
Transforming Hospitality Environments

Scenarios and approaches
for sustainable change

WRL 2020:21

rphh

white



The only limitation to what hospitality environments can do is the creative imagination and the pragmatic implementation of regenerative thinking.

— Carl Palmlund, COO Conscious Luxury Hospitality Group

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This study was conducted with funding from White Research Lab (WRL) by White arkitekter AB (White) and Royal Park Hospitality Hub AB (RPHH). WRL is White's research and development organization and aims to support commissioned knowledge development. RPHH is an organization that seeks to understand the real problems that the hospitality industry is facing. White and RPHH are collectively identifying new ways to work with built hospitality environments. Project team members: Margaret Steiner (White), Shereen Daver (RPHH), Bo Andersson (RPHH).

Margaret Steiner, architect and project manager, is co-leading this initiative. She brings the knowledge and consultation on a sustainable built environment. Co-leader, Shereen Daver is a regenerative adviser for RPHH, guiding the contextual and cultural understanding for persuasive communication and the development of sustainable business. Contributor, Bo Andersson is CEO of RPHH, providing thought leadership on governance and leadership for sustainable hospitality.

A warm thank you goes to the hospitality and architecture industry leaders for their participation and contribution towards the restart of a beloved industry that affects everyone's lives.

Photo: Gianandrea Villa
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An urgent need for a conscious journey

Global travel bans, restrictions¹ and remote² working continues to impact the hospitality landscape inextricably. The pandemic has shown that the negative impact of humanity on the environment can be slowed and behaviour change accelerated. This the perfect time to act.

The Earth is straining under the mass of humanity³. Before the aggressive market disruption, the hospitality industry was set to continue to respond to consumer demands with further growth and development. Now, the challenge has changed, requiring a rebuild of the industry. This is an opportunity to stop depleting resources, ensure human well-being and have a net-positive effect on climate change.

Foremost, the hospitality industry must align sustainable business goals with financing, challenging conflicts of long-term return versus short term yield.⁴ The transition to sustainable practices will require changes in financial goals and investment, especially within the real estate asset business.

White Arkitekter (White) and the Royal Park Hospitality Hub (RPHH) believe that now is the time to outline an industry-wide approach to redefine hospitality environments through the sustainable regeneration of assets. Acknowledging that now is also the time in history for correction, to enable an industry of great cultural and environmental influence to step into the role of sustainable change agents.

White brings the expertise in sustainability, circular systems and knowledge of built environments, especially

for the purpose of renewing, repurposing and rebuilding. RPHH provides thought-leadership with global reach across the hospitality industry, including collaborations with leading academic institutions, local government and civil society, for the rebuilding of a conscious sustainable hospitality industry.

Our approach starts with the asset owner and hotel operator perspectives regarding the built environment. These perspectives provide an understanding about:

- Why it is necessary to develop a future centering around sustainable "hospitable" built environments.
- How the hospitality industry can shift into a regenerative thinking during a period of aggressive financial strain.
- What choices within the hospitality sector's physical environment can encourage a more sustainable and conscious industry?

Input from thought leaders and trailblazers demonstrates the possibility of a real industry shift in the direction of sustainable built environments. Our vision for the future of the hospitality industry is anchored in both visionary altruism and intelligent business acumen.

“

In the current state of pause and uncertainty, can a previously resilient hospitality industry restart with accelerated sustainable impact?



Purpose, planning & good intention

Curiosity and life enriching experiences led humans to travel far and wide. However, as the democratization of travel grew, so did reactive development. This rapid expansion challenges the essence of hospitality. The industry has a responsibility to create conscious hospitality environments and supportive working methods. Now, there is an opportunity for change as protective environmental policies are enforced and a growing number of travellers demand sustainable travel experiences.

By 2030 an increase in food demand (50%), energy (30%) demand and water demand (30%)⁵ will be more widely felt in this high service, people-intensive, mobile industry. The health and balance of the ecosystem will become part of asset development and economic viability. We are at a watershed moment, a necessity in the evolution of the hospitality industry. As the industry touches everyone, there is an opportunity for it to be used as a platform to make people's lives better through environments that support sustainability.

Hospitality is; "the friendly and generous reception and entertainment of guests, visitors, or strangers."⁶ This is not only an industry definition, but an ideology. It is a way to build social, organisational and behavioural value to progress the hospitality industry. Thematic in this paper is *social value* driving the formation of the constructed environment. Security, safety and systems design are the fundamentals of hospitality; three pillars that need to be ethically restored.



If we build compassionate, empathetic behaviours into business structures and codes of conduct, people and organizations can be for regenerative cooperation and abundance.

— Shereen Daver, RPHH

Challenges of global urbanization and climate change, with the backdrop of the current market disruption and uncertainty, require new ways of thinking. An interdisciplinary democratic approach characterised by open and agile collaboration is required in order to enable the transformation of the hospitality industry on a large scale. In creating regenerative physical hospitality environments, there needs to be cooperation between architecture, engineering, design thinking, tech companies, the construction sector, asset and property managers, facility managers, operational management.

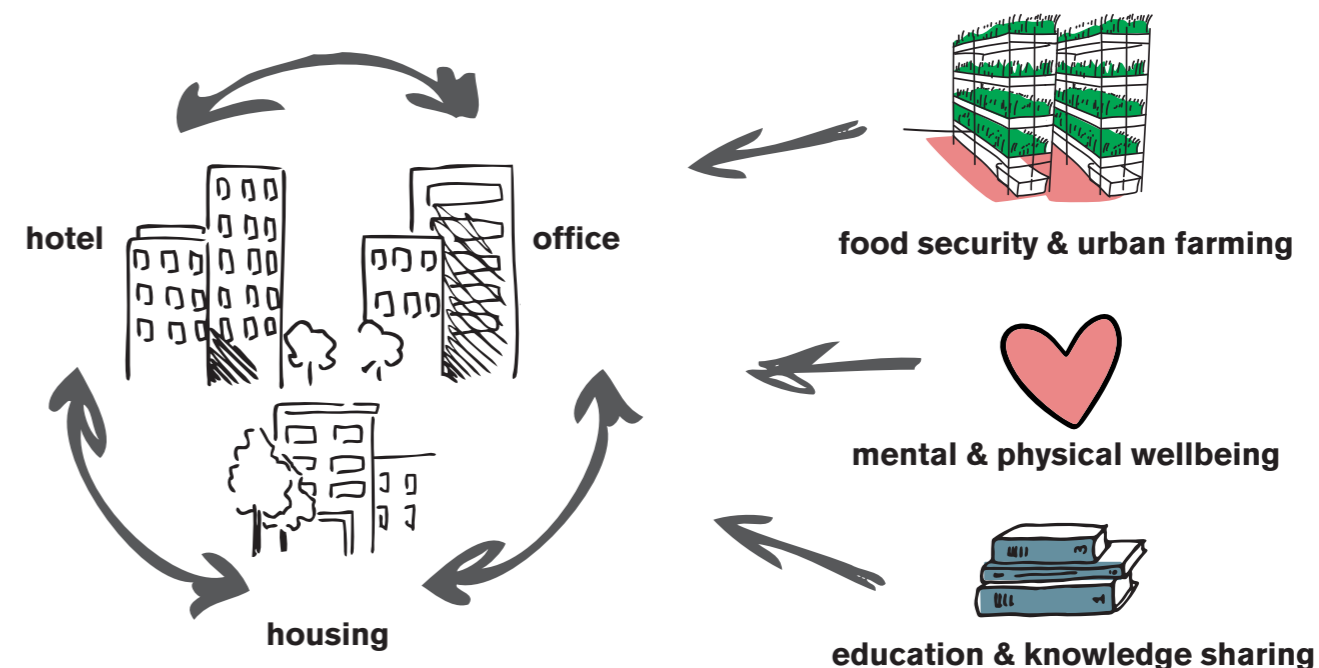
Single-use buildings have an opportunity to become resilient community beacons through programme transformation. As a result, more sustainably viable business models are generated to mitigate risk. Choices need to be made about why the project is needed and what legacy it leaves. This call asks leaders to have courage in their vision and project governance: open minds to restore and creatively reimagine developments beyond traditional archetypes like "hotel, office and housing" to *destinations with purpose*.

Imagine what a place can become if it has a purpose of higher order such as food security, mental and physical protection or educational knowledge sharing.

There are no limits.

The future of sustainability is regeneration – replenishing and restoring what we have lost – while building economies and communities that thrive while allowing the planet to thrive too.

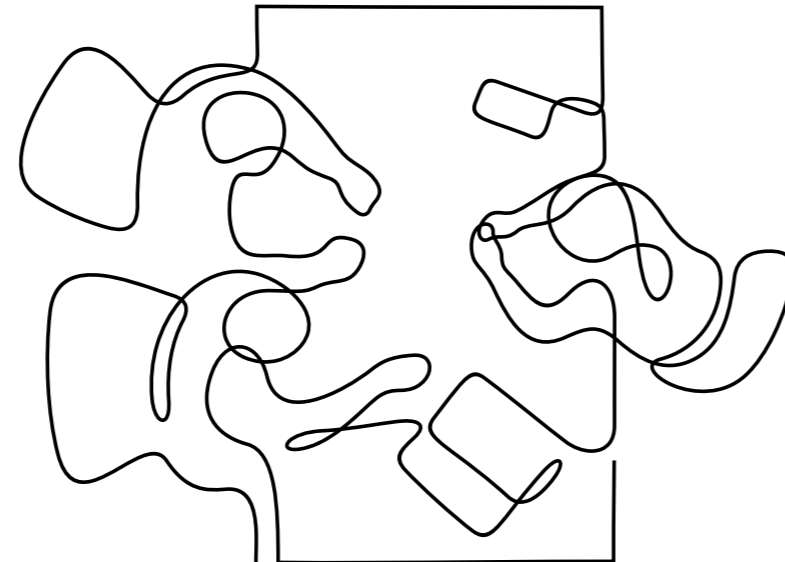
Outdated cycles that result in the creation of vulnerable silos of single-use properties have an opportunity to shift into purpose driven and resilient beacons of the community.



INSPIRATION

The place that hosts us, Mother Earth, entitles respect so we can continue to explore the gifts she has to offer and that our mind, heart and body crave.

Knowledge & Intuition



This methodology applies to answering the following question: In the current state of pause and uncertainty, can a previously resilient hospitality industry restart with accelerated sustainable impact?

Hotels and restaurants have been rather slow in adopting regenerative business practices, due to the heavy investments needed to update existing locations and inherently low profit margins compared to other industries. By 2050, hotels will need to reduce emissions per key by 90% to be in line with the Paris Climate Agreement. Public and political pressure on the sector is rising to implement drastic changes in coming years. Many hotel and restaurant chains are responding, but the path to a clean hospitality industry remains a long one.⁷ However, this pause can accelerate a reset.

CULTURALLY INFORMED

This work builds on current initiatives by White regarding outreach to the many industries, including hospitality, hard hit by the current market disruptor. Participation in cross-discipline discussions and workshops between White, RPHH and their partners offers an understanding to the real problems the industry is facing and identifies how we can support through our knowledge of a holistic approach to sustainability in the physical environment.

The **Methodological approach** by White and RPHH is to identify questions that remain unanswered, or directions that warrant clarification. Due to limits of time and resource allocation, a primarily qualitative approach has informed

the method of evaluation of the views and experiences of individual thought leaders.

Research was collected by 1) branch interviews and 2) desk research (see Sources List).

DEEP LISTENING

Thought leaders from different disciplines within the industry were asked to join an approximately one hour filmed interview and dialogue session. Individual interviews were conducted one at a time with a panel of 2-3 representatives from both branches. (See APPENDICES A and B for an example of questions.) Questions were asked within the following areas of focus:

- Asset adaptation, reuse or repurposing
- Green growth
- Collaboration between cities
- Tech, social and equitable standpoint
- Democratic development

White led the questions to the hospitality industry professionals, while RPHH asked questions directed at the architectural industry employees. The filmed interviews were subsequently analysed to produce the material for this report.

PRACTICE BASED RESEARCH

The hospitality industry is under extreme economic pressure and so it becomes all the more critical that sustainable built environment practices be pragmatic to ensure business continuity. Therefore, translating research findings into practice is essential. Barriers to research and implementation are lack of time, lack of knowledge on the impact of sustainability and financial strain.

INTERVIEWEES HOSPITALITY INDUSTRY

Carl Palmlund
CEO, Royal Park Hotel
COO, Conscious Luxury Hospitality Group
Operator, Middle East & Europe

Leanne Reddie
Commerical Director, Azerai
Operator & Marketer, Asia

Avsar Koc
COO, Smart Hospitality Solutions
Operator, Middle East & Europe, Africa

Vanessa Bugi
Assistant Director of Concierge
Peninsula Hotel, Europe

Jason Friedman
CEO, J.M. Friedman & Co
Developer, Owner, Operator, Asia

INTERVIEWEES ARCHITECTURE INDUSTRY

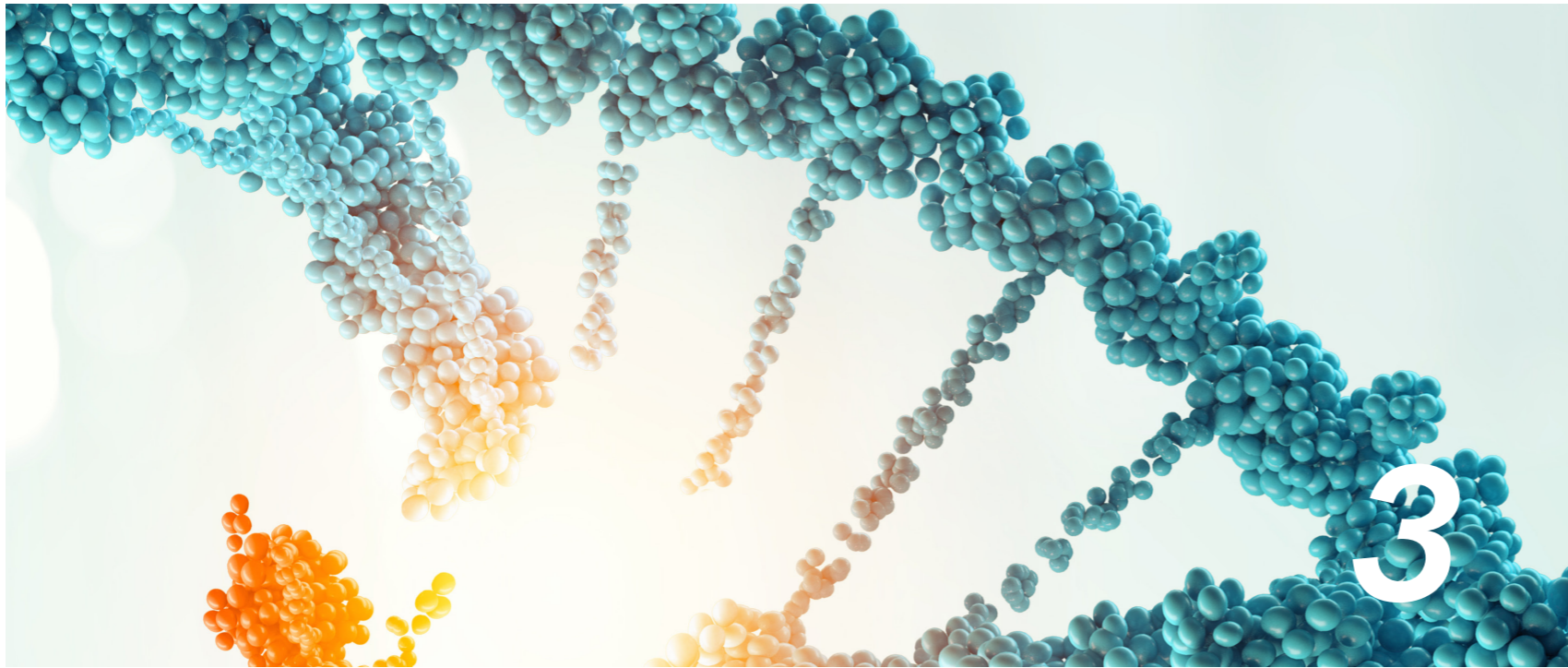
Fredrik Källstrom
Architect, Partner
White Arkitekter

Viktoria Walldin
Social Anthropologist, Partner
White Arkitekter

Emelie Resvik
Urban Planner
White Arkitekter

Henrik Lindholm
Interior Architect, Designer
White Arkitekter

Katarina Nilsson
Architect (Healthcare)
White Arkitekter



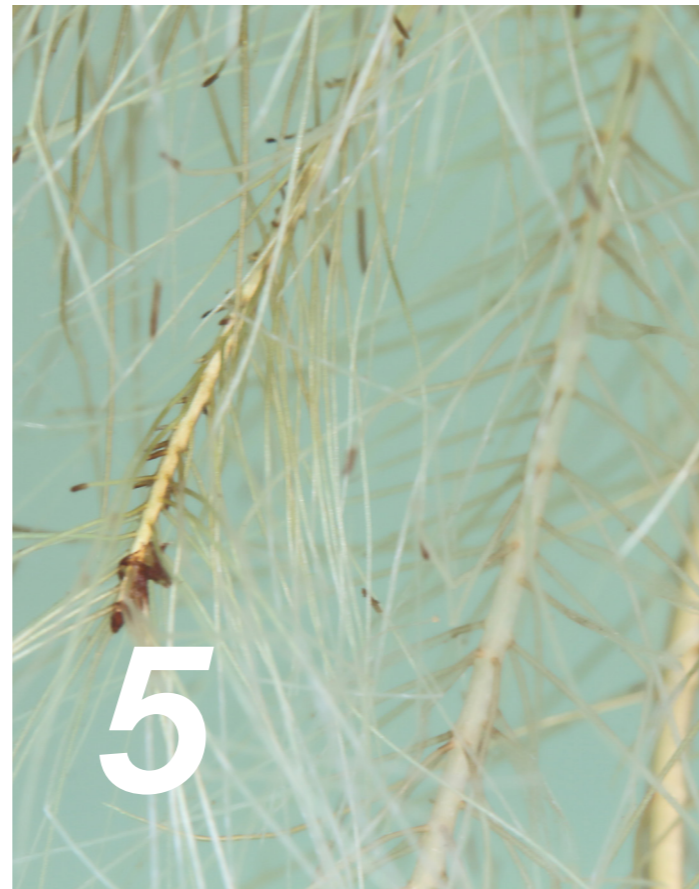
HUMANE INTEGRATION OF TECHNOLOGY



CREATIVE PROCESS



SYSTEMATIC GOVERNANCE



COMPETENCE DEVELOPMENT



EXPERIENCES DEFINING SOCIAL VALUE

1 SYSTEMATIC GOVERNANCE: A NEW CODE OF CONDUCT

If a building or place is beloved there's an invaluable attachment. It has created an emotional DNA, a love from the people and community it serves, becoming something to protect and sustain. The same is true for any urban development project; love for it is a necessity from inception. "Love has to do with care, that you care about things. How it [the development] affects the environment and everything beyond. When a project is loved it makes the vision easier to complete."

— Fredrik Källström, White.

Legacy vision is driven by good intention. Alignment of project purpose and owner will, creates governance, a code of conduct for the adherence of stakeholders.



It's about ownership, governance, how things are being taken care of — this means having the right partners that create added value.

— Viktoria Walldin, White

Governance is "not what decisions are to be made, but *how* decisions are made in the organization."

— Bo Andersson, RPHH. It is "the process by which decisions are made and implemented (or not implemented)"⁸ — OECD

The hospitality industry is inherently resilient, but reactive. Projects that will alter the physical environments of hospitality ask that sustainable decisions in development, planning and ownership of a property or destination are in line with a greater purpose. Perhaps this is the critical divide; hotels or destinations in alignment with strong owner fundamentals will have a greater rate of long term success.

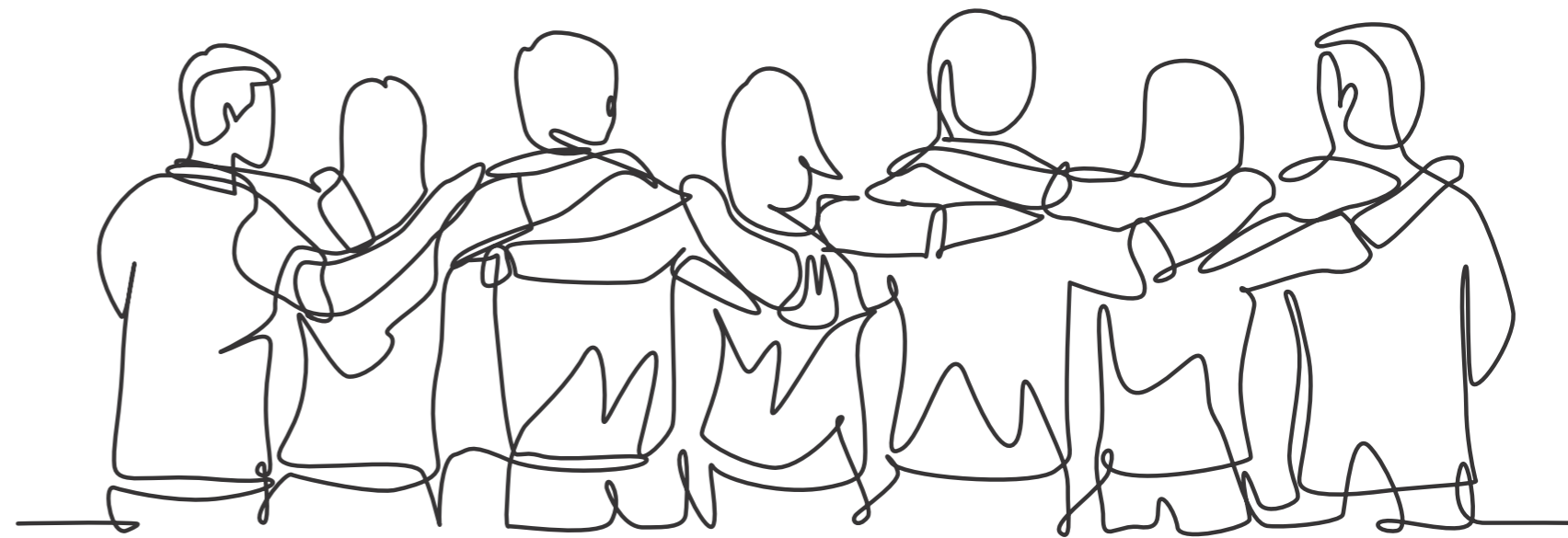
Strong direction will also allow built environments to tell a persuasive story. A higher-order purpose enables properties to "tell a good story and fulfil that story authentically" — Fredrik Källström, White.

Examples to demonstrate purposeful construction or retrofitting:

- Make the project's intentions for sustainability known from the outset for alignment and agreement.
- Move to repurpose building management systems so that they are in balance with nature, setting reuse as the new brand standard.
- Push for sustainable policy changes that serve the industry well.

The best measure of sustainability is when the **goals, will and purpose** are part of the company idea and not a marketing initiative or regulation adherence. How? Let "with the least harm possible" guide or take into consideration the "Greater Net Effect (GNE)".

— Jason Friedman, J&M.



EXAMPLE: GREATER NET EFFECT (GNE)

GNE is about seeing the problem from all sides. In looking at the development from multiple problematic angles, rather than searching for a set solution, new thinking arises. It is not about environmental certifications, checking off lists, gaining stamps or adhering to standard procedures, but looking at development individually. Ensuing a regeneration project has a greater positive cumulative impact.

OWNER WILL

The current market disrupter has increased owner involvement in decision making. How each property reacted was at the owners directive.



How brands behaved in this crisis will cement a lot of brand loyalty. From both employment and customer.

— Leanne Reddie, Commercial Leader, Azerai

Ethical questions challenge the best of the industry. The main issue occupying thought and depriving sleep is *What about the people?* "A beloved company looks after people, the community. People are the builders of a great hospitality legacy". — Carl Palmund, COO Conscious Luxury Hospitality Group.

When financial viability is at stake having a strong purpose and governance perspective can help guide decision-making. It also provides a Northstar for changes, resulting in a legacy that continues through the darkest of times. It is shown that companies that have a circular business model not only out-perform

2 CREATIVE PROCESS: IMAGINATION WITHOUT LIMITATION

“The only limitation [to what hospitality environments can do] is the creative imagination and the pragmatic implementation of regenerative thinking.”

— Carl Palmlund, COO Conscious Luxury Hospitality Group

A welcoming and attractive place to stay or visit is safe and secure, functioning all times of day and during all seasons and climates. However, the pandemic has especially exposed the frailty and vulnerability of single programme buildings and the relationship to their surroundings.

Hospitality plays a critical role in bringing a balanced and dynamic element to the urban realm. Strategic planning takes into consideration:

1. Risk analysis or assessment of the potential results of spreading out visitor destinations.

2. Existing infrastructure (transportation) reaches areas of interest by walking, cycling and communal traffic.

3. Pandemic friendly green urban areas in direct connection with a hotel or destination.

— Emelie Resvik, Urban Planner, White.

Planning the regeneration of neighbourhoods according to a dynamic adaptive model means developing an area gradually and authentically. Uncovering the truth and

authentic identity of each environment enables teams to create new value through refurbishment or regeneration projects; by making changes incrementally, the opportunity for revolutionary ideas can arise.

Authentic destination development allows the local identity to contribute to its own formation. A forum for individuals, local stakeholders and organizations allows their voices to be heard. Transformational projects can aim to reduce neighbourhood vulnerability, minimize disruption and look at new ways to create profitability.



Opportunities are everywhere. It's about finding the [built environment] qualities, enhancing them and wanting to add new qualities.

— Fredrik Källström, White

Possible financial and sustainable viable business approaches for environments:

PURPOSE DRIVEN GOVERNANCE



Food security & Urban farming



Mental & Physical wellbeing

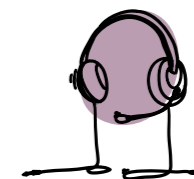


Education facilities & Knowledge sharing

CIRCULAR IMPLEMENTATION



Fixtures, Fittings & Equipment (FF&E) repurpose, refurbish or rent instead of ownership



Creative, content, production and entertainment industry offerings



Zero waste and systems for net-positive carbon footprint

THOUGHT STARTER

Places of worship, learning, shopping and gathering are the traditional anchors of a community. As the fabric of social society becomes more fragmented, could hospitable built environments become the new anchor acting as a micro-community?

There is a duality between wish for community, home and belonging and wish for newer ways of living. Creating destinations or **Centres** with more diverse planning clearance, offers greater flexibility for multi-programme usage.

3 HUMANE INTEGRATION OF TECHNOLOGY: HOLISTIC TECH

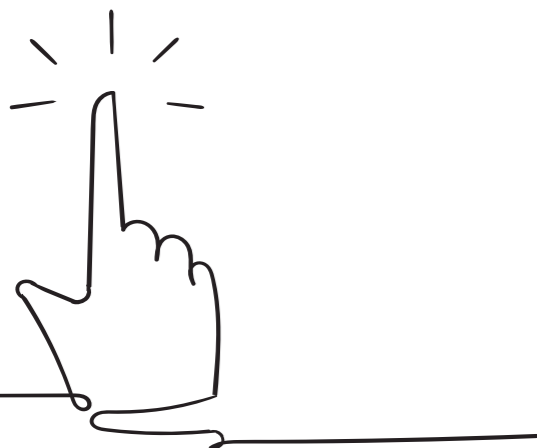
Technology will play a supporting role in the rethinking of sustainable built environments. The conceptualisation and visualisation will add efficiency without dictating the overall approach.

When technology is used creatively, it can enhance and inform a special quality or design feature of a property or destination. Technology platforms should be incorporated in a responsible and conscious manner, serving the greater purpose of the destination and its development.

RETHINKING MATERIALITY

Design and material are being re-considered according to the current pandemic. Hospitality design is already experiencing the construction industry shift towards the use of modular design, prefabricated elements, flexible partitions and lightweight structures. Architects and designers are now also designing to meet increased market demand for incorporating surface materials that prevent the proliferation of diseases and spaces that may eliminate the risk of disease transmission.¹⁰ Whether this continues post pandemic, is yet to be determined.

"Working as an architect in the healthcare sector, there is a great design challenge marrying design with the stringent hygiene standards...to look less sterile, "hospital-like". With the current focus on health-oriented approaches and hygienic surfaces, the hospitality designers could possibly benefit from these design practices." – *Katarina Nilsson, Healthcare Architect, White.*



However, there is a demand that technology coexists with nature, meaning the solution may not always be the most "high tech", but the most beneficial with the least resource extraction. There is value found in going "back to basics", enabling interaction with nature and learning from it. The seamless integration of technology creates a platform to support the interconnection of: nature, people, efficiency. Hotel management systems can optimise the experience of the human basic needs of sleep, food, shelter and security.

There is no "one-size-fits-all" guide to the ultimate guest experience, but if the theory of humane tech is applied, it doesn't steal or compete with life enriching experiences, it instead liberates and unites us. It would be true to say the hospitality industry hasn't always been the earliest adopter of new technologies, as it arguably contradicts its very ethos, but the pandemic has catapulted it firmly into a technological revolution.¹¹



[White] has come quite far incorporating a circular approach to interior design and in one recent project we reached a level of 92% reused furniture. But, it's still pretty much an analog process. Think what we could achieve working with partners to create an intelligent tech solution to unlock the full potential in verified key factors, such as re-use.

— *Henrik Lindholm, Interior Architect, White*

7 TECH TRENDS FOR BUILT ENVIRONMENTS

1. **Holistic Tech** – Balancing of nature, humanity and efficiency, tech for security and safety – Light consumer touch e.g sensor.
2. **Tech as currency** – A different way to invest; Seeds, Blockchain, Crypto currency.
3. **Tech inventory** – Data collection and collation of repurposed assets.
4. **Tech that assists sustainable inventory** – Data collection and collation.
5. **Tech for waste & emissions reduction** – Measures and standards for efficiency.
6. **Replacing outdated systems with green tech** – An efficiency drive. (e.g. <https://www.green-technology.org>)
7. **Seamless integrated experiences** – Curation of individual tech wants; smart key, online check-in, social feedback – all or none, the guest chooses.

INSPIRATION: CENTER FOR HUMANE TECHNOLOGY (CHT)

Dedicated to radically reimagining our digital infrastructure.

Creating the conditions for humane technology that:

- Is values-centric and designed with awareness that technology is never neutral, and is inevitably shaped by its surrounding socioeconomic environment.
- Is sensitive to human nature and doesn't exploit our innate physiological vulnerabilities.
- Narrows the gap between the powerful and the marginalized instead of increasing that gap.
- Reduces greed and hatred instead of perpetuating them.
- Helps to build shared reality instead of dividing us with fragmenting realities.
- Accounts for and minimizes the externalities that it generates in the world.

4 EXPERIENCES DEFINING SOCIAL VALUE: ENLIGHTENING GUESTS

Guest mindsets are changing. Seeing and experiencing sustainability they can witness is imperative for them, especially for the younger traveller. As shared values for travel become more important, people will demand travel options that improve the planet.

Travel experiences can provide hope for the future. Over 60% of people looking at airlines and hotels respond favourably to sustainability claims.¹² They are actively choosing resorts or destinations which support conservation and planetary betterment, versus consumption and extraction. Guests today want to explore other ways to live, find ways to give back and get involved – to make a difference. “Let people get involved to do good things. In showing them what we are trying to do, they can agree on what they are getting and what they want to do in return”. — *Fredrik Källström, White.*

Leading by doing is an opportunity where the hospitality industry can redefine customer experiences through education and enlightenment. More and more people seem to be adopting the pre-pandemic trend in world view that focuses on “cherishing local relationships and opportunities in lieu of long-distance air travel. Somewhat ironically, the effect is expanding our horizons rather than narrowing them.”¹³

As travel resumes, some guests may default to usual selection habits, but others will have become more aware of their environmental impact. The rise of “flight shaming” and travel guilt means that destinations must provide the market with reasons why people can travel guilt free to drive demand.



World class industry change comes from getting out of our comfort zone. It is all possible.

– *Jason Friedman, CEO
J.M. Friedman & Co.*

“Business travel will come back, but it will be number three behind visiting friends and relatives and leisure travel demand. While our ability to communicate like we are today [virtually] will definitely have an impact, I don’t think you can replicate having face to face meetings with each other.”
Air France: CEO Ben Smith, — Simpliflying.

Guests will no longer want to go to places that are overcrowded. Communities that want tourism will continue to profile themselves as such. Communities who want and can survive without it can also make that decision not to bounce back. As we look at the redistribution of destinations to relieve over densification, hospitality must also meet the market demand for tourism but in a less crowded format. This can be accomplished through strategic marketing to areas not on the common tourist trail. Basically, areas that want tourism will market for it.

The trend setters are the world’s most expensive eco-friendly resorts offering a unique and personalized experience that money can buy, but there is also a plethora of authentic experiences that cost next to nothing in the form of national parks and nature.

The game has changed, new pandemic “rules have dictated the changes we wanted to do all along, but we couldn’t because of consumer demand” — *Leanne Reddie, Commercial Leader Azerai.* This is the chance for new conscious practices to engage and lead consumer interest.

7 WAYS TO ADD SOCIAL VALUE TO TRAVEL

1. **Rethinking the Journey** – Where sustainable experience starts when the ticket is booked.
2. **Social investment** – Where leisure travel can lead to financial support e.g. conservation destinations.
3. **Connection with family, people and nature** – Where experiencing / being in nature builds memories and authentic bonds.
4. **Community & Cohesion** – Where feeling and experiencing a lifestyle, authentically, provides a renewed sense of meaning, understanding and coping.
5. **Inspiration through engagement** – Where travel results in a long-term commitment to a cause, or even property ownership / investment.
6. **Enriching “alternative” experiences** – Where exposure to new things takes people out of their comfort zone and expands their mind.
7. **Responsible Domestic Exploration** – Where discovering the country where you live is exciting and culturally expansive.

INSPIRATION:

Bensley.com
jmfriedman.com
Magnus Nillson
#seatatthetable
Baravara

Flight Shaming – “Commenced 2018 and endorsed by Greta Thunberg, this campaign saw a 4% decrease in flights in Sweden in one year. It is thought that only 5% of the population can afford to fly and of this emit 2% of annual global greenhouse gas emissions, with emissions from one transatlantic round trip able to emit the equivalent to 1.6 tonnes of CO² per person (a person’s entire carbon allowance for the year). With this in play and coupled with the impact of COVID, it is projected that European airlines experienced a 50% drop in turnover in 2020.

5 COMPETENCE DEVELOPMENT: OPENNESS & EQUITABLE LEARNING

As asset owners embrace alternative solutions and business models, people will be asked to be more expansive in thinking and doing.

As building usage changes and hospitality brands reposition, open-mindedness and curiosity will be essential to meet the needs of the current environment. “Changes in customer needs will be wide ranging. Operators need an open mind to attract people to a product that is different from before.” – *Carl Palmund, COO Conscious Luxury Hospitality Group.*

For seasoned architects, this will challenge traditional working methods, requiring an alternative set of architectural responses. “New graduates and young professionals can adapt by understanding that architecture builds critical thinking, applicable across fields. They should leverage their interests and talents to explore what avenues are available, even if they fall outside of traditional practice.”¹⁴

An estimated 50-million¹⁵ jobs globally will be cut from the travel and tourism sector, with a restart demanding different capabilities. People with broad interests, the ability to be agile and flexible in mind-set will become invaluable as leaner operational teams and local hires are the new norm. With teams coming together through shared values and community.

Hiring practices will start to see change, adjusting and mirroring both the operational and spatial changes that are, or soon will be, taking place. Increased demand is

for candidates who are cross-skilled generalists able to transfer skills. This is the perfect time for sustainable understanding to become the norm, with common place operating principles.

PEOPLE DEVELOPMENT

Developing capabilities in difficult times will enable business continuity. Ready people for a different type of hospitality will be invaluable and should be accessible to all.

“We are a people business. It's critical to look after those who have worked with us to develop it.” – *Carl Palmund, COO Conscious Luxury Hospitality Group.* Training and education is not only essential to foster flexibility and competency between different functions, but to ensure sustainable conscious business intentions are drivers of new operational business models.



Going forward, hiring will be more based on attitude versus skill-set.

— *Avsar Koc, COO Smart Hospitality Solutions*

OPPORTUNITIES:

- Sustainability intentions can lead to cost containment.
- As people cross-skill, upskill and develop capabilities, new possibilities for a more conscious hospitality industry will emerge.
- Job creation and support functions can support social equality.
- Employee re-engagement by creating context¹⁷ around a regenerative purpose can be personally aligned and something to be proud to work towards.

Upskill

As the hospitality job market changes, encouraging upskilling to an additional speciality area will enable movement to related industries. This alone can encourage application of sustainable lessons learned to other sectors.

Cross-skill

With the collapse of siloed teams and departments comes the ability for people to broaden their skillset and grow their confidence through diversification. This shift can result in multi-skilled generalists with the ability to work across many hospitality functions. If done with sustainable pragmatism, even a streamlined or “skeleton staff” can be stewards of regeneration. Understanding the customer journey and experience at all levels of the organisation will become more crucial in this scenario.

Higher Education

As alternative business models develop and operations diversify, new ways of thinking and expansive application of transferable knowledge will become key. Encouraging openness and an expansive mindset, the industry provides new opportunities to recreate with purpose and passion. Learning about sustainability at all levels will become critical and a sought-after skillset. Those starting or re-entering higher education will be the thought leaders in these areas: supply chain management, food and security, migration and travel, environmental impact from climate change.¹⁶

COMMUNITY LISTENING & CHANGE

Regenerative hospitality development can be game changing for communities. When architecture is created - new, rebuilt or repurposed - there's an opportunity for the built environment to play a larger, more meaningful role in the community. If owners are willing to “find the people that are affected by a development and actually get their view [then the most] “difficult thing is to get those views into the plan. [What's critical is] visualising people's opinion and creating the transition between social planning to physical planning.” – *Viktoria Walldin, White*

Deep listening provides a way for community reconciliation and opportunity to go deeper into community needs. As social aspects and environmental psychology is observed, it will provide the higher order purpose of “why” the environment exists. As office spaces turn into empty environments and more hotels close, finding what the real needs of the community are will provide opportunity to become a beloved environment. This is more than a label of building function e.g. hotel, office and housing. It's about having a greater purpose e.g. foster creativity, solving food security, etc.

Developmental purpose is a “question of democracy. Engaged and aware that some people have a lot and some nothing at all. [Creating environments that provide good] Environmental psychology and social justice go hand in hand. When developments work with “norm creative” that is democracy” – *Viktoria Walldin, White.*

INSPIRATION

The Green School
Södertälje Science Park
Architects for Future Organisation
www.storyofstuff.org
Smarta gator -
<https://www.smartagator.se/>

Appendices

APPENDIX A / EXAMPLE OF HOSPITALITY INDUSTRY QUESTIONS

APPENDIX B / EXAMPLE OF ARCHITECTURE INDUSTRY QUESTIONS

OUTLINE QUESTIONS — HOSPITALITY:

1. With the backdrop of COVID-19 and pain points of environmental, political and economic, technological impact, what keeps you up at night?
2. How has your business / operation had to pivot and redefine itself in response to the pandemic?
3. What do you think is most needed in operations / asset development of the industry to best inform behaviour change / skill development?
4. How are you leading in this volatile, uncertain, complex and ambiguous environment? Especially around relationships, internal politics and agility, giving people the tools to cope?
5. What is your future picture of the hospitality industry when you see the expectations of being a good citizen and partner in industry development?
6. How are you planning for the "next normal", does the context of local community and equitable development play more of a prominent role now?
7. How does the role of technology play a part of destination development?
8. With hospitality being shaped through history by disruption, what type of business will win in the race to adapt?

Source List

OUTLINE QUESTIONS — ARCHITECTURE:

Knowing much of your work deals with urban regeneration and re-purposing, can you share your approach? Can it be applied to the hospitality industry?

What are the implications of taking a repurpose, reuse and restore philosophy in a transformation project? Does this differ for a) urban or b) rural environments?

1. How is concept of destination development affected by
 - a) external NGO partners and
 - b) industry jobs / labour market?
2. With the pandemic as one of the hospitality industries most aggressive disruptors to date, what should host cities consider for the future of sustainable destinations?
3. We're interested on your thoughts on:
 - a) Shifting from hotel as destination, to micro-community
 - b) Hospitality destinations as possible beacons for community, environment, economy
 - c) Hospitality and destinations that that "give back" and which are developed with a circular approach.
4. We think a multi-user perspective (penta-helix) is essential. What are the needs and methods to ensure pragmatic development and execution?
5. How does the role of technology influence a transformation / development project?
6. If multi-stakeholder systems as a whole could adapt open systems thinking, do you think it would help with responsible innovative development?

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Margaret Steiner is a trained architect, working as a project manager at White Arkitekter in Stockholm, Sweden. Conceptual thinker and project communication strategist, Margaret is equal parts an interdisciplinary practitioner steadfast with sight, sound and scent of project implementation. Her portfolio of international projects ranges in scale from concept ideation for circular urban planning and regeneration to smaller branded environments and installations. "Creating sustainable value requires re-thinking mainstreams – changing behaviour in the present to change the future."

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