

The End of Hospitality and the Last Guest

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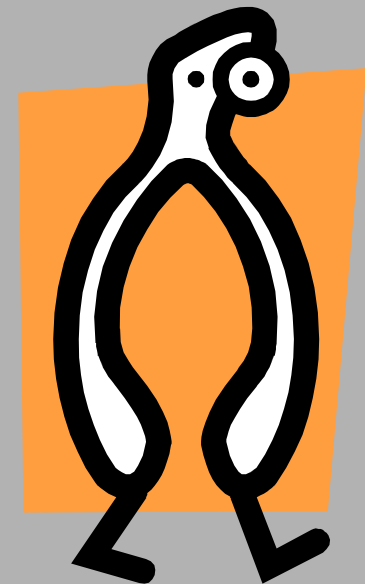
IRE-TourLab

Università della Svizzera italiana

Obiettivo Turismo, Lugano 2007
Tavola rotonda - Ticino 2018: Turisti senza alberghi?

Introduzione

*Questa breve presentazione
sarà in inglese – la lingua dei
mercati globali*



Once upon a time ...

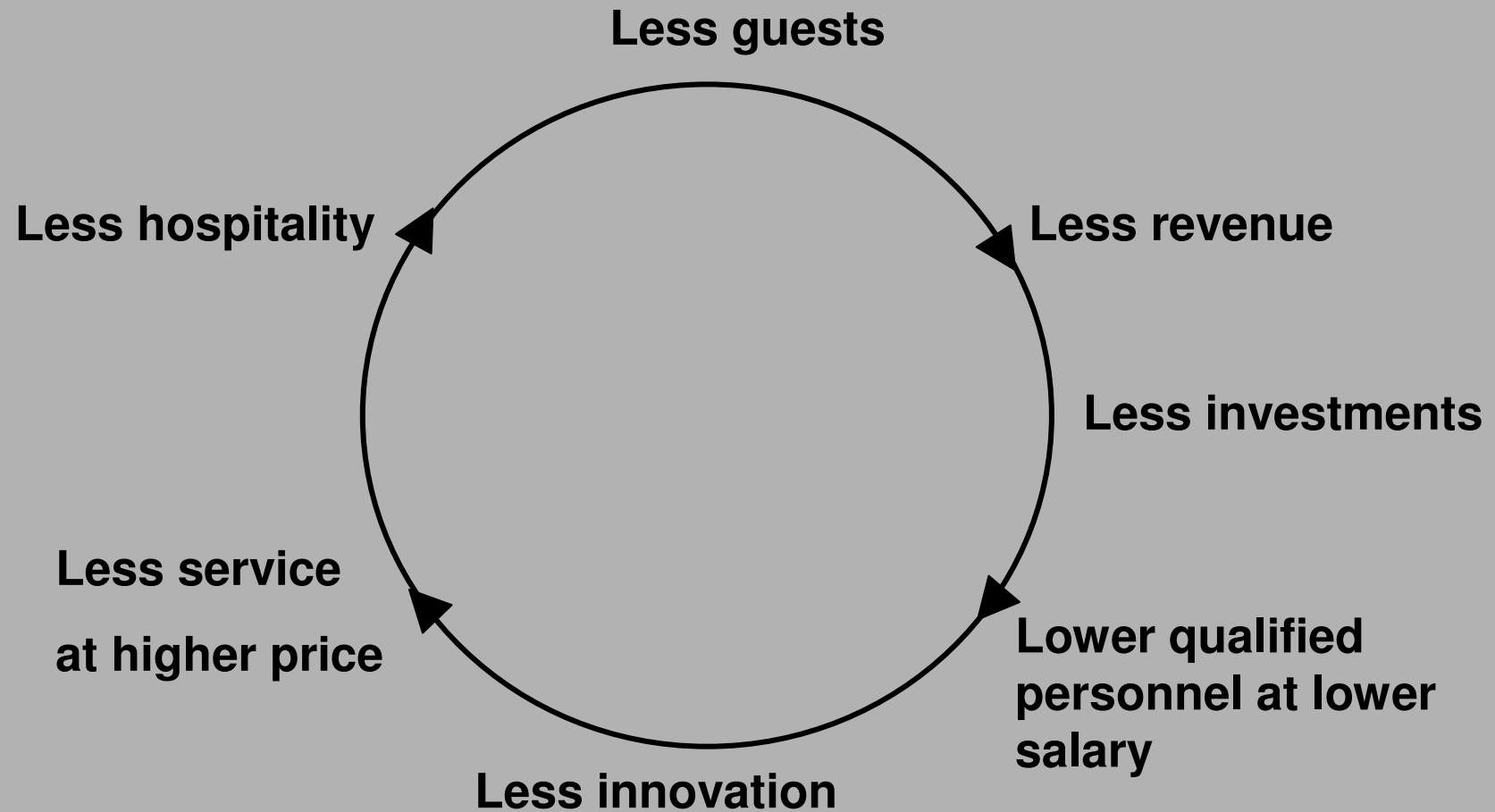
- Hoteliers were waiting in the sun ...
- Tourists arrived and enjoyed ...
- And so they would have lived happily ever after ...

- But the sun started shining also elsewhere – it's called competition:
 - new sunny destinations
 - with lower costs and prices
 - and innovative hotels

And the Ticino ?

- Decided to hide the sun and boast culture
- So instead of waiting in the sun, hoteliers just waited ...
- And in the meantime started saving on labor, infrastructure and services ...
- But the other sunny places kept combining sunshine with value for money ...
- And so things started changing ...

And the inevitable happened ...



By 2012

- The *Splendid Royal* had become the heavily subsidized *Blend it Overall*
- The *Residenza al Parco* had become the *Reminiscenza al Pardo* – long gone by ...
- And the *Hotel Dante* had been transformed into the *UBS-Dormitorium Beatrice*

And by 2018 ...

- Alptransit opened ...
- The last **guest** took the rapid train and left ...
- And the Ticino was flooded by **visitors** on transit from North to South and East to West, taking in some sunshine for free ...
- And they added no value ...

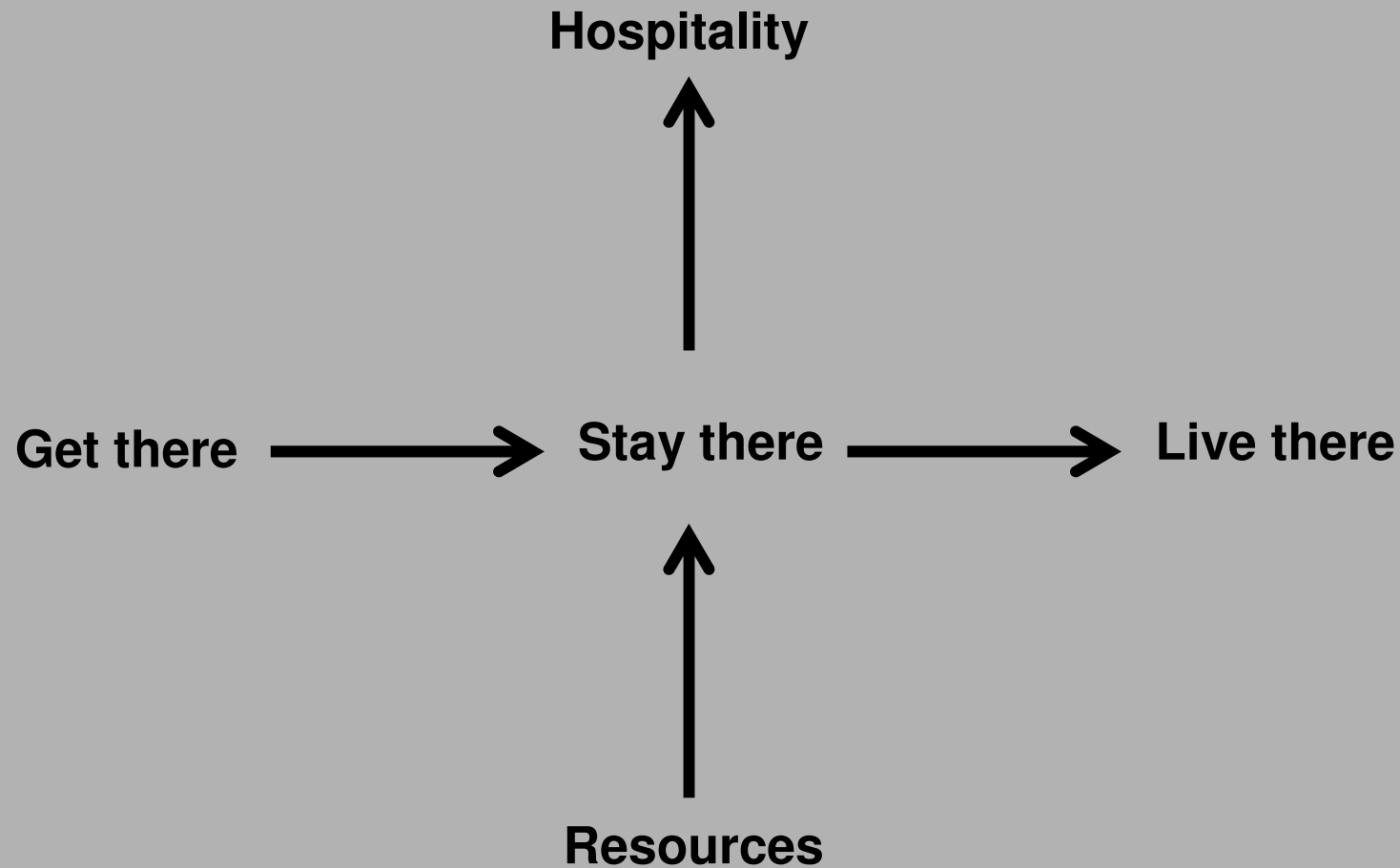
Break ! Trends in Hospitality

- 1** *Saying 'No' to Commoditization*
- 2** *Increasing Spending*
- 3** *Understanding the Customer*
- 4** *Delivering Personalized Experiences*
- 5** *Going Direct*
- 6** *Expanding Online Distribution*
- 7** *Strengthening Brand Value*
- 8** *Building Self-Service:*
- 9** *Growing the Revenue Picture*
- 10** *Planning for the Future*

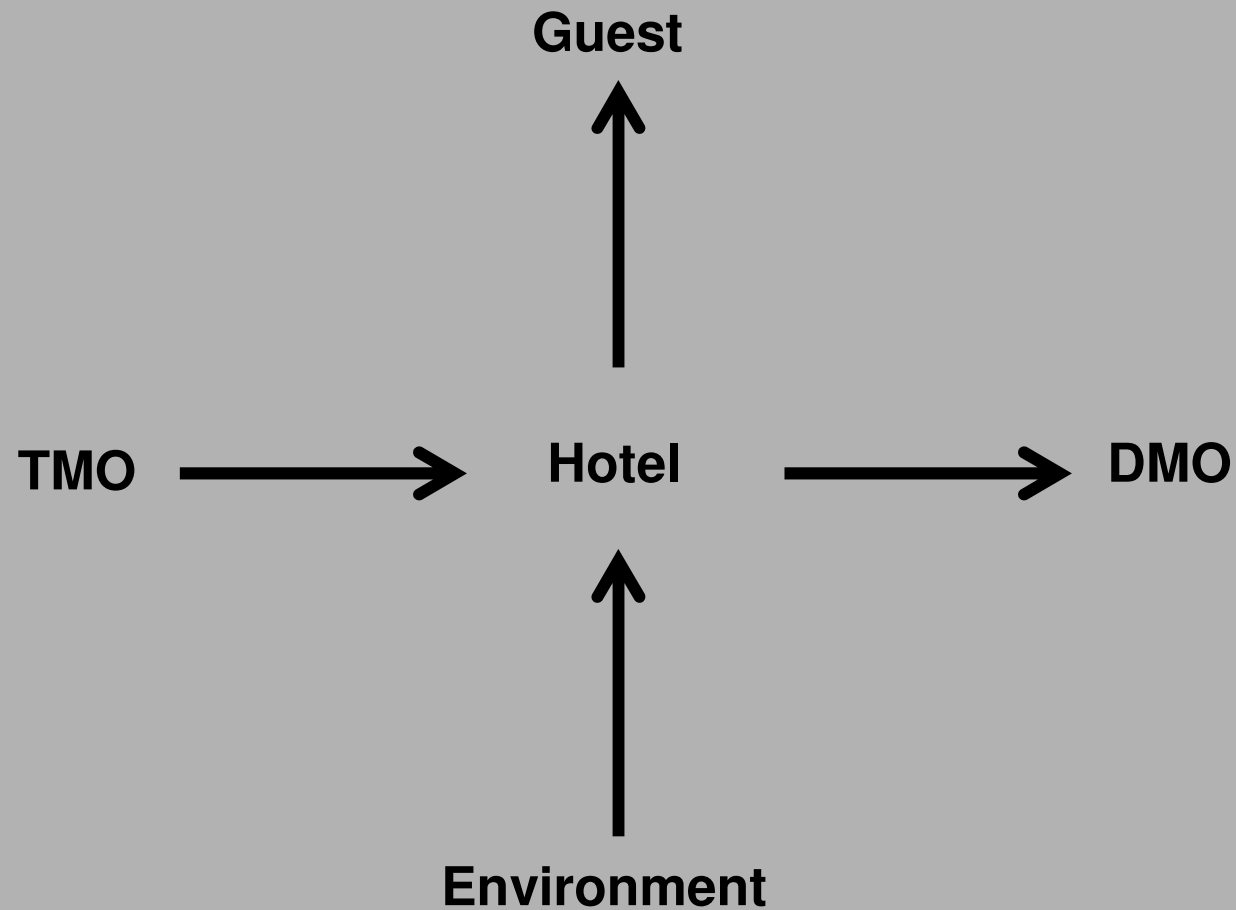
But fortunately ...

- As in every fairytale, the prince/ess arrived ...
- He/she had studied International Tourism and told Hoteliers ...
- You have to become the innovators of Tourism in Ticino ...
- Only a strategy centered on you can bring the sun and the guests back ...
- And this is what I've learned and you should apply

Horizontal and vertical supply chains



The hotel as the logistics center



And so ...

- The hoteliers became logistics managers...
- They organized their vertical supply chain, co-operating on inputs and maintenance, outsourcing functions, concentrating on human resource development and focusing on hospitality
- They dominated the horizontal supply chain from tour operator to the destination manager, from the get there to the live there, because they owned the strategic resource - HOSPITALITY

And they lived happily ever after ...

