to offer a full service wellness, treatment, spa or sports facility and that the property is the holiday destination. Other concepts associated with wellness and wellbeing in terms of tourism includes health tourism, sports and healthcare tourism. Wellness, sports and heath care products are usually associated with luxury properties and five-star hotels. However, operators have identified a niche in the market for wellness, sports and health tourism and have realised that they do not have to be connected to a five star hotel to be successful. Wellness, sports and health care have also been associated with lifestyle and consumers want to access products that provide this lifestyle as part of their holiday / vacation. This segment will make decisions to spend quality time in destinations' / resorts' that will provide this aspect of a product. This trend provides a wide range of facilities including those of spas, heath centre, treatment centre, outdoor pursuits, gyms, meditating, yoga, sauna, treatment therapies and so on. It is a wide ranging area, however, for the purposes of this trend the focus is on the wellness and sports hotel. This is a growing trend despite the global recession. Some examples of wellness and health care properties are presented in table 1. The hotel that attracts the sports enthusiast or a complete sports concept for the active tourist offering sports theme / concept and trends are also presented in Table 1.

The Hotel of the Future??

The designers of the hotels of tomorrow have come up with some unique and different concepts for hotels. The question may be asked is will these hotels be built and if they are built; are they futuristic enough to attract the customer of tomorrow? Some of these hotels include the Death Star Lunar Hotel Complex / Hotel Crescent (Lunar inspired project being built in the Azerbaijani Capital: 135 metres high, 35 stories and 382 rooms), The Poseidon Undersea Resort (being developed on a private Island in Fiji, 5,000 acre lagoon and 550 sq feet of underwater suites), Waterworld (Songjiang, China, 400 bedroom resort with unique sporting facilities), Voyager V1 (at the development stage in Abu Dhabi), Hotel Pods (Foldable pods constructed on Stilts; at the design stage?), Hydropolis (Underwater Resort and Hotel, Jumeira Beach in Dubai), The Lunart Hotel (Schedule to be built on the moon and to be competed by 2050), The Aperion Hotel (still in the design phase, a high-tech futuristic hotel with a jungle theme to be built in Dubai), The Aerocraft (Hybrid airship with a casino, restaurants and stateroom that can accommodate 250 'passengers'), and the inflatable Space Hotel (anticipated completion in 2015, positioned 515 metres above the earth).

Conclusions

This paper provides insights into the current trends of hotel businesses and concepts nationally and internationally and considers the need for the provision of a unique means of diversification from the traditional hotel product of food and accommodation to a consideration of adding value by providing facilities and products that make the hotel the focus of the holiday / stay destination.

Differentiation was an advantage in the 90's and 2000; however, it is now a basic requirement. It has been suggested in this paper that hotels would have to continuously reinvent themselves in order to compete and that individuality, niche products and staying closer to customer / market needs amongst other things are essential ingredients for the future market place. Differentiated hotel products such as the ecotourist hotel, the culture / art / historic hotel, the back-to-nature hotel, the designer / fashion hotel, the lifestyle hotel, the cutting edge and technological hotel, the entertainment hotel, and the wellness / wellbeing / sports hotel have all being evaluated as trends and concepts emerging in order to guarantee the hotel is the holiday / stay destination. Some trends for the hotel of the future have also been addressed presenting uniquely different concepts with the question being asked 'are they futuristic enough to attract the consumer of tomorrow?

Tomorrow's consumers are more sophisticated, educated and travel experienced, older and more affluent, more physically and mentally active, more self-aware in an increasingly stressful world, seek value learning and self-improvement, look for more innovation in destinations and activities, seek holidays that have a low impact on the physical and cultural environments, increasingly look for better value for money, and are looking for 'more' than the traditional hotel product. This paper highlights those hotels that are reacting to these needs and trends. It is apparent from the research that distinctively different products are now being offered by hotels all over the world. This research paper provides insights into how the management and operation of hotel businesses will need to develop in order to meet the needs of the consumer of tomorrow.

Hotel operators need to provide for this consumer. Recommendations for hotel managers and operators and educators are provided in the following sections.

Recommendations for Hotel Managers / Operators

The trends will impact on hotel operations into the future and these trends have implications for the management and operator of hotel businesses nationally and internationally. Hotel businesses will need to provide customer experiences that suits individual / market segment needs. In addition, hotels will need to provide branded hotel experiences, quality products and services that are differentiated from other hotel offerings. Hotels will not be able to provide formatted consistency that has been the trend of the multiples and chains around the world.

Hotel properties that are unable to significantly differentiate their product will need to develop strategic alliances with businesses who can provide that differentiation, for example, hotels with a reputation for good accommodation and food may join a strategic alliance with a wellness centre to provide the differentiation and a package that will attract consumers to their destination. This could potentially involve a strategic alliance with a medical centre for the specialism that consumers seeking a wellness holiday need.

It will be necessary for staff to be experts in the concept / value creation expertise / product knowledge expertise relevant to the concept and target market that the hotel is pursuing in its differentiation strategy. This will mean identifying and recruiting staff with specialist training in the non-traditional hotel management or operations skills. Expertise in sports management, lifestyle development, environmental science, event and entertainment management, arts, culture, fashion and history, wellness, treatments, sports and medical will be requirements. There will be a need for respect for the health / wellbeing / needs of the individual consumer provided in a non-traditional way in the traditional hotel concept. Operators and managers will need to employ staff that are aptly qualified with unique and different experiences and expertise over and above the traditional hotel management expertise

Staff at all levels in the organisation will need to be service minded, creative and motivated. The research has highlighted that tomorrow's consumers are more sophisticated, educated and travel experienced, older and more affluent, more physically and mentally active, more self-aware in an increasingly stressful world, seek value learning and self-improvement, look for more innovation in destinations and activities, seek holidays that have a low impact on the physical and cultural environments, increasingly look for better value for money, and are looking for 'more' than the traditional hotel product. Staff will need to be able to provide 'the total experience' package. Hotel employees will need to be highly trained to be able to meet the needs of this consumer. Recruitment and selection strategies need to be developed to take cognisance of this consumer.

It will be necessary for all staff at all levels to be IT proficient and capable in order to manage the differentiation and provide seamless service through this capability. In addition, operators will need to provide a highly integrated information capability using IT.

Hotel operators will need to provide a product that meets the consumer of tomorrow who is value conscious; therefore, operators need to embrace the concept of 'value pricing'. In addition, the consumer of tomorrow expects a high and wide variety and assortment of product offerings as part of the hotel package; operators need to be adaptive in providing this product.

Recommendations for Educators

The traditional hotel management programmes will need to be developed to address the trends identified in this research. Educators will have to re-evaluate their programmes and while embracing the traditional offerings of management and finance, they will need to provide more creative choices and developments in curricula. Colleges will need to offer niche streams to students who wish to follow a career in hotel management but with an expertise as identified above. The traditional programmes with front office, food and beverage, rooms division and conference management are still important, however, in addition to these specialisms, hotel

management programmes will need to offer a wider range of specialisms such as health and wellness, sports management, event management, leisure management, environmental management, culinary arts, culture, arts, fashion and history and lifestyle management as part of the curricula.

Programmes will need to provide modules on innovation and creativity, marketing, branding, superior customer service and integrated Information Technology Management systems for managing the hotel property. Hotel design concepts and expertise using IT is also required from the hotel manager of the future.

Tomorrow's consumer wants to be delighted and not just satisfied; therefore, employees need to be totally proactive in managing this consumer. Hotel management programmes need to focus on customer care management as a key strategy for sustainable successful hotel management in order to meet the needs of this consumer.

Human Resource Management programmes need to be developed to take into consideration recruitment strategies for hoteliers to appoint the right people with the right mindset and can-do attitude to work in the sector.

Irish hotel management colleges need to focus more on the international scene in their programmes with students spending more time abroad as part of their education. International destinations other than America have to be considered.

Research will need to play an important role in future developments for hotels. The type and scope of the research will need to be broader and consider all aspects of hotel management in terms of design, IT, strategic planning, trends, environmental management, developments in human resources and people management, and finance and investment in order to meet the needs of tomorrow's consumer and provide a unique destination experience for that consumer. A deeper focus and approach to hotel / hospitality research is needed.

Limitations

Findings are based on what a number of hotels nationally and internationally are doing now and are not a prediction of what may happen in the future. This approach to the research is limited in that it is not possible to scan all the hotels in the world and study their concepts and product offering. The research has taken a particular slant by focusing on analyzing a number of hotels worldwide. Research on consumer behaviour of niche markets would enhance this study. This research has not followed the traditional research methodology of focus groups, interviews or questionnaires to gather the data but has followed a more focused approach to content analysis and has taken a sample from trends of a small number of hotel concepts worldwide.

Future research can take a number of formats; Investigate through a case study analysis why the hotels identified have developed their concepts and product offerings, assess consumers' needs and perceptions in terms of hotel products and hotels as a vacation destination, investigate critical success factors of hotels / concepts / product offerings, monitor the trends and match profitability / success with hotel concepts and product offerings. This would provide a helpful balance to the research.

Table 1: Hotel Trends/Innovations and Examples

Trend	Example
The Ecotourist Hotel	Morgan's Rock Hacienda and Ecolodge Maryland Seaside Hotel (China) Ecohotel Abu Dhabi, Eco Hotel Spa in La Gacilly, Brittany France Hotel Current, California www.hotelcurrent.com
The Culture / Art/ Historic Hotel	Yotel, New York Madlein Hotel Tyrol Naumi Hotel Singapore Kube Hotel Paris (www.kubehotel.com), Saint-Gerlach Maastrich (Monumental castle, a convent and a farmhouse) Camille Oostwegel Holdings Shearaton Diana Majestic Hotel ,Milan Fairmont Railway Hotels, Canada Old Hall Hotel (Home of Mary Queen of Scots) England

The Back to Nature Hotel	Esprit Nature unlitaupre France Nomad lodge (www.lacabaneenklair.com) Outpost Safari Lodge, Kruger National Park SA) Suite Tents (Origins Lodge Saharian Camp Atta Desert) Singita Pamushana Lodge Igloo Lodges (Engelberg, Gstaad, Zermatt, Switzerland) Iglu Dorf Igloo Hotels, Switzerland Cliente Resort and Spa Back to Nature Lake House Cabins, Lake Monroe, Fairfax US Crescent Moon Cabins, Dominica, Caribbean Desert Nomad House, Tucson, Arizona Verana Boutique Hotel, Jungle of Yelapa, Mexico Juvet Landskapshotell, Norway Tree Hotel Harads, Sweden 360 Leti, India Monastero, Pantelleria, Italy Museumotel, Raon-L'Etape, France Rolling Huts, Methow Valley, California Poustinia Hermitages, Tipperary, Ireland Hotel Palafitte, Switzerland
The Designer / Fashion Hotel	Design Hotels Inc The Small Hotel Company Emaar Properties Dubai – Armani Brands Sorat Hotels Villa Laetitia Casa Casuarina in Miami Hotel Missoni, Edinburgh Bulgari Hotel, Milan Bulgari Hotel, Bali Lacroix Hotel Bellechasse and Hotel du Petit Moulin, Paris Diana Von Frustenberg Claridges London, Elie Saab Hotel at the Tiger Woods Residential Club, Dubai Karl Largerfeld SchossHotel, Grunewald, Berlin W Hotels by Starwood Philip Tracey G Hotel Galway, Ireland Plazzo Versace Australia and Dubai Maritime Hotel New York The Clarance Hotel, Dublin, Ireland (U2)
The Lifestyle Hotel	Lebensart Global Network AG W and M Hotels Sorat Hotels Melia Boutique Hotels Whitelaw and Pelican in Miami Hotel Current, California www.hotelcurrent.com Petirocco in Brighton, HIP Hotels Myhotel Bloomsbury London, Cosmopolitan Clubs City Club Hotel NY MinoHotel and Domine Hotel in Spain. Relais et Chateaux Group SRS World Hotels Burg Arab in Dubai
The Cutting Edge and Technological Hotel	Yotel, New York Madlein Hotel Tyrol Naumi Hotel Singapore Kube Hotel Paris (www.kubehotel.com) Starwood Hotel and Resorts W Brand Le Meridien

	Hotel Q, Berlin www.q-berlin.de
The Entertainment Hotel	Disneyland Paris The Venetian Hotel and Casino Las Vegas The Paris Hotel and Casino Las Vegas Loews Hotels in the US and Canada The House of Blues in Chicago Disney World Resorts Morgan's in New York Royalton (NY) The Delano in Miami The St Martins Lane Sanderson Hotels The Park, Chennai, India The Durimah Group Dubai (wave, dessert….) Great Wolf Lodge, Wisconsin Bloomington, Minnesota Mount Olympus Water and Theme Park, Wisconsin. Six Flags great Escape Lodge, Lake George NY. Holiday Inn Fort Rapids Indoor Water Park and Resort Columbus, Ohio
The Wellness / Wellbeing Hotel / Sports Hotel	Monart Destination Spa, Wexford Ireland The Park Hotel in Kenmare, Ireland Hotel Gabriel Paris.(www.hotel-gabriel-paris.com) Nordic Light Hotel Stockholm (www.nordichotels.se) The Farrari Maranello Village Hotel and Residence (www.hotelmaranellovillage.com) Sky Hotel in Aspin the Cubes in Austria and Switzerland (www.cube-hotels.com) Hard Rock Hotels Fortina Spa Resort , Malta www.fortinasparesort.com Lilianfells Blue Mountain Resort and Spa Australia www.lilianfels.com.au Les Sources De Caudalie, France www.sources-caidalie.com Carton House, Ireland www.cartonhouse.com Longevity Resort Portugal www.longevitywellnessresort.com Natur-Med Thermal Springs and Health Resort, Turkey www.natur-med.com Wellness- Hotels and resorts International GmbH, Dusseldorf

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