

HOSPITALITY RECOVERY: THE HIERARCHY OF NEEDS

Understanding Motivations of the
Future Hotel Employee & Guest

IN
COLLABORATION
WITH

HOSPA
The Hospitality Professionals Association

 **Institute
of Hospitality**



We Will Persevere

If someone had told me not that long ago that the global travel industry would face its greatest ever challenge in 2020, I would have been skeptical. After all, 2019 was a great year for travel, with solid growth across all sectors and a healthy outlook for the future. And yet here we are, in the midst of the worst global pandemic in living memory, struggling with massive disruption to our industry across every global region.

While we're all facing tough decisions and uncertainty in the face of the current crisis, it's important to remember that we as an industry will continue to persevere. We have faced difficult times in the past and may well have to face them again in the future, but the human spirit's natural desire to further ourselves through new experiences will not be dominated by COVID-19 or any other setback we may face. Travel signifies progress, whether that is in the form of personal growth and fulfillment, new business opportunities, or any other driver. In parallel with other industries such as retail and food service, our ability to recover and reopen for business will help signify to the world the dominance of the human spirit and our ongoing support of global progress.

I hope the best practices and tips found within our Hospitality Recovery series can help jumpstart your organization's recovery and reopening efforts to once again make available to guests all that is great about this industry we collectively serve. I would like to wish yourself, your loved ones, and your team members the greatest of health and success as we continue to navigate these uncharted waters together.

Sincerely,

Francisco Pérez-Lozao Rüter

President, Hospitality
Amadeus IT Group

As hotels move from unprecedented lockdown

towards being lifted, the sense of excitement and optimism is palpable. What is clear to everyone is that a successful reopening, the start of the long journey back to being the exciting delightful organisations that we all know, will be absolutely dependent on processes that address the very real concerns that COVID-19 has left us with. Providing an environment that is safe both for our staff and guests, that both can feel safe in, is of paramount importance.

Hospitality is not rocket science. It is, however a complicated and intricate set of processes and activities made more complicated by the fact that they are all interdependent and function 24/7. This eBook is a roadmap through reopening that highlights the steps that need to be taken to provide that safety that will in turn inspire confidence.

We face many challenges - how does social distancing sit well in a business whose success is about people being together? How will restrictions on travel impact our markets? We will meet these and many other challenges in the months ahead. But first we must be confident that we are meeting the absolute need for confidence in our ability to provide the safety that is demanded of us.

Here's a clear, well thought out "how to" guide to help support your recovery efforts.

Sincerely,

Peter Ducker FIH

Chief Executive
Institute of Hospitality





HOSPA
The Hospitality Professionals Association

As an industry, hospitality has been faced with a difficult few months.

It's a period that even the most astute of forecasters couldn't possibly have envisioned as we concluded 2019.

In the wake of upheaval and disruption the likes of which we haven't seen since the Second World War, we've been endeavouring to adapt and survive as much as possible. For many, this will have meant reinventing business models. Some have offered their hotels to those in need, and others have had to close operations entirely. Whatever situation we've faced, we've had to react quickly in the most testing of circumstances.

Despite the overwhelming sense of gloom at the outset of the crisis as it emerged, to seeing just how heavily impacted our industry would be, I've taken great hope and a real sense of optimism from the reaction of hospitality operators across the sector.

There will always be a need for the hospitality sector, and there will always be those there to meet that need. As we look to reopen, this eBook will aim to provide guidance and advice, helping businesses to take the necessary steps to thrive in a post-COVID world.

Of course, while we've never been here before (unprecedented is a much-used word of late, but with good reason) we can take heart and direction from the experienced, calm-headed professionals for which hospitality is famed.

Although, likely to be much changed, our industry certainly won't be undaunted by the challenges that face us.

Together, we'll come through this crisis, stronger and more resilient.

Sincerely,

Jane Pendlebury

CEO HOSPA

The Hospitality Professionals Association

1 | Introduction

As the world balances mitigating the health and financial impact of COVID-19, we are all coming to terms with a prolonged and phased recovery. The future of hospitality will look different across the globe as communities move through the evolving stages of lockdown, restricted reopening, local reopening, and beyond.

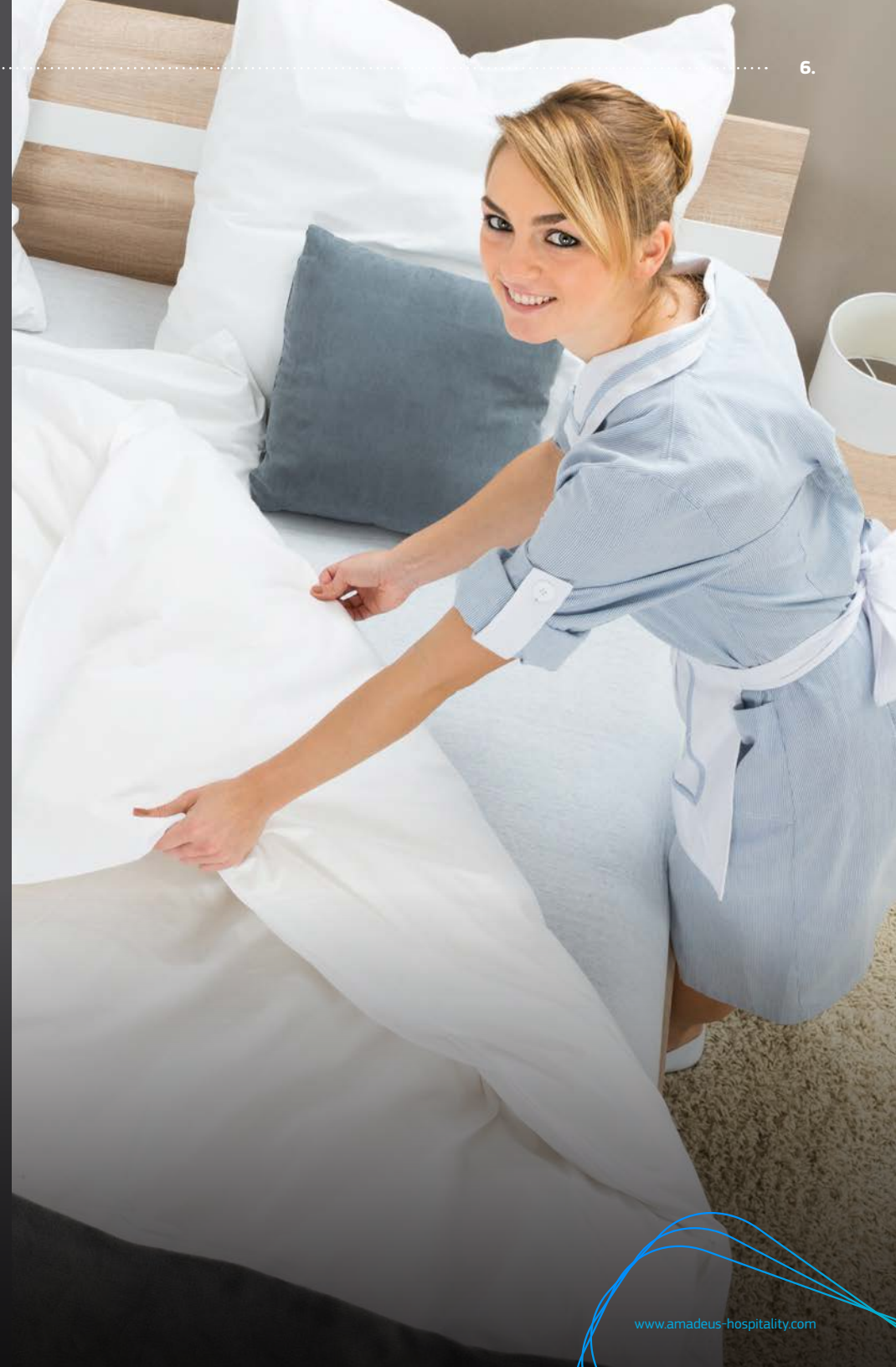
To chart a path for recovery, hoteliers should be conscious of this shift and how it translates to all aspects of operations. Health and safety concerns from COVID-19 will likely affect every touchpoint across the traveler journey. Providing a secure travel environment is critical to the continued success of the travel industry as a whole.

“ Historically, tourism has proven itself as a key driver of international recovery, and as early as now, we must begin to prepare in order to build the foundations of the future resilience of tourism. ”

- Zurab Pololikashvili
Secretary-General
World Tourism Organization

This crisis has placed unprecedented challenges on our industry, but hoteliers play an important role in global society as connectors, graceful hosts, and providers of experiences. Despite the current climate, hotel teams around the world continue to marshal their efforts with limited resources and pride in their business.

Together we can inspire the world to continue traveling and drive guests to communities globally.





In order to understand what will motivate future hotel guests and what hospitality leadership can do to adjust accordingly, we looked to Maslow's Hierarchy of Needs. (FIGURE 1.) The theory demonstrates how humans intrinsically partake in behavioral motivation in a distinct order, necessitating some needs be met before others can be considered.

The concept has profound implications for the hospitality industry when reflecting on the needs of future guests. In developing this paradigm, we've combined insights from experts within Amadeus, [The Hospitality Professionals Association \(HOSPA\)](#), Institute of Hospitality (IOH), extensive market research, and industry leaders worldwide on strategies they are focusing on during these challenging times.

Maslow's Hierarchy of Needs

This eBook details how to incorporate Maslow's theory into your current operation practices to address the crisis:

- Only if all the before mentioned are reached, can a hotel deliver self-actualization, achieve a deep connection between guest and brand, and foster guest loyalty.
- Esteem will be fulfilled once guests are in a place where a high level of service and personalization can be delivered, or somewhere their individual needs are known and met.
- Secondly, guests will look for a sense of belongingness, something people will crave after extended periods of time away from friends, family, and human connection.
- First the most basic needs of safety, security and cleanliness must meet new, elevated expectations.

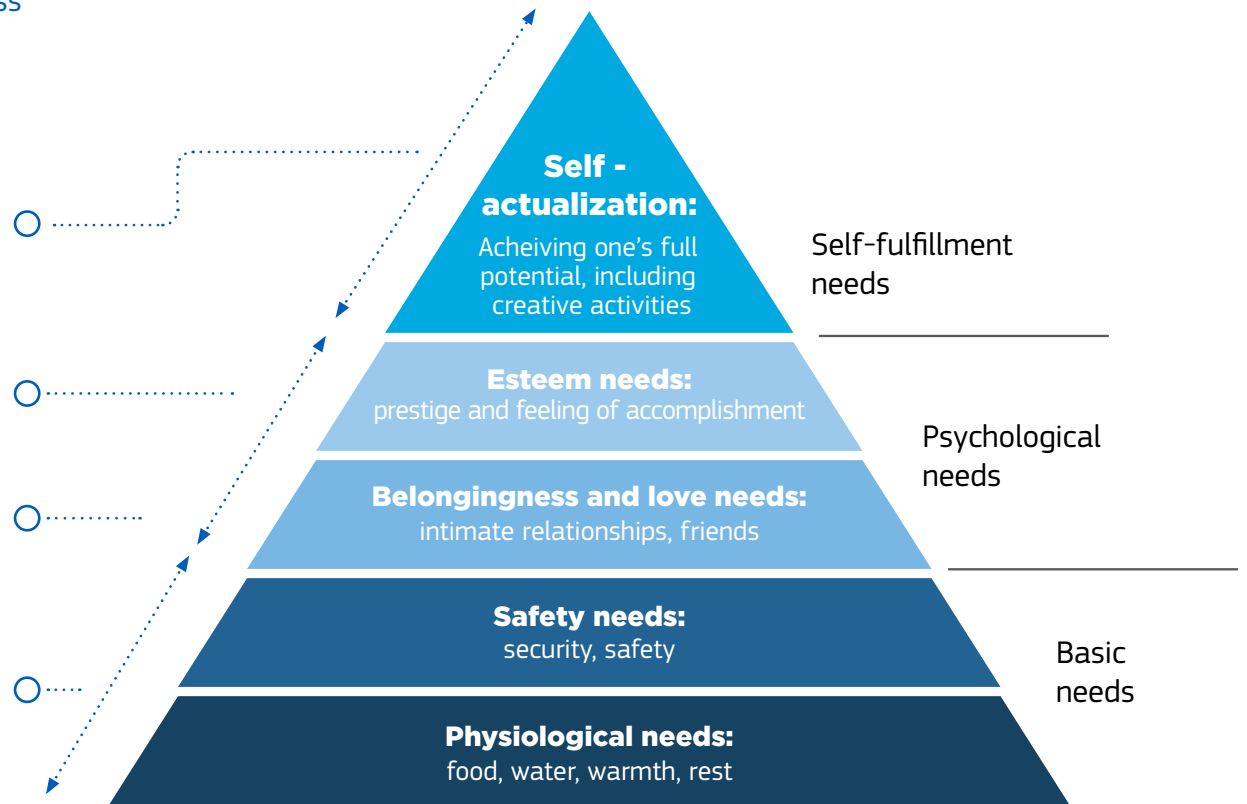


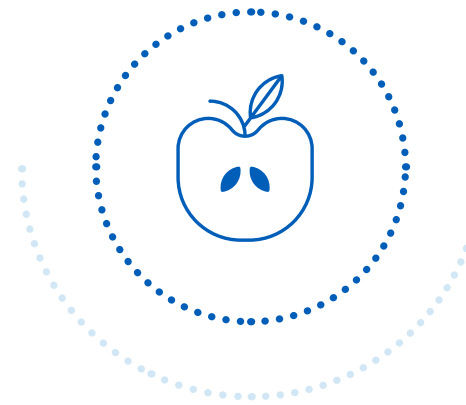
FIGURE 1.

2 | Basic Needs

Physiological & Safety

Maslow's theory states that humans are compelled to fulfill physiological needs such as health, sleep, shelter, food, and water before pursuing intrinsic satisfaction on a higher level. Once a person's physiological needs are relatively satisfied, their safety needs can take precedence.

The health and safety of employees and guests has indeed always been, and continues to be, the top priority for the hotel industry. Hotels have long followed public health best practices, which include daily cleaning of guestrooms and public spaces, and providing sanitary solutions to guests and employees.



Due to the fundamental person-to-person nature of the hospitality sector, health has never been so critically important and top of mind. Now more than ever, it's vital for hoteliers to stay informed so they can make calculated, rational, and fact-based decisions based on the ever-evolving global crisis.

To offer world-class cleanliness, improve hygiene standards, and ensure guest safety, hotels are developing strict protocols based on guidance from the [World Health Organization \(WHO\)](#), along with local and national authorities. What these new best practices look like will likely vary depending on the size of property, location, and complexity of the operation.

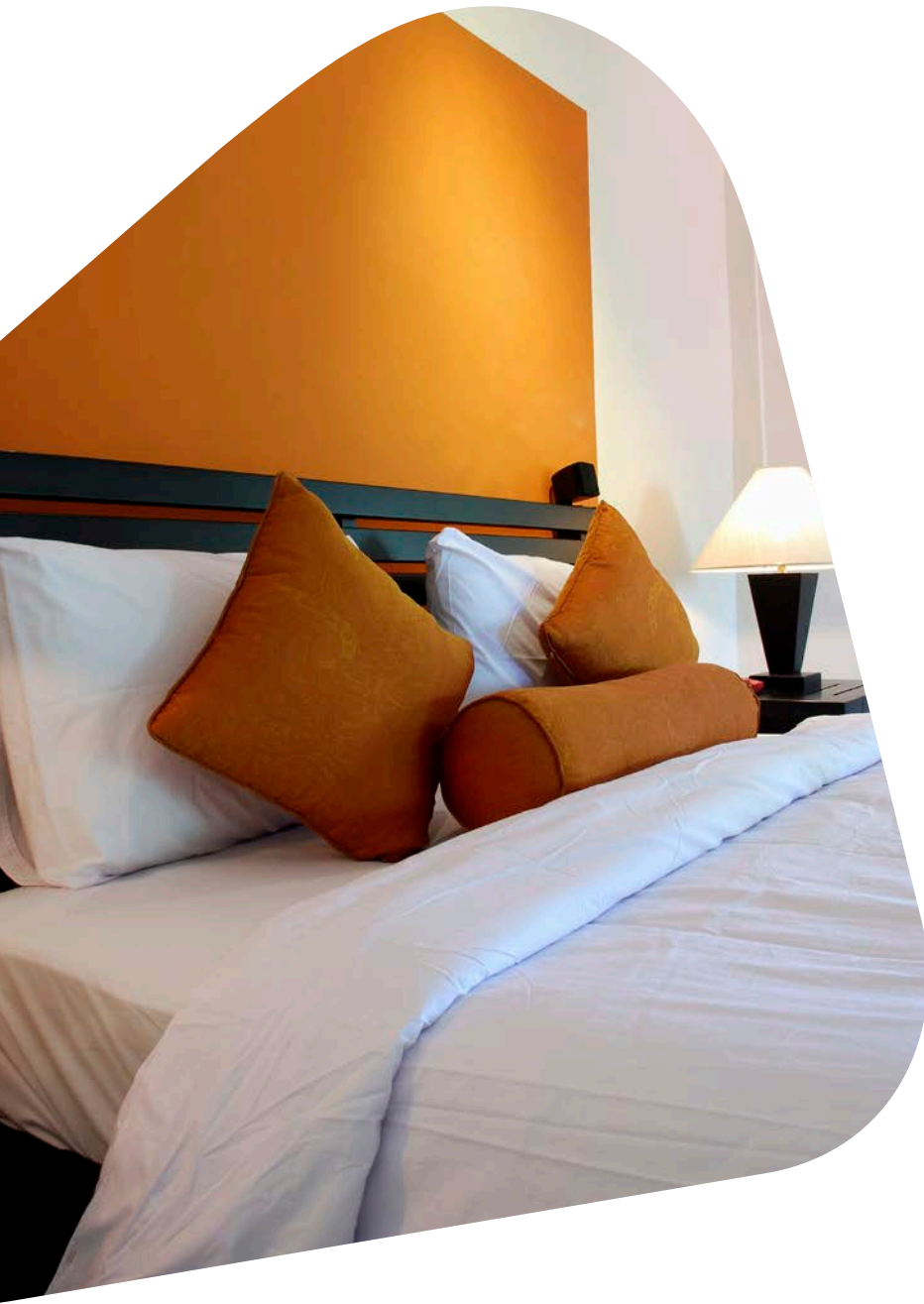
Many hotel chains

have developed certification programs to show appropriate safety standards and cleaning protocols have been achieved and are regularly implemented. From [AHLA's "Safe Stay"](#) initiative to the [British tourism industry's social distancing](#) quality mark, hospitality and tourism associations around the world are working hard to provide high-level guidance to travelers.



According to the [World Travel and Tourism Council \(WTTTC\)](#), some of the new protocols may include:

- _ Capacity limits in the building and throughout public areas
- _ Digital technology for check-in
- _ Hand sanitizer stations at frequent points including where luggage is stored
- _ Contactless payment instead of cash
- _ Using stairs more often than lifts where social distancing rules can be harder to maintain
- _ Fitness equipment being moved for greater separation



As we move through the stages of recovery, guests will want to travel where they know that their basic intrinsic needs will be met before even stepping foot on the property. Support health and cleanliness standards in all marketing and guest communications pre-stay, on-property, and post-stay. This acknowledgement will foster mutual value to protect and enhance the best interests of both the hotel and guest.

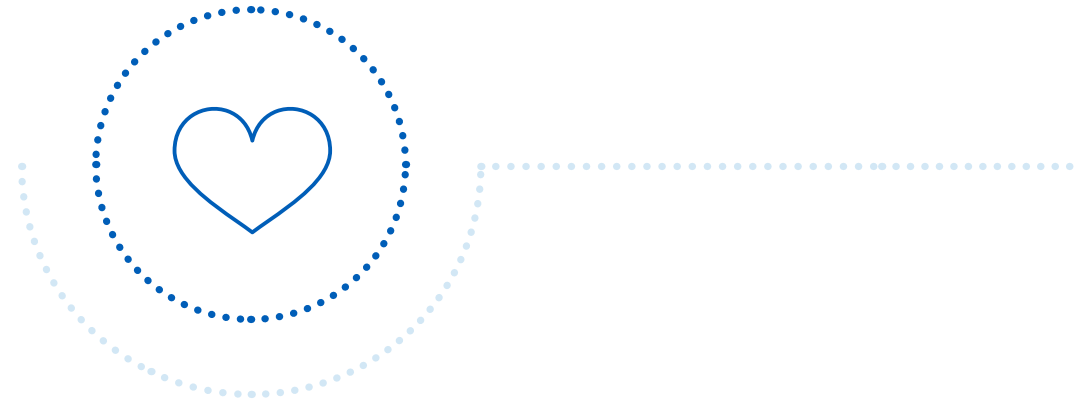
Hotels will need to demonstrate to guests and staff even more than in the past that they provide physical comfort and security, as well as clean and healthy environments. The properties addressing these immediate physiological and safety considerations will be the first to experience positive revenue impact, and once again help travelers embrace everything they love about travel.

“ It’s really an effort to make sure that no matter if you’re staying at an extended-stay economy hotel or you’re staying at the nicest luxury resort, that there will be, at a minimum, common standards across the entire industry. ”

Chip Rogers
President and CEO
AHLA

3 | Psychological Needs Staff & Guest Belongingness

After physiological and safety needs are fulfilled, the third level of human needs involves feelings of belongingness. According to the theory, humans possess a need for acceptance among social groups, including professional organizations, communities, and co-workers. In other words, human beings must feel cared for and valued.



After extended periods of time in isolation away from friends, family, and co-workers, people will be craving human interaction and sense of belongingness more than ever. Before evaluating the guest experience, hotels will have to take appropriate measures to revise policies and procedures to keep their employees safe. Being open, honest, and direct with staff about the new policies being put in place, coupled with appropriate PPE (personal protective equipment), will help ease their concerns. Both the back of house and front-line teams will, after all, be the hotel's biggest champion and factor for success.

In a people-first industry, having an 'associates-first' outlook can have the power to drive collaboration, innovation, and execution of higher-level purpose and values. Consequently, employees hold each other accountable for treating all constituents, including guests, accordingly.

“ Letting the staff in on the reasons behind any changes in the hotel will empower them. In turn, I suspect we can expect an increased wave of kindness towards and appreciation of staff from guests. ”

Jane Pendlebury
CEO, Hospitality Professionals
Association (HOSPA)



After being at home for so long and dreaming of their next near or eventual far-flung holiday, consumers will also be seeking a chance to get out and reconnect with others. We will all be desperate to see friends and visit family, and travel will help us achieve that feeling of belongingness.



“ It would be incredibly difficult to have a seamless guest experience if the employees did not feel comfortable in their environment. ”

Patrick Fernandez
Executive Managing Director
Carillon Hotel

Cultivating a team spirit

will drive employees to want to achieve greatness, while imparting a feeling of belonging across hotels, brands, and departments. This is the time to amplify that message and create a sense of connected culture that will deeply resonate with both staff and guests. We are all guests, managers, employees, families, and friends navigating toward a new normal, and success can only be achieved as a team effort.

In doing so, consider the following:

- _ Revisit your internal mission messaging to adapt to the immediate climate, emphasizing teamwork as means for success.
- _ Be open, honest, and direct with employees about new policies and safety measures in place.
- _ Ensure staff is provided with appropriate PPE and promote social distancing measures.
- _ Consider placing sanitizer dispensers, and health and hygiene reminders back of house.
- _ Cleaning and disinfecting should be frequent, both back of house and visibly in front of guests.



4 | Esteem

Esteem needs are ego or status needs. People develop a need to feel they are respected with a certain level of recognition, status, and importance from others. This is part of the reason people travel - to reward themselves for accomplishments, reaching milestones, respect from others while on business trips, along with the status perceived after getting to share stories with others after returning home.



As restrictions are lifted around the world, people's innate love of adventure and need for esteem will continue to drive travel. People will be highly selective about their travel and even short weekend getaways will be taken with a mix of excitement and fear.



73%
OF GLOBAL TRAVELERS AGREE
“WHEN I GO ON VACATION,
THE MOST IMPORTANT
THING IS TO HAVE A
UNIQUE EXPERIENCE.”

59%
OF GLOBAL TRAVELERS
SAY THEY LIKE HOTELS
THAT FEEL UNIQUE.

“ After isolation, we might see a real desire for guests to return to travel to a greater extent than prior. Our vision is to have guests reconnect with themselves, others and the world around them. ”

Mark Sands
Vice President Wellness
Six Senses Hotels Resorts Spas

Making guests feel important and seen

once they've arrived will always be one of the most important things hotels can do. Utilize the guest's profile to create thoughtful, personalized interactions. Hospitality is all in the details and anything a hotel can do to make the guest feel special will go a long way.

In doing so, consider the following:

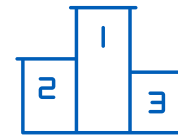
- _ Create packages that emphasize outdoor or nearby experiences.
- _ Enhance flexibility and rewards with loyalty programs.
- _ If the guest is within driving distance, offer pre-arranged parking options.
- _ When capacities are limited, consider extending complimentary upgrades.
- _ Instead of a handwritten note upon arrival with a refreshment, perhaps it's a digital welcome message, sanitizing wipes and low touch amenity.
- _ Offer little extras such as access to amenities or F&B incentives.
- _ Tailor grab-n-go options to meet any dietary restrictions.
- _ Extend complimentary, upgraded toiletries..

“ We all need to be more agile to react to the situation as it changes by the day. We need to offer more perks and more additional benefits to guests during their stay to really exceed expectations. ”

- Peter Ducker FIH
Chief Executive
Institute of Hospitality (IoH)

5 | Self-Actualization

The level of self-actualization refers to the realization of one's full potential. Maslow believed that to understand this level of need, the person must not only succeed in the previous needs but master them.



Mastering this level means not only implementing new standards to meet the physiological and safety needs but making these a part of your hotel's brand promise to help deliver subconscious reassurance for guests that your property is a safe destination. Whether full service, luxury, select service, or wellness – brands that incorporate this into their core values will eventually become synonymous with a higher standard of safety, security, and cleanliness to attract a new generation of loyal guests.

The future loyalist will be built on a high level of trust. This will indeed be the real indicator for high-level customer motivation and retention moving forward. Developing a level of trust through new standards, while reinforcing personalization and service throughout operations, will ensure guests will return to where their individual needs are known and addressed.

The hotels that bring customers back time and again are the ones who foster deeper emotional connections with their guests in order to meet their higher expectations. When a brand gets it right, it can create a cult-like status among consumers.

“ Whilst everyone is focusing on cleanliness and how to look after guests post COVID-19 we must try to ensure we retain those human connections that really make high level service personal and memorable. ”

Mark Sands
Vice President Wellness
Six Senses Hotels Resorts Spas



The current crisis is teaching us that travel is still in our hearts and minds. When the ability to move around the world for socializing, seeing loved ones and conducting business are taken away, we may likely see an even deeper desire to connect with other humans, cultures, and places - and that can be achieved through a return of travel.

Travel may not come back all at once and those looking forward to seeing the world may tread more cautiously. The needs of future guests will likely change, and cleanliness, safety, and security will be top of mind more than ever before.

Maslow's Hierarchy of Needs is a constructive paradigm for understanding what inspires and motivates us all. Apply it when thinking of new strategies for attracting and retaining guests, and how it relates to all aspects of hotel operations, from helping to fulfill the basic needs of sleep and providing a safe, comfortable space, to delivering on esteem with exceptional personalized service. Mastering the hierarchy means meeting the most basic—and important—physiological and safety needs first before a hotel develops self-actualization, or a deep connection between the guest and brand to create future loyalists.

The world is changing rapidly and the hotels that can truly understand the motivations of their future guests and employees will be the ones with real competitive edge on their path to recovery.

To learn more about Amadeus and the series of recovery eBooks on sales, marketing, revenue management, and operations, [visit the Amadeus recovery hub](#)

To learn more about The Hospitality Professionals Association. - [go here](#)
To learn more about the Institute of Hospitality. - [go here](#)

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HOSPA

HOSPA – the Hospitality Professionals Association – is made up of senior hospitality professionals, key decision makers and leading industry figures.

Forming a network of experienced, well-respected hospitality operators, HOSPA provides instrumental guidance and advice to the wider industry, reacting swiftly to the coronavirus crisis to deliver calm, level-headed support and counsel.



Join the hospitality industry's global professional body and get recognised professional credentials to acknowledge your academic and career success.

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We have a special joining offer during these difficult times: Simply enter the code **99AMADEUS** when joining to get 12 months membership for just £99. That's a saving of £86! Offer valid until 31/10/20.

Through its series of [weekly webinars](#), HOSPA's range of expert voices offer broad insight into how the industry can bounce back – insight that's founded on years of expertise and first-hand experience.

Alongside its advisory webinars, HOSPA's [crisis positivity news](#) page has helped showcase those businesses doing things well amidst the crisis, while also highlighting those businesses offering support to hospitality operators through its [crisis support hub](#).

Become a part of HOSPA's professional network today, by [clicking here](#).

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STAY INFORMED. BUILD YOUR NETWORK. JOIN THE DEBATE.

Through times of great change

the hospitality industry continues to demonstrate remarkable resilience. Together, we will learn, adapt, and grow towards a new future. As we look towards better days, Amadeus stands ready to help hoteliers worldwide manage the present and plan for the future.

Let's
shape the future
of hospitality

For further information, visit
amadeus-hospitality.com/crisis-management-resources/
or speak to an Amadeus representative today.

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