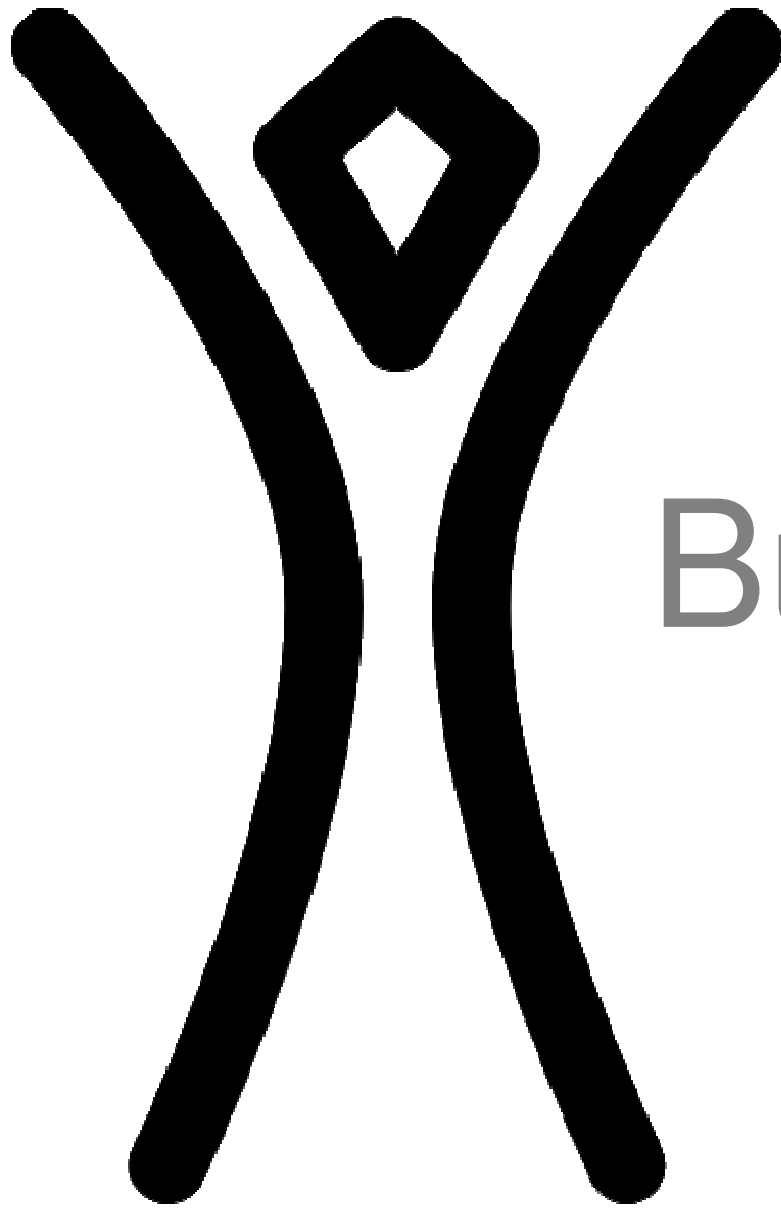


What will  
*Hospitality* look like  
in the future?



Burning Man



# Burning Man

since 1986

hosting 50,000

tickets from \$210 PP

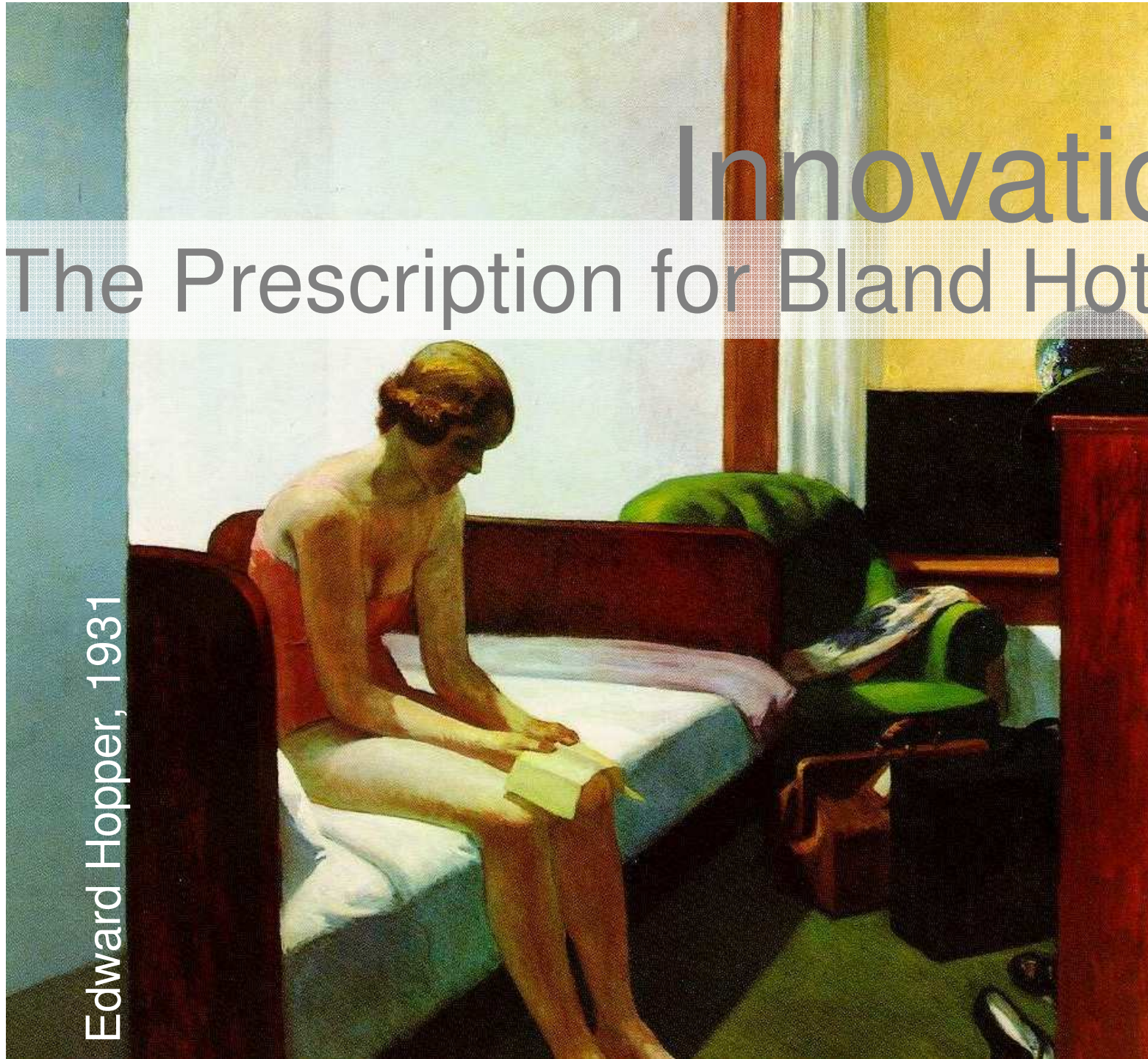
harsh conditions

based on *giving*

great experience

# Innovation

## The Prescription for Bland Hotels



Edward Hopper, 1931

Innovation



but where  
does it start?



# Innovation

# how does it flourish?



# Innovation

what if it  
doesn't work?



**ALESSI**

# Innovation

why doing it?



# Innovation

no really,  
why doing it?



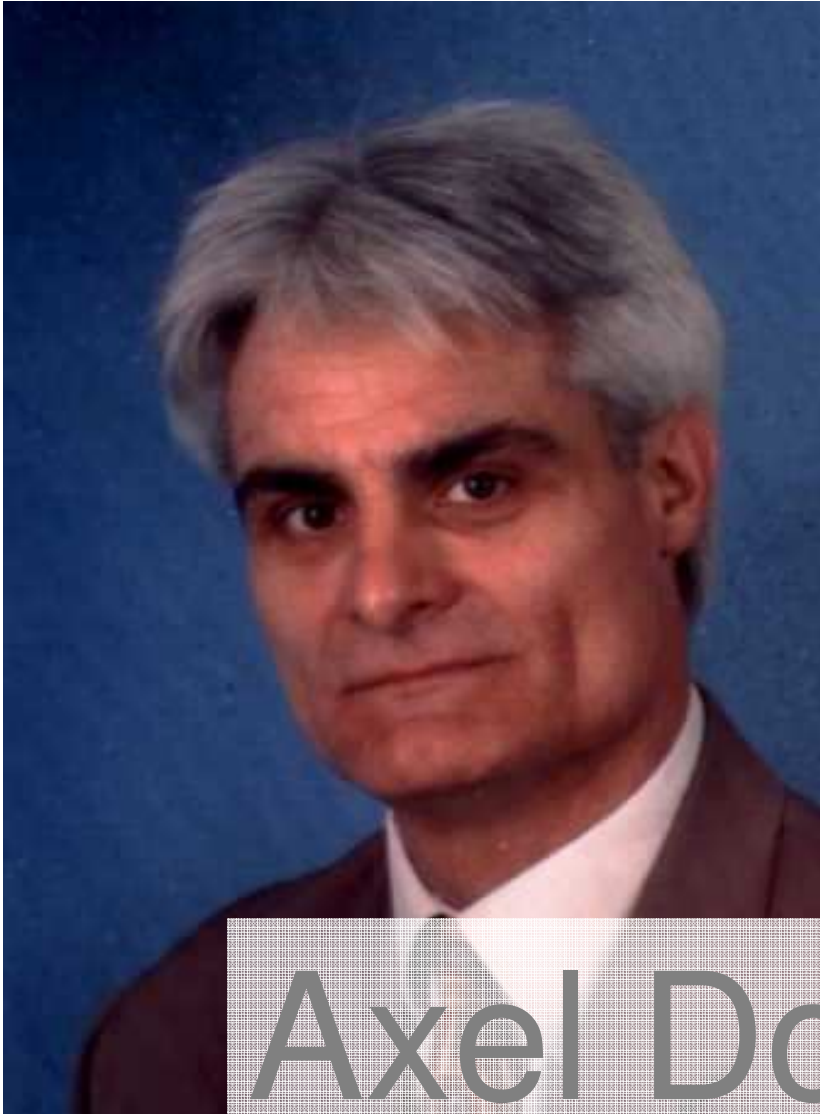
# Christoph Hoffmann

Partner / CEO  
25hours Hotel Company



# Michael Levie

Hotel owner,  
founding partner  
and CEO of citizenM hotels



Axel Donald Sauer

Managing Director  
ProLeisure Business Development GmbH

# Titus D.F. van der Werf

President  
Global Hospitality Procurement  
The Parker Company



1. Hotel managers don't want innovation:

It will mean spending money on investments that only start to pay off when they have already moved on to the next step in their career ladder, another hotel.

2. Innovation is hindered  
by the strict etiquette  
and codes  
that rule the hotel industry.

3. The worldwide crisis is a great stimulus for innovation in the hotel industry.

4. Risk avoidance  
is an important characteristic  
for hotels  
and a main obstacle  
for innovation in the industry.

5. Innovation should come from suppliers, from the partners in the hospitality network, not from the hotels.

6. Main hotel chains have too much to lose, so innovation will especially come from smaller hotel companies.

7. Participating in open innovation systems, together with all partners in the value network and with the guests is necessary for hotels to remain profitable.

8. A bland hotel  
is not by definition  
a bad hotel.

# Innovation

tools for tomorrow

