



Intermediary report : The Future of City Business Hotels in Switzerland

Main authors: Sarah de Vantéry & Alessandro Inversini

Secondary authors : Alain Becker, Emmanuel Fragnière, Jean-Jacques Gauer,
Adrien Genier, Roland Schegg

JULY 30, 2021
ÉCOLE HOTELIERE DE LAUSANNE
Route de Cojonnex 18, 1000 Lausanne

This project is supported by the following partners and sponsors:



Table of contents

A. Covid-19 and hospitality	3
a. International.....	3
b. Switzerland.....	3
c. Romandy	6
B. The need for a new perspective: The City Hotel Project.....	9
a. Methodology.....	10
b. Ideas contest: Ideas context, evaluation and winners.....	10
c. Think tank and bottom up innovation: main results	12
d. Online Content Review.....	14
e. Ideas synthesis.....	15
f. Tailoring ideas for Romandy.....	16
C. Next steps: developing new avenues for competitiveness	16
a. Applied research.....	16
References.....	18
Annexes.....	19
a. Synthesis of all the ideas submitted for the contest.....	19
b. Synthesis of ideas taken from the online content review	32
c. Ideas provided by think tank participants prior to workshops.....	33
d. Classification of all the ideas	34

A. Covid-19 and hospitality

a. International

The pandemic of Covid-19 has impacted the world economy on a level nobody could have ever foreseen. In Switzerland, SECO estimates that GDP will decline by 7% in 2020 and the rate of unemployment will rise to 4% (from 2.3% in 2019)¹. Regarding 2020, UNWTO maintains that travel and tourism has been among the most affected sectors by this recession globally: airplanes remained largely grounded, activities of the Meetings, Incentive, Conference and Events (MICE) segment were minimal or inexistant, hotels were closed and travel restrictions put in place in countries worldwide were expected to contribute to a possible global decline between 58% and 78%². With international tourism receipts witnessing a drop between \$910 billion and \$1.2 trillion in 2020³, the World Economic Forum suggests that the current crisis could set the global tourism industry back 20 years in terms of revenue.

Furthermore, PWC stated that the Covid-19 pandemic has *de facto* accelerated a process that was already foreseeable⁴ and is now unavoidable: digital technologies are driving work flexibility and, with plenty of restrictions to limit movement and prevent the spread of new variants still in place, the true economic impacts of the pandemic have yet to be made tangible, though the global business travel market is predicted to see a loss of 810.7 billion U.S. dollars in revenue in 2020⁵. Even if business travellers are generally bored of flexible and remote working, they are eager to get back in the air⁶, despite the intensive lifestyle it creates and work-family conflicts. After the end of the pandemic, however, business travel will be much slower than leisure travel to recover⁷.

Concerning the hotel industry itself, international and national restrictions have left it at a dead end, with a unique choice to ensure the survival hotels located in cities: redefining their business models. While many hotels had already started their digital revolution and were thinking of innovative business strategies, the pandemic has turned this will to change into a real must for the sector. Finding creative and innovative strategies have currently become the most important objectives of city hotels.

b. Switzerland

Data available in October 2020 show that international arrivals in Switzerland were down by 60.3% and urban tourism witnessed a drop-in sale of up to 60%⁸. According to ETH Swiss Economic Institute, the sector is expected to suffer a loss of more than 10 billion Swiss francs for the sole year of 2020⁹. Compared to traditional Swiss holiday destinations (such as Ticino and Valais which were able to attract domestic travellers during the summer season), Swiss cities, and the business hotels within, have not been able to mitigate the pandemic effects in any way, as large parts of the sector have yet to reopen, at least to any significant extent. As mentioned previously, more than a year after the pandemic broke out, the international aviation network remains largely grounded, while there is minimal activity in the MICE sector. The impact of the pandemic on urban hotels has been reinforced by the fact that the entire events industry has been on hold since March 2020. There are no medium or large events currently taking place in most MICE locations of the world. Given the importance of conferences and congresses

¹ <https://www.seco.admin.ch>

² <https://www.unwto.org/impact-assessment-of-the-covid-19-outbreak-on-international-tourism>

³ <https://www.weforum.org/agenda/2020/09/pandemic-covid19-tourism-sector-tourism/>

⁴ <http://www.oecd.org/coronavirus/policy-responses/rebuilding-tourism-for-the-future-covid-19-policy-responses-and-recovery-bced9859/>

⁵ <https://www.statista.com/statistics/1103930/coronavirus-business-travel-revenue-loss/>

⁶ <https://theconversation.com/global-business-travel-will-not-be-killed-off-by-coronavirus-new-research-133982>

⁷ <https://www.mckinsey.com/industries/travel-logistics-and-transport-infrastructure/our-insights/for-corporate-travel-a-long-recovery-ahead>

⁸ <https://www.swissinfo.ch/eng/covid-19--swiss-tourism-sector-to-suffer-until-2023-2024/46116558>

⁹ <https://kof.ethz.ch/en/news-and-events/media/press-releases/2020/10/kofs-forecasts-for-tourism-in-switzerland-pandemic-reduces-number-of-overnight-stays-by-13-million.html>

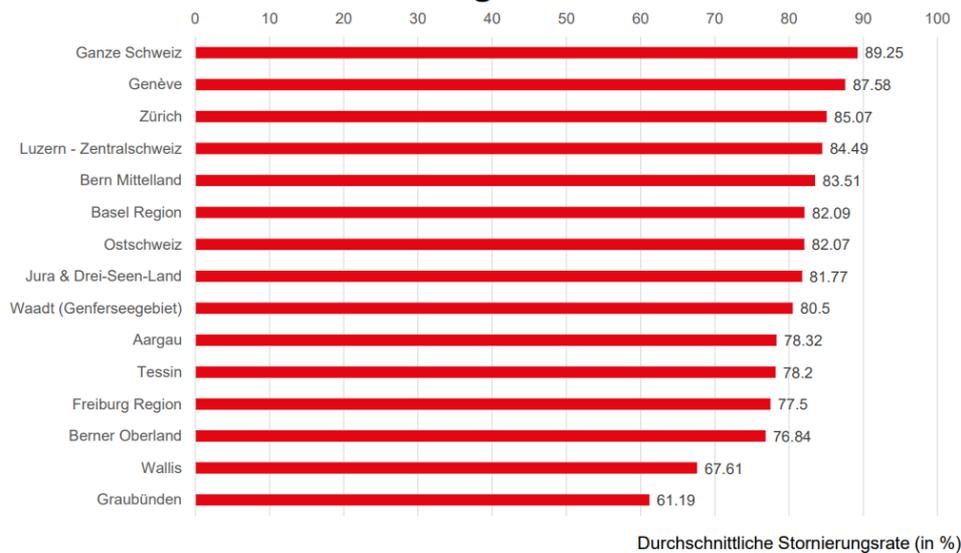
for nearly all major cities in Switzerland (Geneva, Lausanne, Bern, Basel and Zürich), urban hotels only have few opportunities to generate revenues at the moment and probably for many more months to come.

The survival of tourism businesses that were viable before the pandemic is now threatened, with the many small-scale businesses in the sector being particularly vulnerable. SMEs are generally less resilient and lack the capacity and resources to cope with the changes and costs that such shocks entail. Additionally, many of these small tourism businesses are heavily dependent on other businesses in the tourism ecosystem, such as the MICE sector in most Swiss cities. Tourism services are often interdependent and a crisis in one part of the tourism ecosystem, such as aviation or exhibition centres, can have disastrous effects through the whole tourism value chain¹⁰.

In April 2020, a report was issued by HES-SO Valais-Wallis in collaboration with GastroSuisse, HotellerieSuisse, Suisse Tourisme, Remontées Mécaniques Suisses, Fédération suisse du tourisme, and Association suisse des managers en tourisme. The report was based on the responses of 3,518 companies in Switzerland and addressed the impacts of the sanitary situation on the tourism industry.

For the months of May and June 2020, an average of 75% of bookings were cancelled in the hotels surveyed, compared to 81% for March and April in the last survey (March 2020). Strikingly, cancellation rates are above average in Geneva (88%), Zurich (85%) and Lucerne (84%), while in the mountain regions (Graubünden 61%, Valais 68%) the rates are slightly lower (though still high).

Hotellerie: Stornierte Buchungen für die Monate Mai und Juni nach Tourismusregion



HES-SO Valais-Wallis: Impact und Management der Coronavirus Krise im Schweizer Tourismus

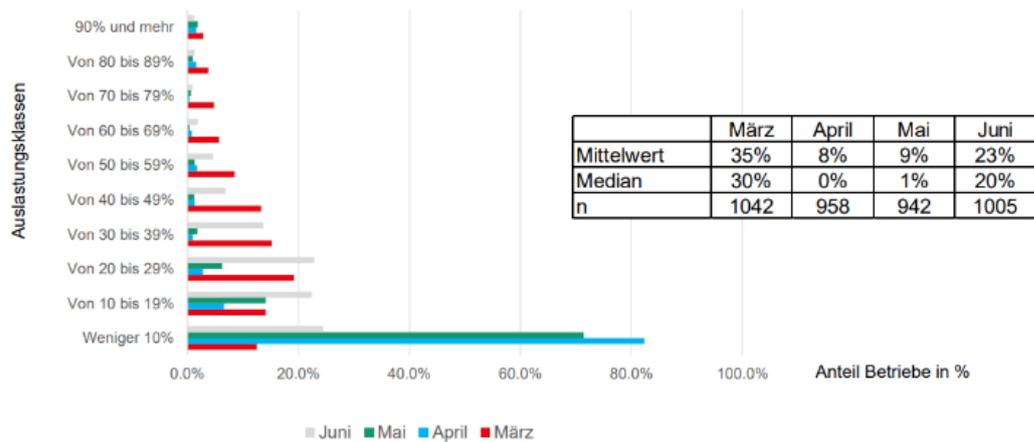
30.04.2020 153

Figure 1 – Average cancellation rate for the hotel industry (May & June 2020)

¹⁰ <http://www.oecd.org/coronavirus/policy-responses/rebuilding-tourism-for-the-future-covid-19-policy-responses-and-recovery-bced9859/>

These very high cancellation rates therefore led to a historically low occupancy rate in the hotel industry between March and June. In April, an occupancy rate of only 8% was expected throughout Switzerland, while it was slightly higher for the month of May (9%). The outlook for June was rather better, although occupancy remained low (23%).

Hotellerie: Wie hoch ist Ihre aktuell erwartete durchschnittliche Auslastung für die Monate März bis Juni (in %)?



HES-SO Valais-Wallis: Impact und Management der Coronavirus Krise im Schweizer Tourismus

30.04.2020 147

Figure 2 – Expected average occupancy rate (March – June)

The monthly revenue declines expected for Swiss hotels for the months of March, April, May and June were massive, at 62%, 91%, 84% and 73% respectively. Losses were most severe in Western Switzerland, with Ticino and the cities suffering from the complete collapse of business and conference tourism.

Nevertheless, the situation of the hotel industry slightly improved over the summer season, as the sanitary situation seemed to be under control. According to the Federal Statistical Office, the gross occupancy rate of hotel rooms reached 43.9% for the month of July and 43.2% for the month of August at a national level¹¹. The occupancy rate during those two months was over 50% for the four main touristic regions of the country, namely Graubünden, Bern Region, Wallis and Ticino. On the other hand, swiss regions where the main cities are located still suffered the impacts of the pandemic, the regions of Zürich, Basel and Geneva having the lowest occupancy rate in Switzerland with respectively 18%, 25.9% and 21.9% of room occupancy for the month of July, and 22.7%, 29% and 25% for August.

After the summer, the occupancy rate logically decreased for September, and had strongly deteriorated by November, when the pandemic resurged, and new restrictions were put in place.

¹¹ HESTA/OFS, 2021

Hôtellerie¹: offre et demande des établissements recensés par région touristique 2020

Région touristique	Etablissements recensés ²	Chambres recensées ³	Lits recensés ⁴	Arrivées	Nuitées	Nuitées-chambres	Taux brut d'occupation des chambres ⁵	Taux brut d'occupation des lits ⁶
août								
Suisse	4 649	143 180	280 030	1 545 573	3 279 916	1 917 975	43.2%	37.8%
Grisons	695	22 327	46 999	233 396	625 876	351 243	50.7%	43.0%
Suisse orientale	468	9 222	18 564	111 043	213 578	130 649	45.7%	37.1%
Région zurichoise	371	19 720	35 073	122 391	227 730	153 119	25.0%	20.9%
Lucerne / Lac des Quatre Cantons	449	13 454	26 599	169 604	316 185	179 895	43.1%	38.3%
Région bâloise	128	5 895	11 703	48 581	82 305	53 866	29.5%	22.7%
Région Berne	617	17 431	35 172	243 008	496 292	287 500	53.2%	45.5%
Jura & Trois-Lacs	193	2 934	5 543	38 367	62 651	39 525	43.5%	36.5%
Vaud	284	10 508	20 169	116 019	233 536	136 013	41.8%	37.4%
Genève	127	10 283	16 782	50 559	100 236	72 385	22.7%	19.3%
Valais	621	15 428	32 523	206 350	455 440	254 026	53.1%	45.2%
Tessin	382	9 039	18 015	138 367	345 742	180 632	64.5%	61.9%
Région Fribourg	106	2 132	4 384	27 202	45 887	27 539	41.7%	33.8%
Région Argovie	208	4 807	8 504	40 686	74 458	51 603	34.6%	28.2%
juillet								
Suisse	4 647	142 744	279 372	1 574 105	3 429 514	1 942 622	43.9%	39.6%
Grisons	697	22 320	47 023	261 883	730 394	394 844	57.1%	50.1%
Suisse orientale	466	9 176	18 472	107 990	215 724	127 812	44.9%	37.7%
Région zurichoise	373	19 758	35 137	106 452	197 025	134 277	21.9%	18.1%
Lucerne / Lac des Quatre Cantons	448	13 337	26 485	168 369	321 668	179 074	43.3%	39.2%
Région bâloise	128	5 803	11 533	43 413	72 844	46 506	25.9%	20.4%
Région Berne	617	17 443	35 185	249 665	520 571	290 752	53.8%	47.7%
Jura & Trois-Lacs	190	2 898	5 478	43 004	75 286	45 964	51.2%	44.3%
Vaud	285	10 512	20 155	118 071	235 295	134 825	41.4%	37.7%
Genève	126	10 139	16 494	40 873	77 685	56 627	18.0%	15.2%
Valais	621	15 414	32 456	208 452	459 383	250 325	52.4%	45.7%
Tessin	382	9 030	18 092	155 340	395 764	199 951	71.4%	70.6%
Région Fribourg	106	2 104	4 339	30 695	52 092	30 468	46.7%	38.7%
Région Argovie	208	4 810	8 523	39 898	75 783	51 197	34.3%	28.7%

Figure 3 – Hotel industry: offer and demand by touristic region (2020)

c. Romandy

Between March and April 2021, in order to generate a better understanding of the impact of Covid-19 in Western Switzerland (French-speaking cantons), a survey was launched by the consortium. The survey addressed urban hoteliers to enquire about the impact of the pandemic on their hotel, and about the measures they have introduced or intend to introduce in order to cope with the significant drop in the number of clients.

The data were collected by means of an online questionnaire in late March and early April 2021. 267 hotels from the Swiss hotel database were contacted by e-mail, of which 82 responded to the questionnaire (31% return rate). The majority of urban hotels are from the Canton of Vaud (51%) and Geneva (23%). 62% of the hotels in the sample are independent, the rest are part of a chain. On average, the hotels had 36 full-time equivalents before the pandemic and have 76 rooms. 72% of the hotels have a restaurant, 71% have meeting rooms and 52% have conference rooms. Almost half of the hotels own the building. The 3* hotels (43%) and the luxury hotels (4* with 30% and 5* with 12%) represent the vast majority of the sample.

Quelles mesures avez-vous prises ou envisagez-vous de prendre pour réduire vos charges et minimiser les impacts de la crise sur votre activité ? 2020 vs. 2021

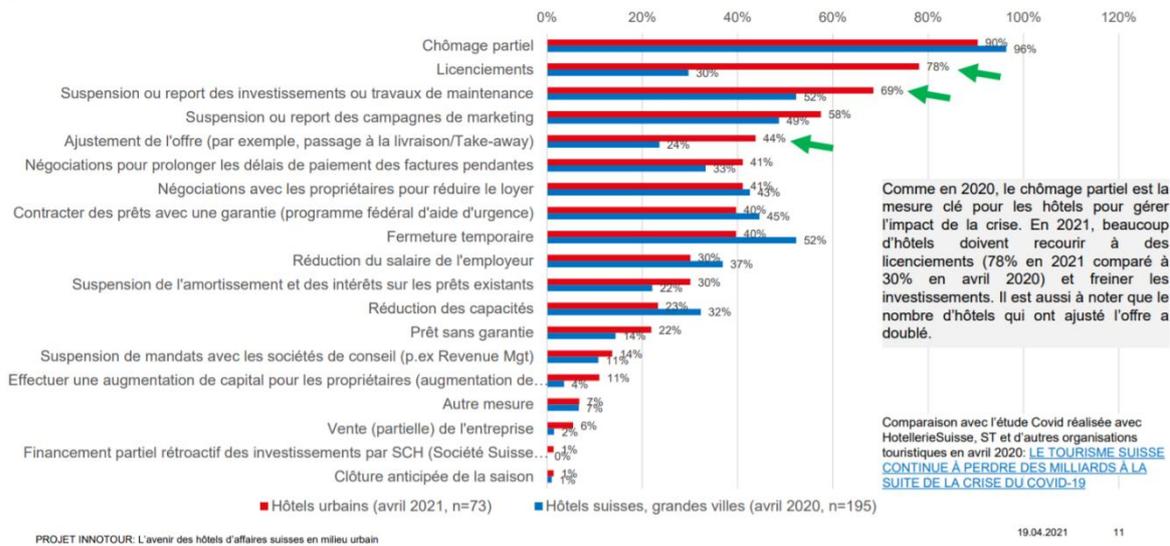
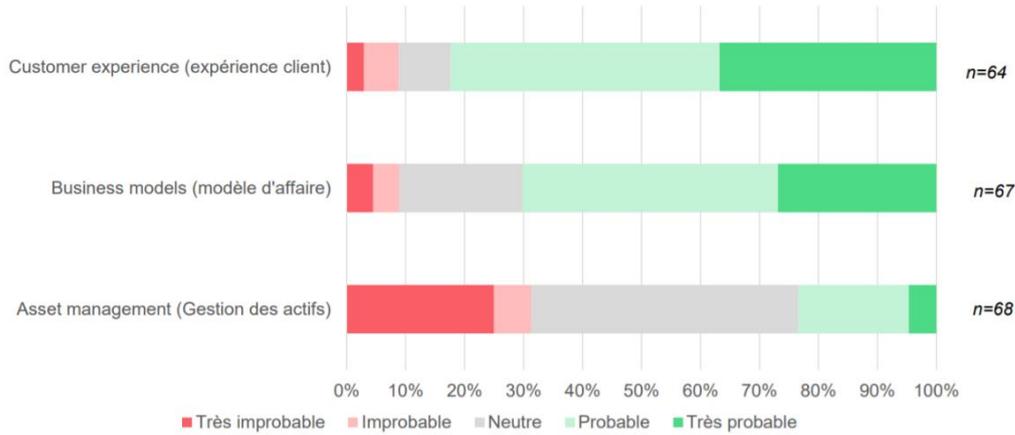


Figure 4 – Measures taken (or to be taken) by hoteliers to reduce costs and other impacts

Key take-aways:

- In the majority of cases, the hoteliers interviewed indicated that they have kept their establishments open, with however a significant reduction in staff.
- Most of the hoteliers interviewed see a major change in the nature of the customer base in the future, especially a change in habits, that will notably be driven by teleworking which is now unavoidable due to the successive lockdowns. To sum up, everyone is adamant that even after Covid, the level of what is termed 'business tourism' will not go back to how it used to be.
- In terms of impact, this will force hoteliers to reinvent themselves and explore other avenues, new offers and more collaborations with urban players. They are all aware that they will have to become very flexible and agile.
- Regarding emergency measures, hoteliers essentially included drastic cuts in expenditure, starting with the layoff of some employees. While in 2020, short-time working was the key measure for hotels to manage the impact of the crisis, in 2021, many hotels will also have to resort to layoffs.
- Another challenge that emerges from the survey is that hoteliers are thinking about improving their productivity in the future to cope with the crisis. As a survival strategy, they also mention the need to collaborate with other tourism operators and to better exploit the assets of the city where their establishment is located, which is also new compared to last year.
- Regarding their intention to innovate in the future, offering more personalised and value-added customer experiences tops the list. The second choice for innovation is the implementation of new business models. Specifically, they mention innovation opportunities such as offering new services to increase their revenues. They are also willing to consider other hotel developments such as the possibility of coming to work, accommodating medical patients and especially that hybrid models be considered in the future. In terms of their vision of innovation, this means more preparation and hiring qualified staff, which will require a substantial effort from their part.

Stratégie d'avenir: Où pensez-vous pouvoir innover au sein de votre hôtel?



Les axes stratégique d'avenir privilégiés par les répondants sont dans l'amélioration de l'expérience client et dans l'innovation des processus et modèles d'affaires. Il n'y a pas de différences significatives entre les différents types d'hôtels (classification, taille etc.) dans les réponses, mise à part une légère préférence des hôtels gérés par le propriétaire pour l'asset management (3 sur une échelle de 5) comparé avec les hôtels qui louent la bâtiment (2.6 sur une échelle de 5).

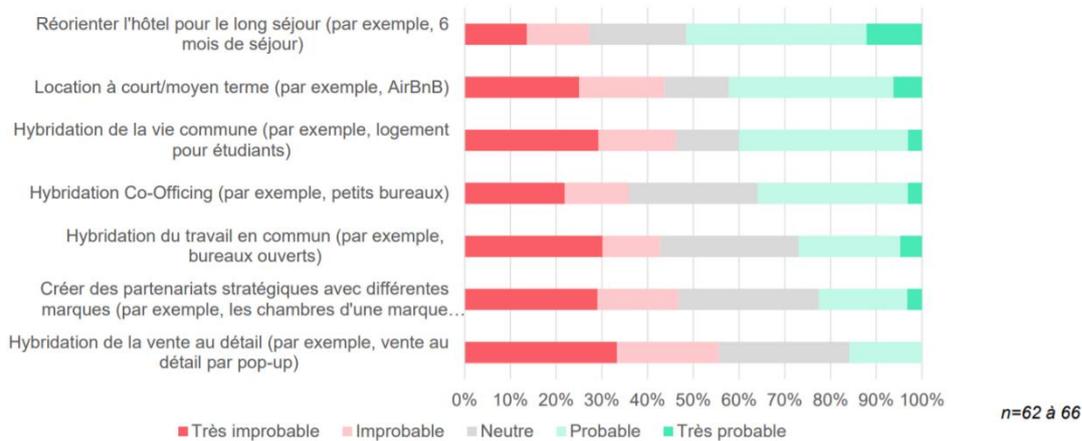
PROJET INNOTOUR: L'avenir des hôtels d'affaires suisses en milieu urbain

19.04.2021

14

Figure 5 – "Where are you thinking of innovating in the future?"

Stratégie d'avenir: Vos options au niveau du modèle d'affaire?



Les options préférées des répondants au niveau des nouveaux modèles d'affaires se trouvent dans la location à moyen et long terme ainsi que dans l'hybridation de la vie commune et du co-officing.

PROJET INNOTOUR: L'avenir des hôtels d'affaires suisses en milieu urbain

19.04.2021

17

Figure 6 – "What are your options regarding your business model?"

B. The need for a new perspective: The City Hotel Project

In the aftermath of the pandemic outbreak, a significant number of hotels located in Swiss cities saw the number of their business clients drop to a historic low. This situation has been lasting for more than a year, while strong restrictions are still in place and keep affecting international business tourism. As a consequence and to compensate the loss of clients, city hoteliers have no choice but to take a turning point and reinvent their business models by favouring innovative and creative strategies. Due to the many restrictions put in place against Covid-19, new habits emerged. The needs of people changed, their way of working as well, and concepts such as online shopping, catering services or take-out and delivery by hotels, restaurants, or even grocery store have become the norm.

Dealing with crises always represents new opportunities. In the case of hoteliers and the Covid-19 situation, finding ways to better monetize and commercialize different offers is critical, as clients' habits evolve and include non-room products and services such as being able to eat in a restaurant, drink at a bar, benefit from forfeits, visits and activities. On the whole, the pandemic also offered an increasing potential for hotels to reorganize their strategy by reserving areas for hybrid reunions or temporary working spaces. Nevertheless, even though hotels did as much as they could to adapt their model to the situation, they remain strongly competitive with short-term rentals or serviced-apartments allowing more privacy, private kitchens, bigger spaces, better location, socially distancing ability and cleaner environment.

In order to address all these issues, the key players in the tourism industry in Western Switzerland, the Association Romande des Hôteliers (ARH) and Geneva Tourism are joining forces with Swiss university competence centres in the field of hospitality and tourism (the Customer Experience Management Institute at EHL and the Institute of Tourism at HES-SO Valais-Wallis) to develop potential survival strategies for this suffering sector. The project consortium is complemented with a sounding board of industry experts (hotel development consulting).

Supported by Innoutour, the State Secretariat for Economic Affairs (SECO), the Department for the Promotion of the Economy and of the Innovation for the State of Vaud, and Hotela, the project "The Future of City Hotels in Switzerland" aims at getting tourism and hospitality stakeholders (among which 6 urban business hotels) to work together in order to put in place the best short-term and long-term strategies to foster the competitiveness of urban business hotel within Swiss cities. Supporting these hotels' business models through partial or radical transformation towards the generation of new avenues of attractiveness and revenues will only be reachable with an approach that is sustainable, resilient, and financially viable for all stakeholders.

a. Methodology

In order to tackle the objective of our project, an innovative and unconventional methodology has been elaborated bringing together stakeholders of the tourism industry and other relevant businesses from the public sector and from academia. The whole project has been designed as an R&D function which could foster innovation for business hotels in urban context for the entire Swiss touristic sector.

The full innovation process is described by the Figure below:

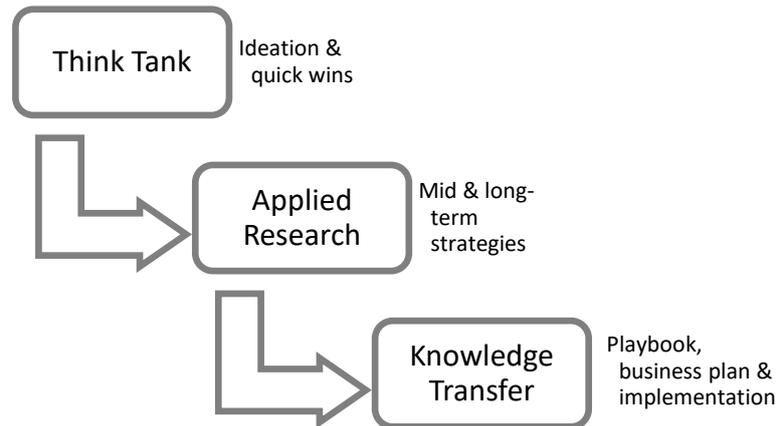


Figure 7 – Innovation process methodology

b. Ideas contest: Ideas context, evaluation and winners

After issuing a first study, and before tackling an applied research, the second step of the project was to involve the public, and mostly students from both HES-SO Valais-Wallis and EHL, through an ideas contest that took place over the month of May 2021.

Given the fact both schools offer tourism and hospitality education, the contest was a way to offer students the opportunity to be part of the whole process by sharing their ideas relative to the future of the business hotel industry, as well as their expectations as potential clients. Being familiar with the situation in Switzerland and with the hospitality industry in general, students were targeted as they represent, for most of them at least, the future professionals of the industry.

Methodology:

The contest was issued on an online platform managed by HES-SO Valais-Wallis. A bilingual description (French and English) highlighted the reason for this project to be taking place, its objectives, and the problematics we intend to address. An emphasis was put on the project neither being about the increase of attractiveness nor on developing a strategy to compensate for the decline in business customers by increasing the number of leisure customers. This was done to lead the participants towards business model innovations instead of the standard product or process innovations.

Questions addressed in the contest were as follows:

- How would you reuse available hotel space and infrastructure?

- What adjustments can be made, ranging from hybridization to the total conversion of the hotel?
- Have you heard of urban hotels that have made up for the lack of international clientele in any way?
- Do you have any original and feasible ideas to support hoteliers in this period of crisis?
- Which projects seem to you the most promising to help this sector?

Ideas contest results:

A total of 73 contributions were made. The ideas submitted included proposals for new business models, new packages, new room usage, focusing on new trends and needs such as offering immersive activities, co-working spaces or creating an eco-friendly environment within and around the hotel. A full classification of those ideas, coupled with suggestions from the workshops with hoteliers and from an online content review is available in the part e of this current section (p.15).

To get a better glimpse of the themes that were addressed, the table below lists the top 10 ideas evaluated by our panel¹²:

Idea	Average mark
Targeted public : « Weekly residents »	13.75
Decentralising its business at the hotel	13
Protocols with hospitals	13
Student Hotel	12.5
XperienceHotels	12.5
Mix between tourists and tenants (Hybrid model)	12.5
Rethink the hotel	12.25
Innova'space	12.25
Co-working spaces and networking evenings/breakfasts	12.25
Co-working spaces	11.75

Table 1 – Top 10 ideas

The proposals above encompass two of the most popular ideas within the contest, which are namely to reallocate rooms for long(er)-term stays (and hence targeting new kind of clients) and to reassign current free spaces as co-working spaces.

Prizes were decerned to the three best ideas, which were presented during an elevator pitch that took place in Lausanne on June 30th 2021.

1st place idea: **Targeted public: “weekly residents”**

The person suggesting this idea highlighted that even though home office has been democratized during the pandemic, employees will still have to go to their office on a regular basis once the pandemic

¹² The detailed description of all the ideas submitted for the contest can be consulted in the annex section.

eases, probably for 2 or 3 days a week. Renting a flat for a couple of days a week would ask for too much maintenance, while renting a room in a classic hotel would feel impersonal and could represent a financial burden.

The participant advises the hotel to rent some of their rooms on a weekly and regular basis, as well as renting additional lockers so the clients could leave some personal material like clothes. Moreover, the hotel could offer additional services such as laundry or networking events that could be combined with a dinner in order to create a unique atmosphere and an added-value.

Doing so, the hotel would create a second business model in addition to its usual clients and activities. This way, hoteliers could ensure a regular income to their business while maintaining the spirit and values of the traditional (business) hotel.

2nd place idea (ex- æquo): **Decentralising businesses into hotels**

This participant also focused on teleworking, stating that businesses realized some of their employees could work remotely. After witnessing the spread of teleworking during the lockdowns, these same businesses may consequently wish to reduce the spaces they rent, or even stop renting them, in order to reduce important costs.

As employees will still want to see their colleagues, whether it be for work, seminars, meetings, or for the pleasure of getting together and exchanging, city hotels could rent co-working and meeting spaces to companies. The participant mentions the example of a company that could hold a weekly meeting at a hotel and allow its employees to use the available logistics (equipment, catering), followed by an after-work session in the hotel bar or restaurant.

Instead of renting expensive offices in the city centre, the company only rents what it needs when it needs it, with the services that go with it, and in a pleasant setting. Furthermore, hotels could provide rooms or smaller workspaces for small group meetings or employees who need a quiet space for an online meeting or to write important reports. This model allows the reduction of spaces that companies rent for employees who would not/can't telework, and enables the monetization of hotel spaces that are not used full-time. By developing complete packages for companies, hotels could increase their revenues.

2nd place idea (ex- æquo) **Protocols with Hospitals**

Unlike the two previous ideas, this proposal did not focus on hotels welcoming daily workers. In this case, the idea here is to free hospital beds dedicated to post-operative and recovery surgery by drawing up protocols with the city's hospitals to receive low-risk clients who have had surgery. In partnership with the hospital, the hotel would thus welcome patients who do not necessarily need to stay at the hospital to recover. Surely, this model would also include additional support for diagnosis and check-ups of hospital clients to ensure their safety and their needs are met. The protocol would therefore involve assistance teams from the hospitals.

c. Think tank and bottom up innovation: main results

The third step of the project involved three think tanks of professionals from the hotel industry and relative sectors, that met over various workshops. Six city hotels participated, namely Hôtel Astra (Vevey), Hôtel du Théâtre (Yverdon), Hôtel Métropole (Genève), La Longeraie (Morges), Manotel Hotel Group Geneva, and the Royal Savoy (Lausanne).

The workshops were led by the Association Romande des Hôteliers (ARH), Genève Tourisme & Congrès, Ecole Hôtelière de Lausanne (EHL), and HES-SO Valais-Wallis. The goal of these workshops was to foster and develop survival strategies for the business hotel industry through a holistic and multisectoral approach that aimed at putting co-creation and innovation in practice, as well as turning innovative ideas into concrete implementations for city hotels.

Methodology:

Each think tank met over several workshops which were led by two different professors, Dr. Roland Schegg and Dr. Emmanuel Fragnière from HES-SO Valais-Wallis, and Raphaël Lutz on behalf of the ARH.

The workshops started with the participants discussing their expectations and personal views of the city hotel of the future. Though the ideas mentioned were diverse, they were all relative to the concept of hybridization, and participants agreed that the traditional business model of city hotels is outmoded and that a diversification of their offer is mandatory. After a general discussion, participants agreed on concepts that were appealing to them and on which the workshops later focused in order to study their feasibility.

Think tanks synthesis:

The concepts discussed included :

- The hotel as a “hub”
 - o Using hotel spaces to satisfy new needs (brief encounters, coworking, providing individual services)
 - o Turning hotel spaces into areas for teleworking, combined with additional offers
 - o Creating a friendly neighbourhood hub with hotel infrastructures serving the life in the neighbourhood, seizing new opportunities with a clientele that is closer
- New room usage
 - o Reassigning some rooms as conference rooms and proposing new coworking offers (individual rooms as offices or larger spaces as co-working spaces to foster exchange and make the hotel a living place)
 - o Creating all-inclusive packages for business companies (co-working spaces, restauration, afterwork, meetings, networking, yearly forfait, decentralising business companies to the hotel to save money on rents)
 - o Using free spaces to organize classes, activities, workshops
- Significant criteria to be considered
 - o Hospitality, authenticity, service, loyalty
 - o Increasing flexibility (short or long-term stays, booking, etc.)
 - o Personalisation, customer experience, back to basics
 - o Hybridization, space modularity, intensity
- Opening up to the outside world and to a new type of clientele
 - o Advocating for a sharing economy (local collaborations, holistic approach)
 - o Supporting the trends (wellness, social, health, elderly)

All the proposals above were summarized through the following themes: the hotel as a “Coeur de quartier”¹³, a multifunctional platform and a living place, mostly thanks to new room usage and offers. To sum up, all the think tanks highlighted very diverse ideas, though outputs provided by all groups

¹³ A Coeur de quartier can be described as an area where several stores aim at improving together the quality of life of the people who live there

converged towards a similar point, which is that the hotel should go back to being a living space, a place full of life.

The next workshops addressed the vision for the future of the hotel industry by 2030. A common vision from the think tanks was described as a mix between international, regional and local hotel industry, with services oriented towards health, social, wellness and economy. This was exemplified through several outputs made by the participants:

- Uberisation of hotel services (on demand)
- Every hotel or hotel service should be « marketable»
- Give more flexibility to the clients (opening hours 24/24)
- Suppress barriers between local inhabitants and hotels
- Find a way to make people come to the hotel (create USP, services and hotel infrastructures as a USP of «convenience»; hotel as a place to organize birthdays, events, etc.)
- Hotel as a place of «hospitality»: hotel industry needs hosts and not only managers focused on KPIs
- Hotel as an incubator
- Hotel as a platform: against solitude (cf. social links) = service to the individual
- Airbnb competitiveness: flexibility of the offer and the services (kitchen)
- Hotel as a safe and secured place (opposite to Airbnb)

If hoteliers follow this vision, hotels services will be “uberized”, which means the services will be provided on-demand. Giving more flexibility to the clients and enabling them to personalize their experience will become critical, while every space or service provided by a hotel shall be marketable. In short, clients will choose what they need and want, and pay for what they actually use. Finally, hoteliers need to re-internalize the lost revenues by proposing non-room products and services, which could be done by welcoming external businesses (pop-up concept ; hairdresser, bakery, wellness, etc.). The aim will be to make people (business as well as leisure clients) come to the hotel, hence the need to create USPs (birthdays, events, etc.) and suppress the barriers between locals and hotels.

d. Online Content Review

In order to enable a coherent classification of all the ideas provided by the think tanks and the contest, a review of varied online contents was also conducted. The contents analysed involved mostly articles from newspapers, as the Covid-19 issue is recent and the number of academic papers dedicated to that topic remains low. Having a general overview of the coping mechanisms preferred by the hotel industry to face the consequences of the pandemic was a way to ensure every topic and theme was addressed and included within the classification.

Synthesis of the consulted content:

The majority of the innovations mentioned in articles was similar to the ones from the contest and think tanks. These included:

- Creating co-working or co-living spaces by converting rooms into daily offices or renting rooms for longer-term stays. Some examples:
 - The Hotel Fly Away located in Kloten (ZH) was turned into shared apartments, making it the first co-living project in Switzerland.¹⁴

¹⁴ Wüthrich, C. (2020, October 12th). „Aus einer Krise neue Möglichkeiten schaffen“: Hotel Fly Away wird zu Wohngemeinschaft. *Limmattaler Zeitung*. <https://www.limmattalerzeitung.ch/limmattal/zuerich/aus-einer-krise-neue-moeglichkeiten-schaffen-hotel-fly-away-wird-zu-wohngemeinschaft-ld.1266616>

- The Swissôtel in Zürich was sold by Crédit Suisse and turned into a mixed-use establishment, partly remaining a hotel while offering micro-apartments as well.¹⁵
- Investing in technological equipment relative to teleworking
 - Creating offers based on wellness and health, including medical facilities for the elderly or better access for the disabled
 - Putting an emphasis on creating more local offers and products by focusing on proximity and sustainability
 - Offering highly flexible and personalised packages
 - Proposing mixed-use rooms and spaces
 - Fostering more partnerships and collaborations
 - Pop-up installations
 - As hotels emptied, one trend to monetize their free rooms was – and still is – to use them for pop-up installations. For instance, the 25hours Hotel Zürich Langstrasse opened its doors to visitors by decorating various rooms in different styles in order to allow people to take selfies. This interactive museum experience is being renewed this year in the Hotel Alpha Palmiers by Fassbind in Lausanne. As thousands of people took part in this experience in Zürich, this year's pop-up exhibition will surely attract many people as well.¹⁶

Overall, most of the consulted content also highlighted what are to be the main trends to consider for the future of the industry, such as insisting on wellness and safety, flexibility, hospitality, customer experience, targeting the senior market and meeting the expectations of the elderly, ensuring the personalization of the experience and the offer, making the most of technology by offering smart rooms and processes, appealing to people's environmental consciousness and their desire to be closer to nature as well as fostering a "greener" image to the public and encouraging local consumption through personalized food and beverage offers.

e. Ideas synthesis

After analysing the ideas from the think tanks, the contest, and the content review, four major recurring themes were identified:

1. The hotel as a place to work, live, or study
2. The hotel as a destination itself
3. Customer experience based approach
4. New marketing/image based approach

The first theme deals with the hotel turning into a hybrid space by proposing some of its infrastructures to new clients and services, for short or long-term stays. The second theme gathers ideas that make the hotel "the place to be" with a specific, thematic use also addressed to leisure clients. The third theme focuses primarily on the customer experience, with ideas targeting a broader clientele with diverse needs. Finally, the last theme involves ideas relative to how the hotel could promote itself, and the image it should reflect to appeal to more clients and potentially attract them.

¹⁵ Garesus, E. (2020, December 7th). S'éloigner de l'hôtellerie, un gage de rendement immobilier. *Le Temps*. <https://www.letemps.ch/economie/seloigner-lhotellerie-un-gage-rendement-immobilier>

¹⁶ Hürlimann, B. (2021, April 27th). Selfie Hotel in Lausanne öffnet am 29. April. *Horizont*. <https://www.horizont.net/schweiz/nachrichten/aroma-selfie-hotel-in-lausanne-oeffnet-am-29.-april-191095>

The following table is an excerpt of the classification of the ideas taken from the first theme¹⁷:

Business Model Innovation		Document review	Think tank	Contest
Hybrid	[Theme 1] Hotel as a space to work, study, or live (long-term)			
	Using existing infrastructures & providing additional services			
	Co-working spaces/shared workplace combined with additional services (restaurant, wellness, equipment, technology, free drinks, access to workrooms, activities, networking, afterwork aperitives, accommodation included)	x	x	x
	Opting for flexible rooms (bed can be freed to put a desk for ex.)	x	x	
	Turning spaces into long-term accommodation (rooms, flats)			
	Reassigning a number of rooms to long-stay renting (workers, students, seniors), including additional services (cleaning, laundry, lockers, networking events, meals) -> as a 2nd BM	x	x	x
	Micro-flats, autonomous private flats	x		
	Create co-living spaces (private rooms, shared kitchen for ex.)	x		
	Combining business with leisure tourism			
	Creating specific areas dedicated for training classes, but also distractions and leisure ; offering work & leisure packages	x	x	x
Multifunctional areas: Turning some spaces into conference/brainstorming/exchange/team-building rooms, that can be rented by businesses	x	x	x	
Proposing day rooms to provide comfort & services to clients waiting for a flight			x	

Table 4 – All ideas synthesis

Overall, a majority of the ideas and examples mentioned business model innovations with the hotel offering hybrid products and services in order to meet their clients' new habits and needs, as well as attracting new potential customers. The hotel does no longer represent a simple place to sleep, but becomes essential in its own way, as a place where people want to gather, whether it be for work, to relax, to take part in activities, to live and so on.

f. Tailoring ideas for Romandy

Once a better classification of the hotel new room usage, new products and services, and new markets is provided, a number of ideas will be selected and tailored to be implemented in the French-speaking part of Switzerland. The goal is here to provide the hoteliers who took part in the workshops and collaborated to the first step of the project with specific innovative tools and models. The outcome will be presented as an informative handbook addressing best practices and step-to-step guides to accompany hoteliers in their transition.

C. Next steps: developing new avenues for competitiveness

a. Applied research

¹⁷ The full file of the classification of the ideas can be consulted in the annexes

The next step of the project is to conduct an applied research on hospitality services and hybridization, as well as new clients approaches, as a response to the crisis. The main areas of focus will be decided subsequently, in agreement with the consortium.

The first step of the research will be to gather additional information through a literary review and by sending out surveys, with the aim to get new data. The second step will include the analysis of the new provided data and addressing mid- and long-term strategies for the hoteliers.

Finally, after the research, the goal will be to transfer the knowledge acquired to hoteliers and anyone interested in the industry. This will be done, as mentioned above, through a playbook providing business plans and way of implementing them.

References

Online articles:

Conroy, K. M., Jooss, S.; McDonnell, A. (2020, August 13th). Global business travel will not be killed off by coronavirus – new research. *The Conversation*. <https://theconversation.com/global-business-travel-will-not-be-killed-off-by-coronavirus-new-research-133982>

Covid-19: Swiss tourism sector to suffer until 2023-2024. (2020, October 23rd). *swissinfo.ch*. <https://www.swissinfo.ch/eng/covid-19--swiss-tourism-sector-to-suffer-until-2023-2024/46116558>

Curley, A., Garber, R., Krishnan, V. (2020, August 13th). For corporate travel, a long recovery ahead. *McKinsey & Company*. [For corporate travel, a long recovery ahead | McKinsey](https://www.mckinsey.com/industries/travel/hotels/our-insights/for-corporate-travel-a-long-recovery-ahead)

Garessus, E. (2020, December 7th). S'éloigner de l'hôtellerie, un gage de rendement immobilier. *Le Temps*. <https://www.letemps.ch/economie/seloigner-lhotellerie-un-gage-rendement-immobilier>

Hürlimann, B. (2021, April 27th). Selfie Hotel in Lausanne öffnet am 29. April. *Horizont*. <https://www.horizont.net/schweiz/nachrichten/aroma-selfie-hotel-in-lausanne-oeffnet-am-29.-april-191095>

Impact assessment of the covid-19 outbreak on international tourism. (2020, December). *UNWTO*. <https://www.unwto.org/impact-assessment-of-the-covid-19-outbreak-on-international-tourism>

KOF Tourism Forecast: pandemic reduces number of overnight stays by 13 million. (2020, October 27th). *kof.ethz.ch*. <https://kof.ethz.ch/en/news-and-events/media/press-releases/2020/10/kofs-forecasts-for-tourism-in-switzerland-pandemic-reduces-number-of-overnight-stays-by-13-million.html>

Richter, F. (2020, September 2nd). COVID-19 could set the global tourism industry back 20 years. *World Economic Forum*. <https://www.weforum.org/agenda/2020/09/pandemic-covid19-tourism-sector-tourism/>

Stacey, J. (2020, December 14th). Rebuilding tourism for the future: COVID-19 policy responses and recovery. *OECD*. <http://www.oecd.org/coronavirus/policy-responses/rebuilding-tourism-for-the-future-covid-19-policy-responses-and-recovery-bced9859/>

Wüthrich, C. (2020, October 12th). „Aus einer Krise neue Möglichkeiten schaffen“: Hotel Fly Away wird zu Wohngemeinschaft. *Limmattaler Zeitung*. <https://www.limmattalerzeitung.ch/limmattal/zuerich/aus-einer-krise-neue-moeglichkeiten-schaffen-hotel-fly-away-wird-zu-wohngemeinschaft-ld.1266616>

Websites:

<https://www.bsf.admin.ch>

<https://www.seco.admin.ch>

<http://www.oecd.org/coronavirus/policy-responses/rebuilding-tourism-for-the-future-covid-19-policy-responses-and-recovery-bced9859/>

Annexes

a. Synthesis of all the ideas submitted for the contest

L' hôtel pour les locaux : 2

- Focus sur le marché local et régional
- Hôtel également comme lieu de partage et d'expériences inédites
- Événements ponctuels
- Présentations et dégustations (bières, vins, produits du terroir)
- Afterworks
- Création de packages : gustatifs, cours, bien-être, sport, jeux, sorties photo et découverte

Co-working spaces : 10TH - 3

- Offering the right infrastructure and atmosphere to telework
- Offering additional services (wellness, restaurant) within the same building
- New normal = reduced office spaces

Repenser l'hôtel: 7TH - 4

- Réserver des lots de chambres pour des locations longue durée (travailleurs, étudiants) -> aspect social & durabilité
- Créer un lien de proximité avec la population :
 - Ouvert à chacun
 - Événements
 - Espaces de co-working
- Hôtel comme lieu d'activités où l'on peut aussi dormir

Lieu polyvalent : 5

- Lieu diversifié pour accueillir petits groupes de personnes dans des tranches d'heures définies
- Chambre avec billard, ping-pong, petite salle de cinéma, karaoké, etc.
- Possibilité de se restaurer grâce au room service ou en se faisant livrer des repas à emporter
- Combler le manque de certains qui ne peuvent pas accueillir chez eux et permettre d'effectuer diverses activités dans un cadre privé

Learning and Experience Sharing Platform (52 weeks = 52 events) 8

- Organizing courses (hotel, language, cooking, business, art, design, dance, etc.)
- International guests can take part in cultural exchange and exchange experience with students during cross-cultural meetings

- Some courses can take part over a week (seminars, exhibition, conference)
- Itinerant schools in several hotels
- Guests to benefit from a discount on their stay in return of their investment in the training process
- Students benefit from the comfort of the hotel, the exchange with the hosts and the change of environment
- Education providers benefit from the infrastructure, additional services and input from the hosts
- Hoteliers fill their lounges and rooms and develop an innovative image
- Why not organize a 7-day big event of creative immersion, experiential learning and cultural exchange? = all-terrain partner week

CREATE A TOURIST ATTRACTION IN THE CITY OF HOTELS WITH THE SAME ECONOMIC SEGMENTATION THAT HAVE FACED THE PANDEMIC 9

- Create a partnership between hotels and authorities in charge of the city to create a tourist attraction that generates novelty and attracts other types of segmentation (relaxation tourism, family vacations)
- Could be a museum, theme park, amusement park, etc.

Business packages 10

- Combine the accommodation with a room prepared for the client to work comfortably, with a free massage, meditation classes or even a free drink from the bar

A getaway from home 11

- The hotel as a place to work and have a drink afterwards, or a massage, yoga class, dinner at restaurant etc. instead of always being home and feeling like working the whole time ; no need to clean the house and prepare the dinner after a full day of home office

DAY ROOM FOR BUSINESS TRAVELLERS 12

- Provide comfort while customers wait for their flight
- Access to hotel services and relaxing areas
- Promote this to multinational companies

Safe Measures for Safe Tourism 13

- Safe image
- Promotional video to show all measures taken

Creating packages for digital nomads 14

- New personalized packages for professionals so they can work remotely but comfortably
- May include accommodation, meals, access to properly equipped workrooms, activities

The new Business Experiences 15

- Attract business customers by extending their stay to two
- Both leisure and business moments

Creating Family Packages 16

- Creation and encouragement of family tourism

Families in the city. // Familles dans la ville 17

- Inviting families to visit their cities

- Promote hotels with campaigns where children stay for free, partnerships with city monuments

Vouchers discount 18

- Offer discount vouchers when booking an extra night or with 3 or more people
- Include extra amount that can be used in a local restaurant, tourist attraction, guided tours, or other hotels in the group

Don't wait for the holidays! 19

- Promoting well-equipped accommodation and various spaces and hotel services for the corporate segment with leisure and cultural spaces in the region where the hotel is located
- Propose promotional packages and/or flexible itineraries, as well as the realization of a promotional video that includes these two aspects

Shared workplace 20

- Add value and invest in comfort and technology for business people in order to transform the hotel into a shared workplace: some people need to separate their workplace from their place of residence to be productive

Virtual reality in hotel rooms 21

- Not all hotels have a privileged location, especially city hotels
- Use new technologies like VR so the client can choose the type of view he wants (forests, beaches, snowy landscapes)

Day Room + accompanying 22

- Offering day room to business customers
- Not only retaining customers but also providing them with comfort while they are waiting for their next flight, for example
- Hotel offer would include technology and access to hotel services and its relaxing areas
- Hotel could promote a free reservation for a companion: turn a business travel into a romantic or friendly one, where the business tourist could also relax, enjoy, and visit the place
- The promotion should target multinational companies, which will be the first sector within the business market to start travelling for business again

Customized itineraries 23

- Try to recruit the type of customer who likes to visit cities and ends up staying more days
- For this, a long-term stay package must be carried out, with customized itineraries. May include monuments, outdoor parks, leisure activities, "typical" places. The tours can be guided by local people or done individually

Protocols with Hospitals – WINNER NR 3 - 24

- To free hospital beds for post-operative and recovery surgery
- Draw up protocols with the city's hospitals to receive low-risk clients who have had surgery
- Also of support for diagnosis and checkups of hospital clients.
- Protocol involves assistance teams from the hospitals, in case the clients of the Hotels need it

Workplace for everyone 25

- During this crisis, companies realized that business meetings do not necessarily have to be in person
- The solution is to add value and invest in comfort and technology for business people in order to transform the hotel into a DayRoom hotel as a shared workplace. Working from home is not for everyone and some people need to separate their workplace from their place of residence in order to be productive.

Working from around the world 26

- Hotels to start promoting their services and create new ones fit for employees who are working from home, inciting them to get a "break" from their households and travel to a different country
- Could help start incorporating the idea that travelling is not only during vacation time
- Would make the hotel better prepared for business clients, not only leisure ones, increasing the clientele, strengthening the touristic corporation
- Prepare a good and strong marketing strategy, to attract this new clientele

Hotel with specific themes 27

- In order to focus on a specific audience target, the hotels should develop specific themes that will be associated directly with the hotel's brand image

Business in Leisure 28

- To attract business customers by extending the stay or offer the stay to a companion

AN IMMERSIVE EXPERIENCE 29

- Currently, customers are longing for calm, nature and unique 'out of the beaten path' experiences. Some are ready to travel quite far to live this unique experience
- Idea is combining these trends to make us feel and live this uniqueness, by creating an immersive environment by placing LED screens on two walls (or more) of the room
- Customer is able to choose the landscape he wants to see. He is wherever he wants!
- Immersive concept could attract customers from all over the world, who want to live an extraordinary and unique experience

Family business 30

- The idea will be for the "businessman" to be accompanied by his family
- While the family member is at work, the others can enjoy activities during the day and have a fantastic dinner altogether
- The conference rooms become the ideal place for family fun, or families (previously tested)

Personnaliser la chambre selon le désir du client 31

- Donner l'opportunité au client de préparer une surprise personnalisée à une personne spéciale
- La personne pourrait détailler ses demandes et avoir un contact avec la responsable de la chambre ou de la salle pour préparer la surprise
- Idée réalisable pour des anniversaires, une annonce d'une grossesse d'une femme, ou même le sexe du bébé

Plantme 32

- All customers will be able to purchase discount on room reservations if they previously bring, plant, harvest an edible plant
- The aim is to combat pollution by creating an exclusive hotel farm in which organic products are used in the menu

Homesick and Culture 33

- The hotels should fill the free rooms with traditional products and cultures from other countries in order to help people who are forced to travel and feel homesick to feel more comfortable

Reutilização de espaços livres 34

- Para um hotel utilizar espaços livres e conseguir rentabilizar a longo prazo, acho que a elaboração de uma discoteca ou um casino seria ideal pois chamaria muita gente não só para ficar a dormir mas também outras pessoas que vão frequentar esse tipo de locais. sem esquecer que são locais onde movimentação monetária ocorre a nível Elevado

Safe and sustainable 35

- Urban hotels should opt for more sustainable, and proficiently digital, advertising: they should provide and project an idea of safety and comfort, showing the rules and hygiene of the place, given the situation of COVID-19
- They should appeal to the emotional side: after so many confinements and social distress, people will want to go out, live, travel, socialize
- In relation to business guests, they should be offered a completely flexible stay (choosing the days he wants (day or night) without having to pay a fixed stay, a number of days in a row)
- Outdoor and sustainable experience should also be provided: for ex, guests could choose to eat at the hotel or in the city parks with stunning views, projecting the idea of sustainability and environmentally friendly image of the hotel

All we want-Tudo o que queremos 36

- Creating green spaces to do outdoor activities, leisure spaces such as a swimming pool (indoor and outdoor), bar and amusement park
- Several leisure areas inside the hotel, in addition to the dining area, restaurant and bar, such as games rooms for children and adults, ballroom, library, office, meeting rooms and more, and of course the bedrooms and bathrooms
- To safeguard the environment: solar panels, recycling containers, with hybridization projects
- A hotel in which to spend holidays with friends, family or even for business should have a variety of activities and spaces to work, relax and enjoy

Eco Hotel 37

- Hotel totalmente ecologico. Eua apenas objetos durveis e tem um design mais verde

A panic room/ sensory deprivation room 38

- Many people have mental disorders that make them oversensitive about noises, light, touch (when in crowds), etc. These people need is a place where they can calm down during panic or anxiety attacks

Integration Activities 39

- Creating programs with leisure activities for its business clients, such as team building activities, taking advantage of the spaces that the hotel offers to implement the programs created to interact with its customers

Nature related activities 40

- Creating activities and spaces that draw the attention of its visitors
- Activities that are more connected with nature and the environment because people are in a constant rush in the city and always attached to technology
- Create outdoor activities that connect people to nature, create spaces for children and spaces for adults to enjoy

Hotels with different types of lobby 41

- Some hotels should organize for at least a week a kind of festival with various rooms inside the hotel, each one having their own theme and style of music, because not everyone likes the same music

Dynamism between culture and business 42

- To bring culture to the hotel spaces in order to arouse the interest and captivation of the visitors, thus achieving a dynamisation between two great worlds, that is the world of culture and the world of business
- With this, there may be numerous partnerships and even small businesses

Voucher plan 43

- Pre-selling consumer vouchers on the official website and OTA platform, as well as a combining package of consumer vouchers
- The consumption voucher is valid for one year and can be given as a gift after purchase
 - Product 1: One-night hotel accommodation + breakfast for two
 - Product 2: One-night hotel accommodation + breakfast for two + SPA for two
 - Product 3: Airport pick-up + Two-night hotel accommodation + two-days breakfast for two + SPA for two + one-day dinner for two
 - Product 4 family product: Airport pick-up + One-night hotel accommodation + breakfast for two and one child
- For some distinctive services, special consumption vouchers with a short validity period can be introduced:
 - Product 1: Airport pick-up + Two-night hotel accommodation + two-days breakfast for two + SPA for two + one-day dinner for two + Attraction tickets
 - Product 2: Airport pick-up + Two-night hotel accommodation + two-days breakfast for two + SPA for two + one-day dinner for two + entertainment
- All consumer vouchers are sold in advance at preferential prices so that hotels can seize a portion of the market in advance, and consumers can also plan ahead and get discounts according to their own needs. This is a win-win solution for both the hotel and the consumer

Salles de fitness privées et prendre des vacances dans sa propre ville 44

- Partenariats entre des hôtels et des salles de fitness en installant des machines dans les chambres
- Les clients ou membres pourraient faire leurs exercices en toute sécurité en privé, par groupes de deux ou trois, ou avec un coach. Les sportifs auraient accès à une douche ou des vestiaires privés. Hormis l'installation initiale du matériel qui pourrait s'avérer coûteuse et requiert un peu de logistique, la solution pourrait être poursuivie post-pandémie, offrant la possibilité de faire de l'exercice pour les personnes qui se sentent gênées de faire du sport devant d'autres personnes ou qui ne se sentent pas à l'aise de partager les vestiaires. Ceci pourrait ouvrir un nouveau groupe cible sur le marché.
- Les hôtels pourraient proposer (packages) aux habitants de la région de passer leurs vacances dans leur propre ville ou région. Ceci permet aux individus de faire toutes les activités habituellement proposées aux touristes (visites des musées et des monuments historiques, tours guidées, goûter aux spécialités culinaires de la région, etc.). Ceci permet au client de redécouvrir leur villes sous un autre regard, en tant que touriste chez lui, et certainement d'en apprendre plus sur l'histoire et la culture de la région dans laquelle il vit

Public cible "résidents à la semaine" – WINNER NR 1 - 45

- Les employés devront continuer à se rendre sur le lieu de travail de manière régulière, probablement plus de 2 à 3 jours par semaine. Un appartement serait sous-utilisé et demanderait de l'entretien et un hôtel classique pourrait être impersonnel et un frein financier
- Notre idée consiste à louer une partie des chambres de manière hebdomadaire et régulière ; de louer des casiers supplémentaires, afin que les clients puissent y laisser du matériel personnel, des habits ; de proposer un service de lavage.
- Événements de networking peuvent être combinés avec le souper afin de créer une atmosphère unique et une plus-value

- L'hôtel crée un second business model en plus de ses activités et clients habituels. Ainsi il peut assurer un revenu régulier tout en gardant l'esprit et les valeurs d'hôtels standards

Student Hotel 4TH - 46

- Many companies avoided costs by having online sessions instead of sending their employees abroad: there will be fewer business city trips in the near future, even after the crisis; in opposite, high schools and universities will return to normal classes
- To occupy hotels meeting rooms and bedrooms, one possibility would be to transform a part of the hotel into a student residence with common kitchens, including a cleaning service. The seminar rooms could be used to study and booked for group projects. The students could live and study at the hotel and pay a lower rent as for single apartments in the city center
- The hotel would continue to welcome business customers, which would bring interesting human exchanges, while friends or family who would visit a student could rent a room
- To avoid noise issues, rules and recommendations would be made for the student residence. There is a similar concept in the Netherlands: <https://www.thestudenthotel.com/>

Crossed sale 47

- Cross-selling system in which the tourist when visiting the hotel can have extra activity to do in the city, partnering with some companies that offer tourism activities and others, in order to make offers cheaper and attractive at the price level

Accessibility Restructuring 48

- Restructuring rooms, for example, for people with wheelchairs, or facilitating travel within the various spaces for people with visual impairments

Eco Resort 49

- A relaxed space where all people can work without feeling the pressure of work, with packages for all the people

Rooms for social and family events 50

- Hotels with rooms for meetings and personal events can invest in attracting events that cannot be done at a distance, or do not have the same result online, such as weddings, birthdays, etc.
- These events can link the use of space with the hosting of guests

THERE IS CULTURE IN THE HOTEL 51

- Hotel as the stage of various cultural initiatives, where clients and visitors are involved in all of them, want as spectators, want as active intervenient
- In this space great artists will pass in the most various areas, be them painting, dance, sculpture, music. circus art

Escape Room 52

Hotels and Events 53

- Hotels have a great opportunity to create partnerships with event managers and event organisations and make the hotels the centre stage of these events
- Each Hotel will then be able to create packages for tourists to stay and use the hotel services and also attend the event

Cinema Hotel 54

- Prepare movie theater rooms to adapt the rooms to any reality: we have clients who want to recreate a meeting in Kenya or Siberia easily, the room changes. On the other hand, we have

digital nomads who often need to work in rooms similar to their places of origin and not just a screen background, with this facility easily adapting the room

CREATIVE SPACE 55

- Nowadays most people get stuck in their routine, constantly think about work, stay at home because of the pandemic, and hence stop being creative
- My idea consists in building a space to promote creativity, for ex. a compilation of different type of art, where people remind our abilities, or trying something new like photography with several scenarios and one camera available; theater; dance; painting; meditation; yoga; culturing and others
- All the necessary materials are provided by the hotel and space may be required to not accommodate people due to the situation lived now. The idea is this space would be an escape from our routine in the middle of the city

L'innova'space 8TH - 56

- Créer des zones dédiées à l'innovation, en transformant les salles de réunion en zones de brainstorming, des salles communes inexploitées en zones de partage/café, quelques chambres en espaces de repos
- Transformer toutes ces zones en espace de partage et de créativité. Ces espaces pourraient être loués aux entreprises qui voudraient faire des séances d'idéation. Ou aux sociétés qui proposent des activités de team building, tout en couplant cela aux activités locales. Ou aux communes qui aimeraient organiser des climathons/innovathons et trouver des solutions innovantes en 24H à 48H pour le développement durable de la ville. Ou un partenariat avec les "startup week-ends" et organiser cela dans l'hôtel. Soit un business qui pourrait toucher tous les secteurs sociaux-économiques locaux
- Idée serait de faire de ces espaces inexploités, des lieux d'innovation uniques

XperienceHotels 5TH - 57

- To reinvent the city experience and entertain the guests, as if they were watching a play. With XperienceHotels they ARE part of the play: one could book for example a 20 hour experience, including meals, over-night stay and entertainment. After settling in, the phone might ring and the guests are asked to come to the lobby where they'll find a crime scene. Someone is dead on the floor and a big area is closed off by the police who is also on site. And so the spectacle begins, 20 hours packed with scenes as such. Even during dinner, a waiter might trip and starts causing a scene and a big argument between the staff entertains the guests
- The booking of the XperienceHotels is similar to the booking of plays. As people can choose different theater plays on different days, people can choose different Xperiences at the hotel. The themes of the hotels and topics of the Xperiences could be thriller, horror but also comedy. There could also be puzzles and riddles for guests to solve in order to help for example the detectives solve the murder case. Not only does the hotel industry profits from this idea, but also the cultural sector could benefit from it. XperienceHotels could pose as job opportunities for people working in the cultural sector.

Passeport Dodo - profitez des hôtels suisses à prix réduit ! 58

- Appliquer le principe du "Passeport Gourmand" pour les hôtels
- 1) Choisis ton hôtel parmi la sélection proposée
- 2) Réserve ton séjour
- 3) Profite de rabais incroyables selon le nombre de personnes séjournant à l'hôtel (par ex: 50% de rabais à deux)
- Faire découvrir les magnifiques hôtels suisses aux indigènes sans devoir y laisser la moitié de ses économies ; découvrir son pays et les différences de culture propre à chaque canton

Co-working spaces and networking evenings/breakfasts 9TH - 59

- Creation of co-working spaces and networking apéritifs/breakfasts
- Because urban hotels are located in the city center, close to train stations or economic hotspots which gives people who live in a relatively small apartment the opportunity for a change of pace
- Possibility of networking apéritif constitutes an advantage for the hotels, and the customers! Organizing an apéritif with a theme according to the sector of activity or the sector of trade allows the customers to connect with new people, exchange ideas and develop their network.
- You can satisfy the early risers as well with networking breakfast. Many people are working in their living rooms, at the kitchen table and/or surrounded by several children. Offering them a quiet and well-equipped space will meet a real need. The opportunity to enjoy half a day, a full day or even a week in a place suitable for work paired with the before mentioned advantages will be appreciated (with access to fitness or spa being an important bonus)
- Transform rooms into intimate workspaces for clients who need quiet for calls or meetings. Conference rooms can be transformed into a co-working space without additional investment since a lot of the infrastructure is already existing (maybe a printer, electrical outlets if needed).
- Hotels can choose which services are included in the price or extra. For ex, coffee will be provided for free, but pastries will be charged extra.
- Advantages for the urban hotels:
 - Make profitable spaces that are little or not exploited (lobby or restaurant after mealtimes) and create life in empty spaces. No heavy investments needed (hotels already have Wi-Fi, chairs, tables, and staff is already present).
 - Advertising the establishment. Bring customers back to the bar or restaurant during breaks, for lunch or supper.
 - Co-working and networking also offer advantages for potential customers: Opportunity to meet new people; Opportunity to get out of their usual place of work; Possibility to have access to the hotel's spa or fitness center; Renting for a short or long period of time; Networking: an important aspect of professional life that is becoming very complicated due to the health situation; Promoting these offers to potential clients abroad is also a possibility!
 - Some hotels offer long stay packages (for example in the Canary Islands) and have great success!

Rooms for students 60

- Allocating rooms for students: many Swiss universities are based in cities where accommodations are too expensive
- Offer rooms at an affordable price with a full pension (supplement). The renting of the room would include cleaning and laundry service because everything is already in the hotel. Student could go drink some glasses at the bar with friends, and hotel would still make profit with the pension. Even though the hotels' vision could change with this idea, as the student would spend more time in the building than a tourist in holiday, the work and the rooms wouldn't require any change. During summer, peak period, students would go away and leave their rooms so the tourists could come visit the country, and the price of the room could be more expensive

Le eSport pour l'hôtellerie urbaine suisse 61

- L'eSport, aussi appelé « sport électronique » désigne la pratique d'un jeu vidéo seul ou en équipe, par le biais d'une console de jeux vidéo. Bien que l'industrie du eSport soit encore jeune, elle acquiert de plus en plus de notoriété. Des tournois avec d'importants prix émergent sur la scène internationale. Par exemple, la Fortnite World Cup s'est déroulée du 26 au 28 juillet 2019 au Stade Arthur-Ashe à New York, avec un montant total des gains s'élevant à 30 millions de dollars. Notre volée de 1ère année de la Team Academy a monté un dossier de 15 pages, expliquant pourquoi les compétitions de eSport sont une opportunité pour l'hôtellerie urbaine suisse à ne pas manquer. Plus d'informations dans notre dossier

La gestion de couples en hôtellerie urbaine suisse 62

- Jusqu'à trois fois plus de demandes de divorces depuis l'arrivée du covid-19. Un couple sur quatre est suivi par une ou un professionnel de ce secteur.
- Proposer un package pour les couples se trouvant dans une situation relationnelle difficile ou qui souhaitent se retrouver. Notre volée de 1ère année de la Team Academy a monté un dossier de 13 pages, expliquant pourquoi intégrer la gestion de couples comme package est une offre prometteuse pour l'hôtellerie urbaine suisse. Plus d'informations dans notre dossier

An innovative interactive map! 63

- People are not primarily looking for a hotel, they are looking for a place to stay, a reason to travel or to visit a region
- Possibility of finding activities, participating in various events and visiting exceptional places. Hotels will be able to benefit directly from this new dynamic. Let's not see the hotel as a single entity anymore! Let's involve hoteliers in the heart of a project, from the creation of a trip, an extended weekend or even a "vacation" over a longer period of a week or two. The interactive map responds to the new desires of tourists, the curious and people with a thirst for discovery, culture or relaxation. Let's place the hotel at the center of this tool

Crime Solving Hotel 64

- Mixing leisure with accommodation: initial purpose of the hotel still in place, with additional activity for customers to enjoy.
- The client comes to the hotel for a night (or more) and during this time, can solve a crime. Similar to an escape game, but different approach: the customers decide how long they stay in the hotel, and instead of having to escape the room, they need to find different pieces of evidence (mainly in the room, but also hallways and other parts of the hotel)
- When entering the hotel, the customers receive a case to solve (description of the case, the suspects, some evidence, a map). The longer the customer stays at the hotel (1 night – easy; 2 night – medium; 3+ hard) the more difficult the case will be.
- The customer can start solving the crime while enjoying his stay in the hotel. If they solved the crime, they will be able to appear on the table of records, so that everyone can see it. This table of records will feature the people/teams that solved the crimes the quickest. This will also boost competition amongst customers and will give them a reason to come back, to beat the scores.
- This concept can be enjoyed by anyone, be it a couple, a friend group, a family, or also, in order to keep the initial clientele in mind, businesspeople who have a meeting and then want to have some fun, or a company that is looking for a corporate workshop in order to increase teamwork and boost critical thinking. This idea can be implemented short or long-term, with decoration in the hotel rooms and in the whole hotel which will make the customer live an immersive experience

Showroom Hotel 65

- To give potential customers another reason to spend a night at a hotel, an idea would be to decorate each room differently, with a different aesthetic and storytelling. Each room would be design according to a movie, a certain historical period, whatever and each customer will have a different experience in the hotel. Also, thanks to the decoration in the hotel rooms, the customer will be able to take pictures and post them on social media in order to show the experience they lived in the hotel.
- The concept is similar to the Selfie Hotel, that is currently in Lausanne (several rooms where people can take aesthetically pleasing pictures), but the customer will be able to spend the night in their room and therefore take the experience even further. This idea would be for a long-term implementation, since the decoration of the different rooms will permanent (painting the walls, changing the beds and the other furniture, etc.).The fact that every room with a

specific design only exists once creates this exclusivity which can also be an added value of the hotel. Finally, as there would be several different rooms with different decoration, there will certainly be something for everyone

Voyage malin et pas loin 66

- Tourisme domestique où les suisses re-découvriraient leur région au travers de services hôteliers. L'insolite se retrouve dans le fait de passer la nuit dans un hôtel à quelques kilomètres de chez soi.
- L'idée étant de créer des packages attractifs (nuitée, repas et visite de l'hébergement ou dégustation dans les coulisses du restaurant; une activité exclusive proposée par l'hôtel) où l'objectif est différent.
- Traditionnellement l'hébergement est un médium pour faire découvrir une région (auquel s'ajoute la destination card par exemple) alors que dans une nouvelle optique, les clients connaissent la région, mais moins l'hôtel (et sûrement qu'ils n'ont pas fait usage de ses services). On s'intéresse de plus près aux services proposés par l'hébergement plutôt qu'à la destination dans son ensemble. Néanmoins, rien n'empêche de combiner les deux, tout en se focalisant sur le client qui connaît sa région.
- Expérience pourrait se décliner sous plusieurs aspects, comme un pass région avec des hôtels alignés autour d'un concept préalablement défini permettrait au client d'en choisir certains (ex: 4 parmi 7 hôtels du lac), de souffler le temps d'un week-end sans pour autant dépenser son énergie dans le trajet et de profiter de ce que sa région a à lui offrir, à lui aussi.
- En tant que potentiel client d'un hôtel de ma région, je ne me suis jamais sentie attirée car je savais que je ne correspondais pas au client type. Et si je voyais les choses autrement ? Et si je me laissais surprendre par l'hospitalité du coin ? La question en suspend finalement est : y-a-t-il quelque chose pour moi ? La réponse est oui (évidente) en plus de Zürich ayant mis en place une carte à prix attractif pour que les résidents découvrent à leur tour l'offre touristique développée conjointement avec les hôtels.

Mix between tourists and tenants (Hybrid model) 6TH - 67

- To move into a hybrid model, by welcoming at the same time tourists and medium to long-term tenants (50%/50%).
- The free rooms that will not be occupied in the future could be rented out on a monthly basis to students or citizens looking for somewhere to live, so that the occupancy rate can be increased.
- Provide fee-based services to them (laundry, storage, cleaning etc.). It could also be good to give them some responsibilities so that they can feel they are at home (cleaning their room (make them pay if they do not want) etc.).
- For the rooms addressed to usual tourists, revenue management should still be at the core of the strategy. It means selling the right room, to the right client, at the right moment, for the right price, through the right distribution channel, with the best cost efficiency. Maybe focus on/review the market targeting and positioning of these hotels in order to strengthen its attractivity.

Hôtels urbains qui se transforment en hôtels familiaux 68

- Offrir un peu de répit aux parents et de supers activités pour les enfants. Les familles monoparentales sont la clientèle parfaite pour remplir les hôtels des villes.
- Quoi ? Repos ; Activités pour les enfants ; Divertissement pour les parents ; Babysitter à disposition ; Kid's club pour les plus grands
- Comment ? Dédier les espaces de conférence/séminaires au kids club ; Organiser des activités à choix pour les enfants du même âge ; Offrir des forfaits et des horaires pratiques pour le spa spécial parent
- Si intérêt des clients: soirées entre parents célibataires ou à thèmes : Mise à disposition de baby-sitters et faire travailler les jeunes de la région qui recherchent peut-être un peu d'argent de poche

- Implémenter des « camps de vacances » dans les hôtels pour les adolescents. Ça serait pour eux l'occasion de découvrir certains métiers de l'hôtellerie et de les occuper pendant leurs grandes vacances d'été. Ce concept pourrait avoir lieu sur des longs week-end, des vacances ou même pendant la semaine.

2 mariages pour 1 divorce. C'est trop! L'hôtellerie le solutionne. 69

- Notre idée est que l'hôtel puisse organiser des retraites réunissant des couples en crise et leur thérapeute : permettre aux patients d'échapper à leur routine quotidienne tout en ayant accès à des activités et thérapies visant à résoudre leur problème.
- L'hôtel bénéficie donc de la location des chambres par le thérapeute et ses clients. De plus, il profite de la promotion faite envers ses autres clients et collègues. Notre proposition vise le long terme, étant donné que les problèmes de couple se multiplient

Décentraliser son entreprise à l'hôtel – WINNER NR 2 - 70

- Avant la pandémie, la plupart des entreprises actives dans le tertiaire louaient des bureaux dans les centres-villes, qui représentent une part plus ou moins importante des coûts d'une entreprise. Avec la pandémie et la généralisation du télétravail, les entreprises se sont rendu compte qu'une partie de leurs employés pouvait travailler depuis la maison.
- Certaines de ces entreprises pourraient vouloir réduire les surfaces qu'elles louent, voire les supprimer. Certes, les employés auront envie de voir leurs collègues à des échéances régulières, pour travailler, participer à des séminaires ou réunions ou pour le plaisir de se réunir et d'échanger.
- Hôtels de ville pourraient louer aux entreprises à échéances régulières des espaces de co-working et de réunion. Par ex : une fois par semaine, une entreprise pourrait se réunir dans un grand hôtel pour tenir une réunion et permettre à ses employés de se retrouver avec toute la logistique à disposition (matériel, catering) et d'enchaîner ensuite sur un after-work au bar ou au restaurant de l'hôtel. De ce fait, au lieu de louer des bureaux hors de prix au centre-ville, l'entreprise loue juste ce dont elle a besoin quand elle en a besoin avec tous les services qui vont avec dans un cadre souvent plus agréable que celui de bureaux austères et sans avoir à se préoccuper de la logistique.
- Les hôtels pourraient mettre à disposition des chambres ou des espaces de travail réduits pour les réunions en petit groupe ou les employés qui voudraient s'isoler le temps d'une réunion en ligne ou de la rédaction d'un dossier important.
- Cela permet, du côté de l'entreprise, de réduire les espaces qu'elle loue pour les employés qui ne voudraient/ne pourraient pas faire de télétravail. Et, du côté de l'hôtel, cela permet de rentabiliser les espaces de réunions qui ne sont pas utilisés 100% du temps et de développer des packages complets pour les entreprises et ainsi d'augmenter des revenus

"Hôtels aux clientèles" 71

- Pour redynamiser le secteur de l'hôtellerie, il faut un nouveau modèle de gestion qui assure une harmonie entre l'hôtellerie et l'environnement.
- Codes strictes à respecter, digitalisation, proposer des séjours aux clients qui peuvent effectuer leur réservation depuis chez eux et accéder à leur chambre sans intermédiaire et ainsi éviter toute contamination.
- Cette nouvelle opportunité permettra de baisser les coûts pour la clientèle, qui verra ses possibilités de séjour augmentées, ce qui engendrera une hausse de la fréquentation de l'espace hôtelier.
- Ces pratiques doivent également être accompagnées de nouvelles mesures, comme l'offre aux clients d'abonnements de transports ou de moyens de locations de véhicules, ce qui rendra plus attractif la réservation et assurera logement et mobilité.
- Restructuration de l'espace : créer des espaces personnalisés pour les clients pour la diversion et le loisir ainsi qu'à la formation. Ce qui permet aux clients de rester sur place et de minimiser

leurs déplacements. Des espaces doivent être prévus pour des formations en relation avec l'hôtellerie ou le management d'hôtel, ce qui revient à investir dans le secteur même. Les espaces de loisirs proposés doivent se démarquer des autres qui sont disponibles dans l'aire urbaine. L'exemple de jeux de type paintball, fun laser ou babyfoot de taille humaine sont à considérer. Les mariages à thèmes et divers types de célébrations comme anniversaires, enterrement de vie de fille/garçon doivent être à l'honneur et tout type de passage de vie. Ceci permettra d'attirer également des clients qui viendront pour ces formations ou ce type de loisir et ainsi permettra aux hôtels de ne pas dépendre uniquement des séjours.

- Indispensable que l'hôtellerie réponde aux critères du développement durable, dans le but de réussir notre transition énergétique et d'être attractive. Les clients accéderont plus à un secteur économique qui est sensible aux préoccupations écologiques. Ce sont des principes comme l'efficacité énergétique, la réduction de l'empreinte carbone, le recyclage ainsi que l'incitation à voyager durablement qui doivent être encouragés et appliqués

Parier sur la diversification / Betting on diversification 72

- The notoriety of Internet personalities is growing day by day. So, it would be relevant to accommodate this type of people in the hotel in order to attract a good clientele and to enhance the image of the brand. This idea can be extended to the creation of TV shows, series or films. A bilateral agreement between the protagonists could be concluded.
- The second part of the project is to further diversify the investments in the hotel. The remaining rooms could be rented to various and even popular companies such as the popular university, the Swiss cross, the army, the driving school, ... This would allow for activities such as exhibitions, workshops (creative, technological, cooking, etc.), workplaces, themed presentation salons, restaurants, professionals who could offer their services at low prices or even free of charge (such as doctors, lawyers, psychologists, etc.), competitions (eloquence, start-up, etc.), conferences, sales of unsold goods from various stores, flea markets, etc. This transition should include training and follow-up for hotels wishing to diversify.

Hôtel résidence d'artistes 73

- Les hôtels urbains ouvriraient leurs portes le temps d'une résidence à des artistes locaux ou étrangers qui souhaiteraient s'inspirer de la ville, d'une thématique spécifique ou problématique actuelle pour créer.
- L'objectif est de permettre à des artistes en tout genre de s'approprier certains espaces de l'hôtel; entrée, façade, chambres, couloirs, jardin, espace restaurant, etc... L'hôtel deviendrait le support de leur oeuvre. Sculptures, peintures, fresques, mix médias, expositions photographiques, etc... les artistes seraient libres de créer ce qu'ils souhaitent selon leur talent sur le sujet proposé.
- Lors de la phase de création, des workshop, présentation, live RS, etc... pourront être mis en place pour permettre aux plus curieux de découvrir les différents processus artistiques en avant-première. Une fois la résidence des artistes terminée, tel un musée, l'hôtel pourra accueillir des visiteurs lors de dates clés pour des visites en journée des œuvres réalisées. Le reste du temps, l'hôtel reprendrait ces fonctions habituelles, permettant aux visiteurs de passer une « nuit au musée ». Des collaborations avec des musées/activités culturelles pourraient être incorporées à cette action.

b. Synthesis of ideas taken from the online content review

- Co-living spaces (private rooms, shared kitchen and spaces)
- Remote working (investments in technologies)
- Senior market, wellness
- Emphasis on flexibility, hospitality, luxury, modern design, surprising concepts, cooperation, virtual identity, exclusive offers, adventure
- Personalisation, smart rooms, mixed-use rooms, friendly & living common spaces, co-working, épicerie, bar, sport room, environmental conscience (millennials), local consumption, safe, domestic tourism, tourism residences (apparts-hôtels)
- Home office -> day rooms and additional services, attractive prices
- Post pandemic still 1-2 home office
- Accessibility (disabled), safety
- Temporary BM (could be a theme!), open innovation, BMI
- Regular restaurants (during) -> theme boxes, vouchers, flexible bars, rented open-space
- Focus on promotion and communication
- Create special deals and packages, lower rates
- Offer super flexible cancellation terms
- Create F&B offers
- Focus on price vs occupation rate
- Hygiene, safety, leisure, local, flexibility, virtual & hybrid meetings
- Ballrooms and other venues -> small wedding ceremonies
- Expansion of off-site catering services
- Swissotel -> micro-flats
- Teleworking
- Virtual travels, local destinations, back to basics
- Smarter, kinder, safer
- Focus on new clientele, one floor dedicated to “evolutive flats” for the elderly
- Medical rooms, work spaces, autonomous private flats with kitchenettes
- New services, personalisation, and no standardisation anymore
- 2 types of structure for luxury segment
 - Private facilities (accommodation as spacious suites/flats/villas with on demand services, catering spaces, resting areas, wellness, all accessible to the public)
 - “Place of life”, open to public, collaboration with local brands (external partners)
- Eco trends, wellness, medical
- Yacht club, private space within nature, activities mountains & lakes
- Spanish hotel chains: client diversification: day offices, big rooms for co-working, cf. Palma: tourism & teleworking
- Co-living, hospital staff, physio, attractive prices
- Teleworking: combining offer “escape to the mountain & telework” ex. 4 weeks, flat
- Swisspeak resorts: offer “teleworking (with specific material in a holiday flat, session rooms, activity room for kids, wellness area, spa, catering services)
- Telework & wellness
- Ski & rest, co-working space
- Collabotels (collaborative hotels): creative spaces, telework
- Hôtel Paris: hébergement social (min. 2 years)
- « Studio de captation » to organize and broadcast virtual events (professional equipment, all-inclusive offer)
- Snowbirds? Long-term stays, room with wee kitchens
- Hybrid and human-centered: teleworking, co-working, health
- Co-working spaces with additional services (restaurant, café, printer, rooms, professional & creative exchange)
- Rooms as offices: cf. startup VS. (co-working, tourism, brainstorming, co-living, possibility to join family and work)
- Repurposing of hotels: serviced apartments, residential, healthcare, old people’s homes, offices, co-living

c. Ideas provided by think tank participants prior to workshops

- Collaboration between hotels, healthcare and social providers for the elderly (short or long-term)
- Creation of a teleworking pass within Switzerland, allowing someone to work from different swiss cities; partnering with SBB and hotels
- Offering classes, activities and workshops, with a vision that is local
- Pop-up and happening hotel: pop-up stores and spaces, events, product presentations etc.
- Turn rooms into day offices, food & beverage included, fully-equipped workspaces
- Hybrid meetings: transforming spaces into conference rooms, with screens, connection etc.
- Renting rooms for a specific duration (could be hourly, for reunions, relaxing, yoga class etc. ; or for a longer period of time, without services -> personalized offers)
- Having flexible rooms
- Focusing on local wellness: treatment areas, facilities for physical and mental fitness, yoga etc.
- Providing post-covid living spaces: mixing work with relaxation, informal encounters, etc.
- “Terroir” meets the city: boutique concepts with an offer adapted to the environment and the spirit of the hotel
- All-inclusive week package for business or free weekend if the stay exceeds a certain number of nights for families
- Flexible formula: booking for an hour, several hours, a day, and so on (specifically regarding teleworking)
- Family experiences: new type of leisure clientele; short-stay packages, breakfast and lunch included as well as various experiences (tastings, courses and other activities); turning areas into playrooms, spa, etc.
- Subcontracting spaces to companies
- Business playground: offering meeting space for colleagues from local companies; co-working spaces; company branches
- Defending the quality of life (e.g. temporarily hosting a furniture store)
- Reinventing afterwork parties (professional coaches, spa, physical and mental well-being)
- Test center (to try out different lifestyles)
- Retirement home
- Sharing economy (spaces, kitchens etc.)

d. Classification of all the ideas

	A	B	C	D	E
1		Business Model Innovation			
2		[Theme 1] Hotel as a space to work, study, or live (long-term)	Document review	Think tank	Contest
3		Using existing infrastructures & providing additional services			
4		Co-working spaces/shared workplace combined with additional services (restaurant, wellness, equipment, technology, free drinks, access to workrooms, activities, networking, afterwork aperitives, accommodation included)	x	x	x
5		Opting for flexible rooms (bed can be freed to put a desk for ex.)	x	x	
6					
7		Turning spaces into long-term accommodation (rooms, flats)			
8	Hybrid	Reassigning a number of rooms to long-stay renting (workers, students, seniors), including additional services (cleaning, laundry, lockers, networking events, meals) -> as a 2nd BM	x	x	x
9		Micro-flats, autonomous private flats	x		
10		Create co-living spaces (private rooms, shared kitchen for ex.)	x		
11					
12		Combining business with leisure tourism			
13		Creating specific areas dedicated for training classes, but also distractions and leisure ; offering work & leisure packages	x	x	x
14		Multifunctional areas: Turning some spaces into conference/brainstorming/exchange/team-building rooms, that can be rented by businesses	x	x	x
15		Proposing day rooms to provide comfort & services to clients waiting for a flight			x
16					
17		Renting spaces for a very short time		x	
18		Pop-up spaces (temporary store, event, product presentation)	x	x	
19		Possibility to rent a room hourly (to relax, do yoga, work session, etc.)	x	x	
20					
21		[Theme 3] Customer experience based approach			
22		Holistic approach (sharing economy model, partnership between hotels and city authorities, local activities and products)	x	x	x
23		Family-oriented (packages, activities, holiday camps, etc.)		x	x
24		Hotel-oriented (special pass for several hotels, packages & activities through several hotels ; "teleworking pass" ; collaborations	x	x	x
25		Couples-oriented			x

	A	B	C	D	E	
26						
27		Product Innovation	Document review	Think tank	Contest	
28		<i>[Theme 2] Hotel as a destination itself</i>				
29		Tailoring existing infrastructures to a thematic use			x	
30		Create protocols with hospitals (to accommodate clients who had surgery)			x	
31		Collaboration with healthcare providers (for the elderly, from 10-15 days to more than 2 weeks stays)		x		
32		Old people home cf uk; ex 1 floor = flats for the elderly = hybrid (cf theme 1)	x			
33		Medicalised rooms	x			
34		Learning and Experience Sharing Platform (course, cultural exchange, creative immersion, event)		x	x	
35	Single use	Hotel with specific themes according to a specific audience			x	
36		Dedicate some rooms to Swiss cross, army, driving schools etc. - diversification			x	
37		Creative space			x	
38		Escape room			x	
39		Creating a room to fight against panick & anxiety attacks			x	
40		Room personalisation (birthdays, etc.)	x		x	
41		Private fitness rooms, machines in some rooms			x	
42		Multifunctional space (leisure: ping-pong, karaoke, activities, etc.) - to be rented privately		x	x	
43			Targeting Leisure clients / Combining leisure tourism & accommodation			x
44		Hybrid	Guests are part of a play during their stay (crime scenes, etc.) ; crime-solving hotel			x
45	Single use	Using free spaces to create a discotec, casino, with the possibility to sleep on place afterwards			x	
46		Using VR to generate specific room views; immersive environment ; smart rooms	x		x	
47		Proposing cultural thematic services/products			x	
48	Hybrid	Hotel as a residence for artists (they "use" certain spaces)			x	
49		Hotel with movie theater rooms			x	
50		Culture & business partnerships			x	
51	Single use	Hotel as a place to organise events; each room with specific theme			x	

	A	B	C	D	E
53		Process Innovation	Document review	Think tank	Contest
54		<i>[Theme 4] Idea proposals relative to the marketing & image</i>			x
55		Personalisation			x
56		Interactive map			x
57		Voucher plan (pre-selling)			x
58		According to the type of client (emphasis on mobility, safety, sustainability etc.)			x
59		Flexibility (per hour, day, etc.)	x		
60		Week all-inclusive package (business) and free weekend included if x nights booked // special deals and packages	x	x	
61		Homesick & culture			x
62		Safe marketing (ps. New senior clients can also be in theme 2)			x
63		Safe measures, safe image; access for the disabled, the elderly	x		x
64		Green marketing (image or infra)	x		x
65		Developing ecological infrastructures/areas (green spaces, solar panels, recycling etc.)	x		x
66		Proposing nature-related activities	x		x
67	Single use	Proposing organic products			x
68		(millennials)			