

Ljiljana Kosar

College of Hotel Management, Belgrade, Serbia

UDC 338.488.2:640.412

338.482:316.728

LIFESTYLE HOTELS – NEW PARADIGM OF MODERN HOTEL INDUSTRY

Abstract: *The practice of modern hotel industry introduced to professional community the term “lifestyle” hotel. The paper deals with the essential meaning of this term. This raises the question of the difference between the lifestyle and boutique hotels which are in practice often identified. The paper aims to resolve the basic dilemma – whether lifestyle hotel can be treated as a special type of hotel, or all types of hotels under certain conditions can fit into a group called “lifestyle”. Closer defining of the term “lifestyle” is a starting point for further discussion. This paper makes an attempt to overcome the uncritical use of the term “lifestyle” in tourism and hospi-*

ality practice. Providing a clearer definition is necessary to establish standards for the typology of lifestyle hotels. These standards are primarily based on the criteria of market segmentation. Among them, psychographic criteria occupy a special place. To make lifestyle hotel more than a promotional slogan, it is necessary to confirm its market position. This means identifying specific target groups differentiated according to the main features of the lifestyle.

Key words: “Lifestyle” hotels, defining, standards, typology

Introduction

The growth of cultural tourism is direct result of the rising interest in art, culture and history. From the point of tourist demand, some demographic, social and cultural changes have taken place. One aspect of cultural tourism development is the new forms of hospitality industry. After decades of brand standardization, in which brands provided consumers with products that were consistent across the marketplace, there is growing attention to more differentiated products offering in the lodging sector. The strong increase of senior citizens in the Western world has significantly extended the market for different types of hotels. The senior tourist market segment consists of a growing number of retired, active, wealthy people of excellent health. Older people dis-

pose of leisure time and money which they like to spend for holidays and travelling.

New demographic trends indicate less children per household, a growing number of independent working women, more singles. Those are symptoms of the individualization within the Western society. People are higher educated. They travel more frequently and they show wider interest for history and culture. Being well-informed and critical consumers, familiar with travelling, they want value and quality for their money. Quality and safety are preferred choice criteria for senior citizens. For them price is of secondary importance, but they expect to be respected in the principle “Value for money”.

Young employed people have busy lifestyle. They suffer from chronic lack of time. That is why the leisure time is so precious



to them. So, they have high expectations of travel. They expect a great experience in all components of tourist product, especially of hotel services. High level of hotel product quality is intended for them. These demographic directions create markets for a relatively new hospitality product.

Nowadays hoteliers are focusing on providing unforgettable experiences to targeted groups of hotel guests. New types of hotels constitute a response of hospitality to new market segments.

Recent studies in the field of hotel differentiation illustrate the growth of small, intimate hotel properties boutique type. The growth of the boutique and lifestyle hotel types has been one of the most observable trends in recent years. Growing interest in boutique and lifestyle hotels is a global phenomenon. Regardless of the increasing usage of terms “boutique hotel” and “lifestyle hotel”, the full agreement about real meaning of those terms does not exist yet. As this lodging sector becomes very important, the definitions of a boutique hotel and of a lifestyle hotel should be clarified. The initial step of differentiating and defining those types of hotels ought to be consumer behaviour.

“Lifestyle” criteria of tourist segmentation

Values play a key role in people’s lives. Human behaviour is determined by the tendency towards achieving values. Values have significant influence on customers’ behaviour. Values are determined by lifestyle. The term “lifestyle” is defined as “a way of living of individuals, families (households), and societies, which they manifest in coping with their physical, psychological, social, and economic environments on a day-to-day basis. Lifestyle is expressed in both work and leisure behaviour patterns and (on an individual basis) in activities, attitudes, interests, opinions, values, and allocation of

income. It also reflects people’s self-image or self- concept; the way they see themselves and believe they are seen by the others. Lifestyle is a composite of motivations, needs, and wants and is influenced by factors such as culture, family, reference groups, and social class. The analysis of consumer lifestyles (called psychographics) is an important factor in determining how consumers make their purchase decisions (www.businessdictionary.com).

Academic marketing research done in the eighties included values and lifestyles as criteria of market segmentation (Beatty et al, 1988). VALS (values and lifestyles) methodology approach combines segmentation power based on demographic, lifestyle variables and values. Its conceptualization implies its potential for international value research. According to VALS nine lifestyle types are identified: survivors, sustainers, belongers, emulators, achievers, I-am-me, experiential, socially conscious and integrated. In order to maximize its ability to predict consumer behaviour VALS was redefined in 1989. Experts from SRI International, Stanford University, and the University of California, Berkeley, found that consumers should be segmented on the basis of enduring personality traits rather than social values that change over time (Urbonavičius, Kasnauskienė, 2005). According to VALS 2 the typology was created by the intersection of two dimensions: self-orientation and psychological and material resources (e.g., income, education, energy level, self confidence, etc.). The self-orientation dimension had three levels: Principle, Status and Action. Principle oriented consumer looks inside himself or herself to make choices. Status orientated consumer makes choices connected with others’ reactions, desires, etc. Action oriented consumer makes choices which will result in his or her opinion in an impact on the world or on the feelings of themselves or others. VALS 2 was developed further and returned back to its original name in 2003.

VALS uses psychology to segment people according to their distinct personality features. VALS asserts that people express their personalities through their behaviours. VALS defines consumer segments based on personality features affecting behaviour in the marketplace. VALS pointed out differences in motivation and it also covers the psychological and material limitations on consumer behaviour. The personality features determine the motivation for concrete

behaviour. The effect is external behaviour by an internal driver. People with different personalities have different behaviours or demonstrate similar behaviours for different reasons. By using psychology to explore and predict consumer preferences and choices, the actual VALS system highlights relationship between personality features and purchase behaviour.

The following table will present the main market segments based on the VALS model.

Table 1: VALS segment characteristics

Segment	Lifestyle Characteristics	Psychological Characteristics	Consumer Characteristics
Innovators	Successful, sophisticated Value personal growth Wide intellectual interests Varied leisure activities Well informed, concerned with social issues Highly social Politically very active	Optimistic Self-confident Involved Outgoing Growth oriented Open to change <established & emerging leaders in business & government>	Enjoy the “finer things” Receptive to new products, technologies, distribution. Skeptical of advertising Frequent readers of a wide variety of publications Light TV viewers
Thinkers	Moderately active in community and politics Leisure centers on home Value education & travel Health conscious Politically moderate and tolerant	Mature Satisfied Reflective Open-minded Intrinsically motivated Value order, knowledge, and responsibility	Little interest in image or prestige Above average consumers of products for the home Like educational and public affairs programming on TV Read widely and often Look for value & durability
Achievers	Lives center on career & family Have formal social relations Avoid excess change or stimulation May emphasize work at the expense of recreation Politically conservative	Moderate Goal oriented Conventional Deliberate In control	Attracted to premium products Prime target for a variety of products Average TV watchers Read business, news, and self-help publications
Experiencers	Like the new, offbeat, and risky Like exercise, socializing, sports, and outdoors Concerned about image Unconforming, but admire wealth, power, and fame Politically apathetic	Extraverted Unconventional Active Impetuous Energetic Enthusiastic and impulsive	Follow fashion and fads Spend much of disposable income on socializing Buy on impulse Attend to advertising Listen to rock music



Believers	Respect rules and trust authority figures Enjoy settled, comfortable, predictable existence Socialize within family and established groups Politically conservative Reasonably well informed	Traditional Conforming Cautious Moralistic Settled	Buy American Slow to change habits Look for bargains Watch TV more than average Read retirement, home and garden, and general interest magazines
Strivers	Narrow interests Easily bored Somewhat isolated Look to peer group for motivation and approval Unconcerned about health and nutrition Politically apathetic	Dissatisfied Unsure Alienated Impulsive Approval seeking	Image conscious Limited discretionary income, but carry credit balances Spend on clothing and personal care products Prefer TV to reading
Makers	Enjoy outdoors Prefer "hands on" activities Spend leisure with family and close friends Avoid joining organizations except unions Distrust politicians, foreigners, and big business	Practical Self-sufficient Constructive Committed Satisfied	Shop for comfort, durability, value Unimpressed by luxuries Buy the basics Listen to the radio Read auto, home mechanics, fishing, outdoors magazines
Survivors	Limited interests and activities Prime concerns are safety and security Burdened with health problems Conservative and traditional Rely on organized religion	Powerless Narrowly focused Risk averse Burdened Conservative	Brand loyal Use coupons and watch for sales Trust advertising Watch TV often Read tabloids and women's magazines

Source: adopted from MKTG 4731 - University of Minnesota Duluth, <http://www.d.umn.edu/~rvaidyan/mktg4731/vals2tbl.htm>

Presented market segments are differentiated by synthesis of their prevalent psychological characteristics and lifestyle. This typology is particularly important for tourism.

An AIO (activity, interests and opinion) inventory is the fundamental approach to lifestyle study.

Lifestyle allows travel marketers to create a travel offer that is more compatible with the motivations, attitudes and opinions of the tourists (Aziz, Ariffin, 2009). Lifestyle market segmentation requires greater

knowledge of variables in influencing tourist behaviour (Gonzalez, Bello 2002). The study conducted in Spain identified five types of tourist lifestyles – "Home-Loving", "Idealistic", "Autonomous", "Hedonistic" and "Conservative", with the fact that there are no significant differences between "Home-Loving" and "Conservative" types. "Home Loving" types are focused on family life. They prefer a vacation with their families and domestic tourist destinations are predominant choice for their holiday. "Idealistic" types enjoy sport, music, theatre or outdoor activities.

This segment does not spend much money on accommodation and prefers country villages. "Autonomous", types are fundamentally linked with individual freedom and independence and place great emphasis on enjoying life, without great propensity for cultural activities. They spend their holiday time using low-priced accommodation and prefer city destinations. "Hedonistic" types are attracted to pleasure, having a tendency to travel with friends. They are interested in newly arrived products or services on the market.

During the consumption of hotel services it is necessary to keep in mind the behaviour of various market segments differentiated by using "lifestyle" methodology. Hotel services are used in a specific manner. Guests meet their intimate physiological needs in a hotel. Also, because of being out of their place of residence, they have a lot of additional needs, wants and desires. Guests are temporarily living in hotels. So, they have transferred main features of their lifestyle to hotels. Their lifestyle affects their expectations. Their choice of hotels is based on their assessment of fulfillment of their expectations.

Hotel industry is nowadays struggling with the strong competition. It is necessary to meet the numerous and varied types of consumers. Modern hotel industry adapts to the new market conditions by differentiating numerous types of hotels. The type of a boutique hotel is among them. In recent years, demand for boutique hotels is increasing continuously. More recently the term "lifestyle" hotel appeared. The text below tries to answer the question what is the difference between „boutique" and "lifestyle" hotels. Previously shown differentiation of market segments will help in this project.

Contemporary approach to the hotel typology

Current consumers live in the so-called experience economy. Tourists, as specific types of consumers increasingly search for information which enables them to "experience" the destination instead of simply obtaining facts about "how the destination is". For current travellers it is no longer enough to be in a tourist destination. They want to participate actively in the travel and to experience the destination (Pine II, Gilmore, 1998). Nowadays travel has become a means for finding personal fulfillment, identity enhancement and self-expression (Cho and Fesenmaier, 2001). Growing individualism imposes the need for tailor-made products and services reflecting the guest's personal tastes and requirements, instead of a standardized supply. Modern hotel guest is searching for unique experiences, new challenges and multi-entertainment in the form of action, emotion and (aesthetic) adventure (Freund de Klumbis, Munsters, 2005). Travellers show rising interest for local, regional and national history and culture. The need to experience the authenticity is a reaction on the uniformity of standardized hotel product.

Complexity and heterogeneity of hotel products illustrates its ability to meet customer needs on several levels. (Kotler et al. 2003):

- The core product refers to the basic services provided by the hotel to the consumer.
- Facilitating products enhance the functionality of the core product.
- Supporting products are offered to add value to the core product and to help it distinguishing from the competitors.
- The augmented product includes the un-touchable components, like atmosphere, communication between guests and employees, etc. This level indicates main differences between the various hospitality concepts.



The international hotel chains expansion was accompanied by a process of standardization. This process generated the uniformity of the core and facilitating products. The absence of hospitality products differentiation led to a “McDonaldization” of the global hotel industry. On the core and facilitating product levels, traditional hotel companies save standards of performance as a major advantage to the hotel operator. The marketing policy of traditional hotel companies is based on the uniformity of supply and on the strong brand recognition, what is used to influence the consumer’s choice. Standardization generates a feeling of security and familiarity within traditional segments. The main features of traditional hotel concept generated the term “box hotels” (Freund de Klumbis, Munsters, *ibid.*).

For travellers who have high expectations of hotel services staying in a box hotel leads to alienation and anonymity. Inspired

by non-conventional guests searching for properties with unique, sophisticated and innovative features, new hotel concept was founded in the eighties. It was the concept of a boutique hotel, which symbolizes the concept of “unique” hotel types. Uniqueness is the key hotel feature that gives the customer a memorable stay (Forsgren, Franchetti, 2004). The term “boutique hotel” became very popular and it was used to describe unique 50-100 room properties, non chain-operated, with special decoration and service individualization. The expansion of boutique hotels in the market has led to their further differentiation. The aim of this differentiation was the separation of the competition. However, it was not a specialization based on clearly defined criteria. In order to overcome market confusion, BLLA (Boutique & Lifestyle Lodging Association) has given general hotel typology presented in the following table.

Table 2: BLLA hotel typology

<i>Boutique Hotel</i>	A term to describe intimate, usually luxurious or quirky and upscale hotel environments for a very particular clientele.
<i>Lifestyle Hotel</i>	A property that combines living elements and activities into functional design giving guests the opportunity to explore the experience they desire.
<i>Luxury Boutique Hotel</i>	An extremely luxurious hotel environment created to express unique lifestyle experiences that are synonymous with health and wellness.
<i>Trendy or Modern Hotels</i>	These top hotels strive to have special experiences in properties that have a unique design, exclusive restaurants and become notable hangouts due to their modern theme and ‘happening’ atmosphere.
<i>Design Hotels</i>	Distinctive hotels with unique architecture, where the room design is as important as the mattress. Style and environmental concern are important factors. Design hotels vary by the unique abilities of the people who create them. Artistic expression, functionality, and imagination combine to make the most successful design hotels, and keep guest not only comfortable during their stay, but in a constant state of awe with the hotel designer’s creative vision.
<i>All Suite Hotels</i>	A hotel that claims ‘All Suite’ status is expected to have at least one separated bedroom off of the living area. Often these hotels offer mini fridges or kitchenette features.

<i>Architectural Hotels</i>	Architectural hotels flaunt unique design and building achievements through the hotel's design concept. They attract hotel guests who are interested in staying in a place that breaks the mold of building design inside and out.
<i>Artistic Hotels</i>	Artistic hotels are a combination of high-end lodging and a work of art. Guest of artistic hotels gain the exhilarating sense they are living in a modern art museum exhibit. These special hotels are the latest combination of artistic expression and new-age lodging.
<i>Avant-Garde Hotels</i>	Avant-Garde hotels are an example of artistic hotels. Hotel designers push the limits of our expectations of what a 'hotel room' can be by creating lodging accommodations in this style. Unusual, quirky, artistic, funky and certainly unique may all aptly describe what an avant-garde hotel can be.
<i>City Hotels</i>	City hotels are more than hotels settled within a city's primary zip code. These hotels reflect the ambiance and character of their cities along with optimal location within the city's boundaries that allow guests easy access to explore.
<i>Classic Hotels</i>	Classic hotels originate from the period when dramatic lobbies, adorned with stunning chandeliers and welcoming décor, were the industry standard. Classic hotels buck the stripped-down, no frills environment of today's mega-chain hotels and serve as relics of what a hotel should be.
<i>Classy Hotels</i>	Classy hotels attract the luxury traveller who expects a refined lodging experience. Visitors expect classy art work, ambiance, and high-end service during their stay.
<i>Comfortable Hotels</i>	It may be easier to define comfortable hotels by what they aren't: squeaky, drafty, and cramped. The traveller who wishes to find a comfortable hotel expects thick walls, a comfortable bed, cleanliness, and a restful environment. Anything less would never be described as 'uncomfortable.'
<i>Conference Hotel</i>	A conference hotel primarily offers amenities for business meeting, banquets, or other special events.
<i>Contemporary Hotels</i>	Contemporary hotels reflect the sleek and stylish sect of the 'artistic hotel' family. They boast modern amenities along with a dash of unique artistic inspiration.
<i>Corporate Hotels</i>	Corporate hotels are for the business traveller who requires a seamless transition from the home office to the hotel room. Today, this means a quality work space, dependable Internet and other technology, along with quick service and sensible accommodations.
<i>Country Hotels</i>	Country hotels are where travellers go to get away. Above all they are quiet and charming. Country hotels can offer a wide range of amenities depending on their price points and location.
<i>Designer Hotels</i>	Designer hotels vary by the unique abilities of the people who create them. Artistic expression, functionality, and imagination combine to make the most successful design hotels, and keep guest not only comfortable during their stay but in a constant state of awe with the hotel designer's creative vision.



<i>Distinctive Hotels</i>	Distinctive hotels are similar to boutique hotels in that they come in several shapes, sizes, quirks, and degrees of funk, yet they stand out in the area of surrounding amenities. Distinctive hotels are not only unique marvels on the inside but are found in highly desirable locations, most often in travel destinations off the beaten path.
<i>Extraordinary Hotels</i>	Extraordinary hotels could not possibly go by any other name. For travellers, these hotels are the destination. There are no limits to what an extraordinary can entail: made of ice or other unthinkable materials; built underground, in a tree, or jutting out into the ocean; featuring triple king sized beds or lavish Jacuzzi features. There are no limits to the extraordinary!
<i>Funky Hotels</i>	Funky hotels feature unique spins on lodging staples. Guests are hit with creative use of color, abstract design and unique furniture in funky hotels.

Source: BLLA. (2011). Boutique Terminology and Definitions Retrieved 10/17/2011, 2011, from <http://www.boutiquelodgingassociation.org/cms.cfm?nPageNo=14694&nmenuid=576>

BLLA typology includes both box and unique hotel types. We can see high variety of terms used in hotel marketing practice. The corresponding descriptions show certain similarities between some of the presented types. Certain types of hotels are specialized variants of the existing types.

The differences were generally limited in introducing terms such as “design hotels” “designer hotels”, “distinctive” hotels, “extraordinary” (destination) hotels, “classy”

hotels, “artistic hotels”, “contemporary” hotels, “funky” hotels, and finally “lifestyle hotels” whose main specificities should be explained in the context of difference from “boutique” hotels.

The differences between the traditional concept of a box hotel and the new concept of a unique hotel will be presented before embarking on a deeper analysis of the lifestyle hotel.

Table 3: The main differences between box and non-box hotels, according to guests' choice criteria

BOX HOTELS	UNIQUE HOTELS
Demands quality guarantee	Expects quality given the high quality level of lifestyle hotels
Minimum standards	Exceeding standards
No annoying surprises	Surprise-adventure-history
Experiences are sought outside the hotel	The hotel stay is an experience in itself
Recognition of the product	Recognition as a guest
To feel at home by means of the “hardware”	To feel at home by means of the “software”
Reliable unique selling propositions	Really unique selling propositions
Familiar with the brand image	Search for a specific identity

Source: Naber, T. “Chain or independent: box hotel or boutique hotel”, Eurhodip Conference “Hospitality Management in Europe”, Maastricht, 2002

Defining the concept of a “lifestyle” hotel

The need for a clear definition of a lifestyle hotel comes from the fact that this term is often used as a synonym for a boutique hotel. This conceptual demarcation is imposed by the hotel business practices. Detailed elaboration of hotel typology criteria allows its better position on the segmented and differentiated market. There is no doubt that every boutique hotel should not be even “Lifestyle” hotel. To show the differences, we need to present the main attributes of a boutique hotel. In recent studies, researchers including McIntosh and Siggs (2005) and Aggett (2007) identified important attributes for boutique hotel visitors – location, quality, personalized service, and the uniqueness of the hotel. The additional characteristics of boutique hotels refer to interior design (Lim, Endean 2009), focus on the customer experience (Pine and Gilmore 2002). Boutique hotels should not be necessarily small and independent. Global hotel chains create very successful boutique hotel brands which consist of hotel properties with different capacity.

However, part of professional hospitality public insists boutique hotels to remain small, referring to the original meaning of the word “boutique”. A boutique is defined by the Webster’s dictionary as “a small fashionable specialty shop or business” and the term has been applied to specialty hotels (Day et al. 2012). But, the entrance of global hotel brands into the boutique hotel sector imposed the need for distinguishing classic, small, original, independent – real boutique hotels. So, brand hotel operators began to use the term “lifestyle” hotels for new specific chains under their portfolio. Those chains incorporate key aspects of the boutique hotel experience. Thus, the global hotel brands like IHG and Marriott originated the term “lifestyle hotel brand” to describe the new types of hotels being developed by them.

According to Boutique and Lifestyle Lodging Association (BLLA) a lifestyle hotel is treated as a subcategory of a boutique hotel. “Lifestyle” hotel is defined as “...a property that combines living elements and activities into functional design giving guests the opportunity to explore the experience they desire” (BLLA, 2011).

Recent research undertaken by BLLA (Day et al., *ibid.*) involved world leading hotel experts (property managers, property owners, consultants, corporate executive managers, academics), who had expressed their professional opinions about defining and distinguishing boutique and lifestyle hotels. Based on the current findings the researchers created the following definitions:

Boutique Hotels are typically small hotels that offer high levels of service. Boutique hotels often provide authentic cultural or historic experiences and interesting services to guests. Boutique hotels are unique.

Lifestyle hotels tend to be small to medium-sized hotels that provide innovative features and service. They tend to have contemporary design features. They provide highly personalized service that differentiates them from larger hotel brands.” (Day et al. *ibid.*, p.p.16).

Although it is not specifically addressed in BLLA study, the prevailing opinion is that the lifestyle hotel is just a variant of a boutique hotel. On the other hand, there are opinions that the term “boutique hotel” is outdated and should be replaced with the term “lifestyle hotel”. However, despite the obvious similarities, it should preserve the differences between these two types. Starting from the idea that hotel typology should be based on the lifestyle criteria, respectively on the behaviour of different market segments, lifestyle hotels should be attributed to a broader meaning.

“Lifestyle” hotel implies more than distinctive, small, or medium-sized contemporary designed property. It suggests integration of component parts for a meaningful



and exciting live-work-play environment. It involves art, design, fashion, and dynamic and colorful environments that relate to a whole demographic segment. It is likely to be specialized and focused in order to provide this differentiating quality – a quality that makes people feel “special,” “exclusive,” with a warm sense of personal belonging. Lifestyle hotels tend to offer a full-balanced stay by using experiential branding as a component of positioning strategies promising pleasurable experience, encompassing consumers’ interaction with the brand (Dubé et al., 2003). “Lifestyle” hotel attributes should be managed in order to create pleasurable experiences by implementing “hardware” components (the “what”) and “software” components (the “how”). The “hard” components, on the core and facilitating product levels, are subordinated to the “soft” components, the pleasurable experiences belonging to the supporting and augmented level. The “soft” components could be inter alia designed by optical, olfactory and auditory stimulation. Not only to fulfill, but also to overcome customers’ expectations, the unique guest experiences should be adequately harmonized (Freund de Klumbis, Munsters, *ibid.*).

The “lifestyle” hotel product meets the needs of special interest market. In lifestyle hotels it is possible to achieve unforgettable experience, by designing adequate “soft” components on the augmented level of the product. The implementation of lifestyle elements is not impossible in the classical functional property, if its market strategy focuses on the concrete hotel niche-segments. It means that „Lifestyle” hotel should be given a universal meaning. Thus, the term lifestyle should include all types of hotels that are able to successfully manage the experience of different market segments at all levels of the product. This ability can be achieved by uniqueness. By systematic monitoring of consumer behaviour and manifestations of their lifestyle, the hotel has to recognize what can constitute its uniqueness compared to

the competition. Hotel should synchronize its uniqueness with the individuality of its guests. Thereby the hotel will harmonize its services to the guests’ lifestyles and thus acquire the attributes of “lifestyle” hotels.

Conclusion

In the future, hotels need to deliver a global, local and personalized experience. Hotel brands have traditionally concentrated on being 2D – how to be both global and local. The rise of personalization means brands must be 3D in order to build both trust and lasting relationship with guests and to win in a highly competitive global market. Hotel brands that are able to become truly 3D – by delivering localized and personalized experiences through trusted global brands – will build the trust that is needed to sustain lasting relationship with guests and outperform in the future.

The growing focus on personalization of the hotel experience has given rise to the concept of moving beyond segmentation models towards the introduction of service spectrums in which the guests are given choice over almost every aspect of their hotel experience. It is necessary to provide deep understanding of an increasingly geographically, financially, generationally and attitudinally diverse and rapidly evolving customer base. Hotels have to turn toward changes that lead to business innovations – open, listening, collaborative and experimental approach to the customers, immersive, tactile and multi-dimensional technology interfaces, providing amenities for different lifestyles by delivering a personalized experience through a wide spectrum of service choice.

Historically, the hotel industry has placed great importance on segmenting customers with increasing accuracy to help define appropriately targeted offers. Traditional notions of segmentation have to evolve. In recent future travellers’ motivations will be

come increasingly fragmented and diverse and harder to segment into clearly definable customer groupings. An implication is that the emphasis of segmentation might change from seeking new customers to better serving existing ones during their stay. So, hotels will deal with so called “microsegmentation” based on more sophisticated data mining techniques helping spot and market to those with similar profiles to recent customers. Hotels should embrace concepts such as co-creation with customers and open innovation to source ideas from outside.

Bearing all this in mind, we can conclude that a “lifestyle” hotel should not be a separate type of a hotel. To be a “lifestyle” hotel – features like size, category, or brand status are not of basic importance. Become a “lifestyle” hotel means to be transformed from classic “box” hotel to innovative “unique” hotel.

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