

Cultural Branding for Historic Hotels



BOSTON COLLEGE

**Bradford Hudson, Ph.D.
Boston College
Brand Heritage Institute**



**BRAND
HERITAGE
INSTITUTE**

**The Broadmoor Hotel
Colorado Springs, Colorado
November 1, 2018**



THE SHARING ECONOMY

THE SHARING ECONOMY

**Production, distribution, ownership or use
of products and services
is shared between companies or people**

NETJETS®

Private jets

NETJETS®



Cars

NETJETS®



Bicycles

NETJETS®



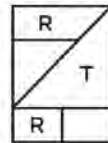
wework

Offices

NETJETS®



we work



RENT THE RUNWAY

Clothing

NETJETS®



we work



RENT THE RUNWAY

BonAppetour

Meals

NETJETS®



we work



RENT THE RUNWAY

BonAppetour



HomeAway®

VRBO®

Houses and apartments

SHARING ECONOMY

TWO TYPES

- Corporate sharing or B2C (not new)
- Peer to peer or P2P (new)



B2C



P2P

SHARING ECONOMY

TWO TYPES

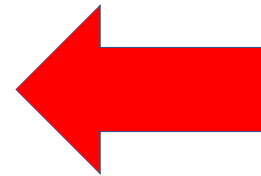
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DISRUPTIVE

- New sharers P2P are challenging old sharers B2C
- P2P technology is blurring industry borders



B2C



P2P

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DISRUPTIVE

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WHY P2P NOW?

- Information technology
- Wealth surplus on investment side
- Wealth shortage on consumer side
- Poor execution by traditional producers
- Ideological and generational dynamics
- Fashion

SHARED LODGING

- **Shared lodging is nothing new**

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- **Hospitality industry started as families sharing homes**



SHARED LODGING

- Shared lodging is nothing new
- Hospitality industry started as families sharing homes
- **The word hotel derives from France**
 - Hôtel was urban equivalent of château
 - Grand private residence
 - Nobility and aristocracy shared facilities and staff with friends

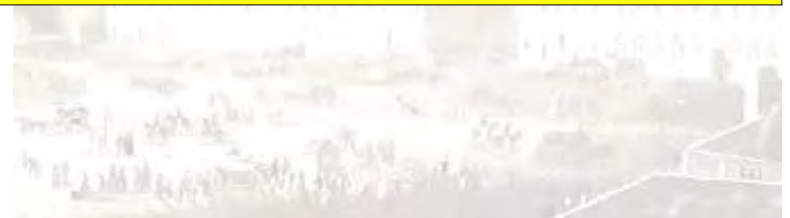


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“It must be confessed that the *hotels*, or noble men's houses are truly noble and stately, having great *portes cocheres* and courts before them.”

John Nutt, *A View of Paris*, 1701



SHARED LODGING

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- **Airbnb**
 - **Started as floor with air mattress (Air) and breakfast (B and B)**
 - **Individual consumer living rooms**



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- **Over time shared lodging shifts**

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1758 Duc de Crillon N2N



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1758	Duc de Crillon	N2N
1909	Hôtel de Crillon	B2C



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1758	Duc de Crillon	N2N
1909	Hôtel de Crillon	B2C
2018	Jeff Crillon	P2P



WHY P2P DANGEROUS FOR HOTELS?

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- **Airbnb has significant inventory**

Airbnb has more than 4 million listings in 191 countries.

More listings than top five hotel brands combined.

WHY P2P DANGEROUS FOR HOTELS?

- Airbnb has significant inventory
- **OTA distribution of P2P increasing**

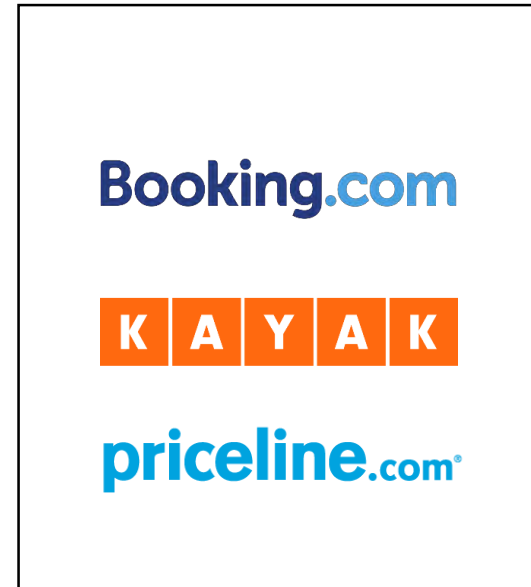
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Expedia Group



Booking Holdings



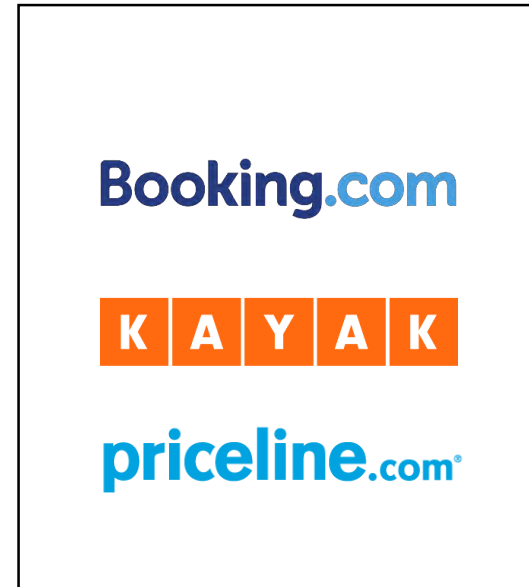
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2016 Combined share of OTA market USA exceeds 90%

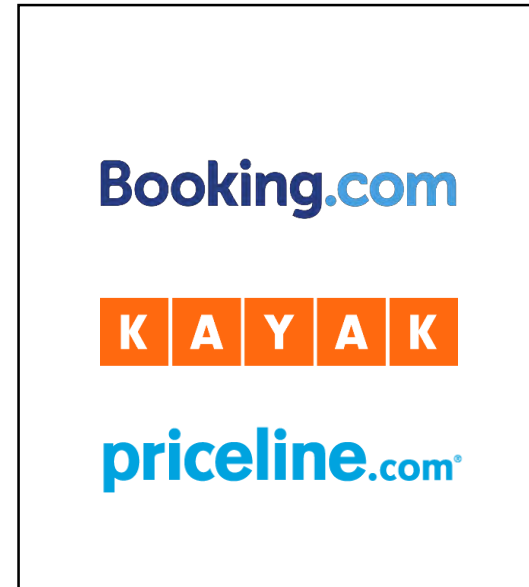
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2016 First year OTA lodging bookings exceed hotel website bookings USA

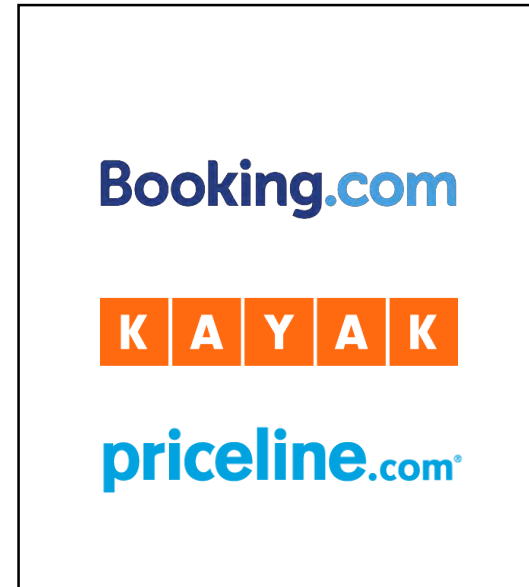
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Booking Holdings



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2018 Private accommodation bookings will grow from 12% to 16% of total

WHY P2P DANGEROUS FOR HOTELS?

- Airbnb has significant inventory
- OTA distribution of P2P increasing
- **Vast increase in potential supply**
 - **New competitors with different cost structure**
 - **Downward pricing pressure**



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the NATIONAL BUREAU of ECONOMIC RESEARCH

2018

The Welfare Effects of Peer Entry in the Accommodation Market: The Case of Airbnb

Chiara Farronato, Andrey Fradkin

NBER Working Paper No. 24361

Issued in February 2018, Revised in March 2018

NBER Program(s): Industrial Organization, Productivity, Innovation, and Entrepreneurship

We study the effects of enabling peer supply through Airbnb in the accommodation industry. We present a model of competition between flexible and dedicated sellers – peer hosts and hotels – who provide differentiated products. We estimate this model using data from major US cities and quantify the welfare effects of Airbnb on travelers, hosts, and hotels. The welfare gains are concentrated in locations (New York) and times (New Years Eve) when hotels are capacity constrained. This occurs because peer hosts are responsive to market conditions, expand supply as hotels fill up, and keep hotel prices down as a result.

You may purchase this paper on-line in .pdf format from SSRN.com (\$5) for electronic delivery.

[Access to NBER Papers](#)



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10 cities with largest Airbnb inventory percentage

- **ADR reduced \$70**
- **Revenue reduced 1%**
- **Profit reduced 3%**

BUT...



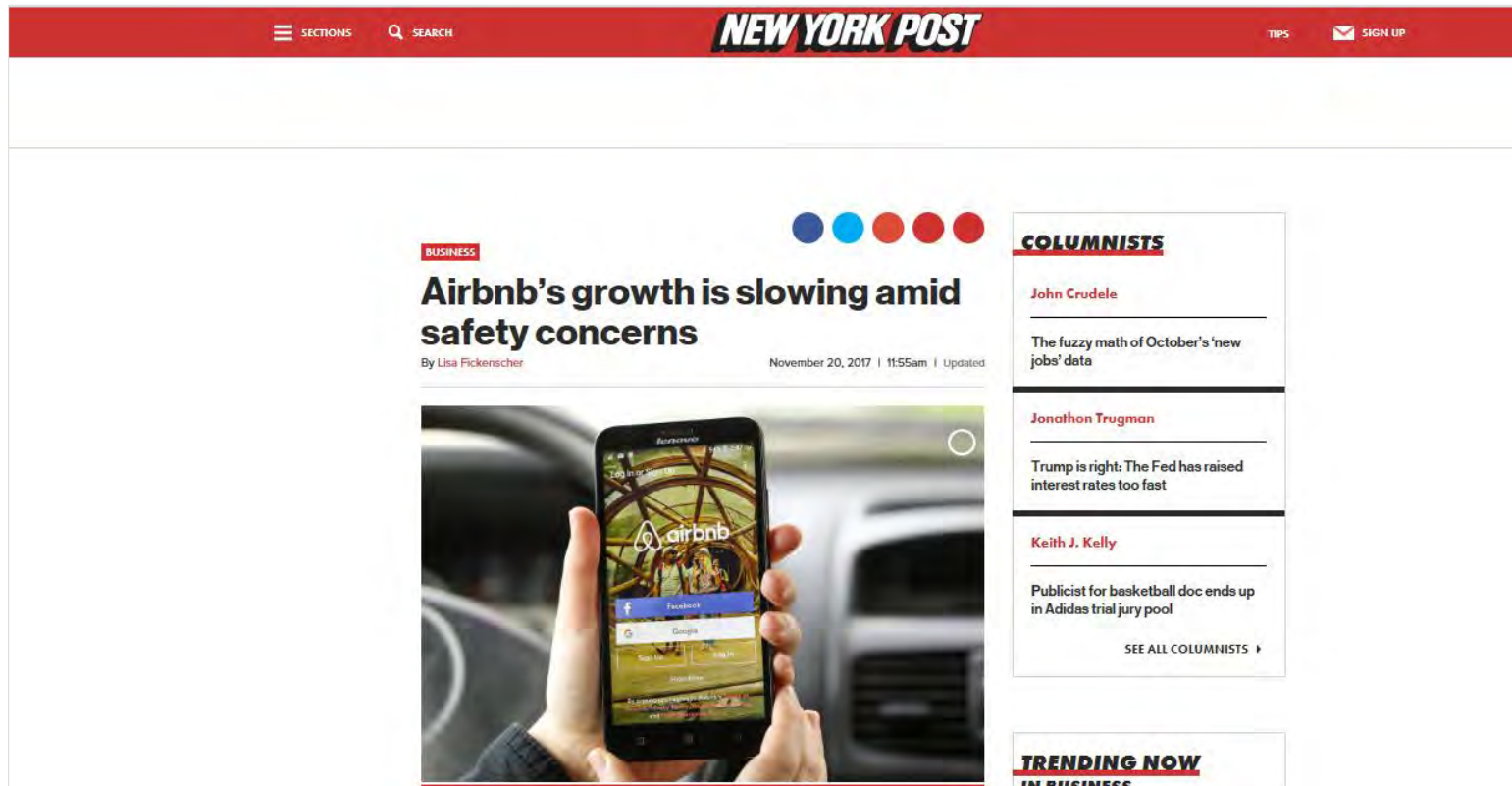
BUT...

- **Growth is slowing**
- **Airbnb is now relatively mature company**



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- Airbnb is now relatively mature company

A screenshot of a CNBC news article. The top navigation bar includes the 'NEW YORK POST' logo and various links like 'SIGN IN', 'PRO', 'WATCHLIST', and 'MAKE IT'. Below this is a blue header with 'CNBC' and categories like 'MARKETS', 'BUSINESS NEWS', 'INVESTING', 'TECH', 'POLITICS', and 'CNBC TV'. The article is part of a 'TECH TRANSFORMERS' special report. The headline reads 'Airbnb's growth is slowing because it's being hit by regulation, UBS says'. The author is Arjun Kharpal, and it was published on April 13, 2017. The article text states that Airbnb's growth has slowed due to increased regulation, according to UBS. It mentions that UBS analyzed data from 127 cities and found a downward trend in Airbnb's growth since October 2016. The article also notes that Airbnb was not available for comment when contacted by CNBC.

TECH TRANSFORMERS | A CNBC SPECIAL REPORT

TECH | MOBILE | SOCIAL MEDIA | ENTERPRISE | CYBERSECURITY | TECH GUIDE

Airbnb's growth is slowing because it's being hit by regulation, UBS says

Arjun Kharpal | @ArjunKharpal
Published 7:33 AM ET Thu, 13 April 2017

CNBC

Airbnb's growth rates have slowed in the past few months partly due to increased regulation around the shared accommodation sector, UBS said in a note released on Wednesday.

The Swiss investment bank analyzed data from 127 cities where Airbnb is present to look at growth of the company's listings and impact on hotel brands.

UBS found that worldwide year-on-year growth of Airbnb available listings per month has been on a downward trend since October 2016. For example, Airbnb available listings in that month grew around 110 percent, while in February 2017, it had slowed to around 35 percent.

Airbnb was not available for comment when contacted by CNBC.

BUT...

- Growth is slowing
- Airbnb is now relatively mature company



The image is a screenshot of a web page from Skift, featuring an article about Airbnb. The page has a yellow header with the Skift logo and navigation links. Below the header, the article title 'Airbnb Growth Story Has a Plot Twist – A Saturation Point' is displayed in large white text on a dark grey background. To the right of the title is a photograph of a modern, bright living room with a white sofa, a wooden coffee table, and a bookshelf. Below the title, the author's name 'Deanna Ting' and the date 'Nov 15, 2017 2:30 am' are visible. At the bottom of the article preview, there is a 'Skift Take' box with a blue background and white text, followed by a quote from Deanna Ting: 'As Airbnb tries to become the only brand in travel that you'll ever need. It's not just the hotel industry that the company has to contend with, but online travel agencies, too. We can just imagine the hotels telling Airbnb, "Welcome to the club."'.

Rooms, Rentals & Shares

Airbnb Growth Story Has a Plot Twist – A Saturation Point

Deanna Ting, Skift - Nov 15, 2017 2:30 am

Skift Take

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— Deanna Ting

BUT...

- Growth is slowing
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The screenshot shows a news article on the Business Travel News (BTN) website. The header includes navigation links for 'LOCATIONS', 'SEARCH', and 'NEW YORK POST'. Below this is a blue navigation bar with 'CNBC' and various news categories like 'MARKETS', 'BUSINESS NEWS', 'LIVING', 'TECH', 'POLITICS', and 'ENR'. The main header features the 'BTN BUSINESS TRAVEL NEWS' logo and a search bar. The article is titled 'Airbnb Adoption Growth Has Plateaued, According to Morgan Stanley' by Julie Sichel, dated November 13, 2017. The article text states that new research from Morgan Stanley suggests the pace of growth of Airbnb use is slowing in the U.S. and Europe. It mentions that in its third annual AlphaWise survey, the firm found that the share of travelers who used Airbnb during the past 12 months rose to 25 percent, an increase of 300 basis points, which is lower than the prior year's growth of 800 basis points. Morgan Stanley attributes the tempered growth to a plateau in awareness of Airbnb; awareness of the platform from online consumers is at 80 percent across the U.S., the U.K., Germany and France, and the 800-basis-point year-over-year growth in awareness is significantly lower than the 2,000-basis-point spike noted in 2016. The report stated that the slowing growth applies to both leisure and business travelers. The firm had expected business travel adoption to increase from 18 percent in 2016 to 23 percent in 2017. Instead it grew to only 20 percent.

More Lodging

- Gant Travel Strikes Partnership Agreement with Airbnb for Work
- U.S. Hotel Fees & Surcharges Projected to Hit \$2.93B in 2018
- Hilton Launches Hostel-Inspired Brand

BUT...



- Growth is slowing
- Airbnb is now relatively mature company
- **Disruption is one-trick pony**
 - Novelty has worn off
 - Industry structure now realigned and stabilized
 - Competing on low price results in margin compression

BUT...



- Growth is slowing
- Airbnb is now relatively mature company
- Disruption is one-trick pony
 - Novelty has worn off
 - Industry structure now realigned and stabilized
 - Competing on low price results in margin compression
- **Consumer trials and repeats are declining**
 - Utility often inferior to traditional hotel**
 - **Consistency**
 - **Reliability**
 - **Safety**
 - **Comfort**
 - **Services**
 - **Location**

SILVERSEA EXPEDITIONS

ULTIMATE ANTARCTICA EXPERIENCE

FOR A LIMITED TIME ONLY

EXCLUSIVE AIR OFFER

ON SELECT ANTARCTICA VOYAGES

benefits to keep your

DISCOVER MORE

coming back

Allianz

Global Assistance

10 Reasons Why a Hotel Is Better Than Airbnb

by [Jessica Montevago](#) / February 16, 2016



TMR THIS WEEK

Sponsored by Events 365



Now Is the Perfect Time to Make Your Clients' Vacation Memories Even Brighter

With the holidays drawing near, commissionable event ticket sales add income to an agent's bottom line and create lifelong memories for travelers.



HomeMailTumblrNewsSportsFinanceEntertainmentLifestyleAnswersGroupsMobileMore

YAHOO! LIFESTYLE

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Airbnb Backlash: 8 Reasons Why Hotels Are Still Better

t

Yahoo Travel August 20, 2015


t

f

By [Charles McCool/McCool Travel](#)

As an independent travel consumer advocate, I am not loyal to any one supplier or way of doing things. As a travel consumer, I seek value — certainly I have preferences, and I even think [Airbnb has its advantages](#). But with all the Airbnb backlash going around, many travelers are sticking to hotels. With that in mind, here are several benefits to booking a hotel instead of a vacation rental. Which would you choose?

Consistent Quality



HHA 2018

International Journal of Hospitality Management 55 (2016) 70–80

Contents lists available at [ScienceDirect](#)



International Journal of Hospitality Management

journal homepage: www.elsevier.com/locate/ijhosman



Factors of satisfaction and intention to use peer-to-peer accommodation



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Vancouver, WA 98686, USA*

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Lodging

Commercial sharing system

Sharing economy

Customer satisfaction

Consumer behavior

ABSTRACT

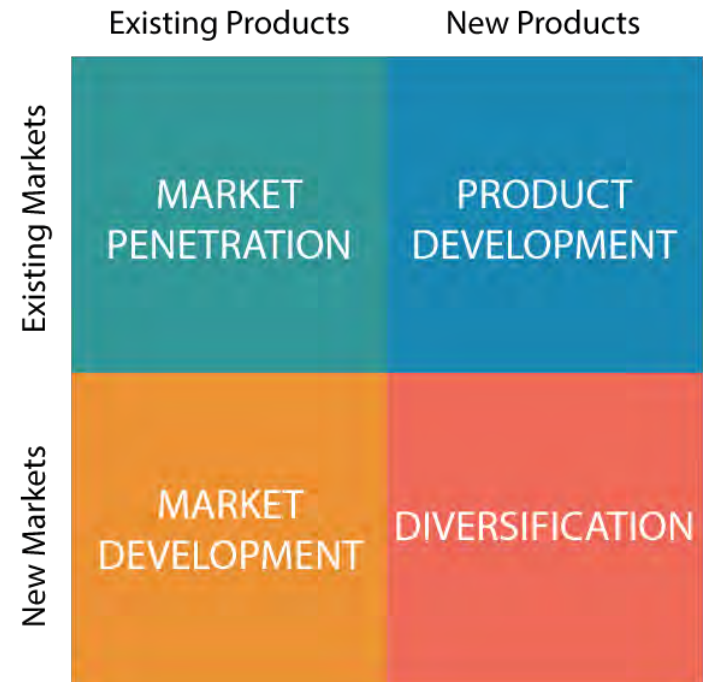
To better understand the behavioral characteristics of consumers in the sharing economy, this study examines factors that influence guests' satisfaction with a peer-to-peer (P2P) accommodation and their intention to use it again for future trips. Based on an online survey of 644 travelers living in the United States, guest satisfaction was identified as being influenced by factors of enjoyment, monetary benefits (value), and accommodation amenities. Furthermore, it was found that future intention to use P2P accommodation was again determined by enjoyment and value. By differentiating guests based on their chosen types of accommodation, the analysis revealed that social benefits influence guest satisfaction for those staying in a private room that involved cohabitation with hosts, but that this was an insignificant factor for guest satisfaction for those staying in an entire home or apartment. Directions for future research as well as implications for accommodation providers are discussed in this paper.

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HOW AIRBNB CONTINUE GROW?



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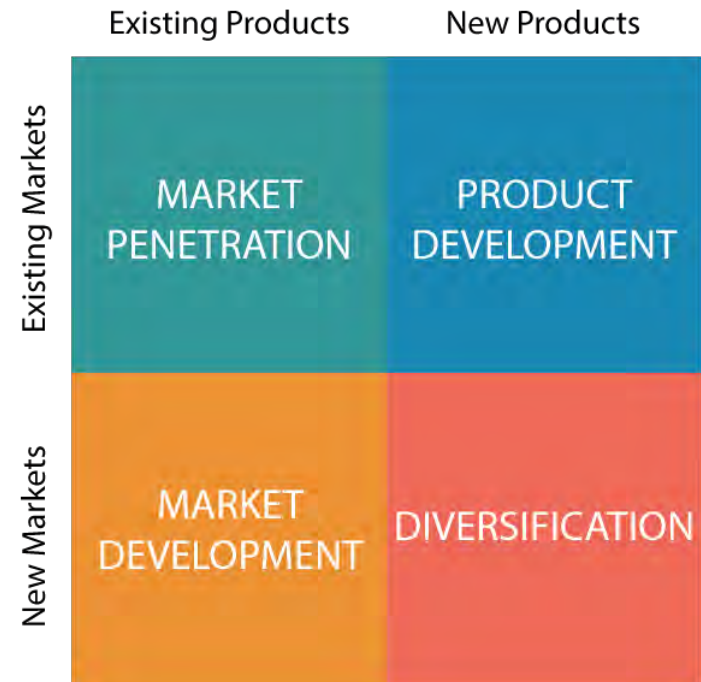


HOW AIRBNB CONTINUE GROW?



- **MARKET PENETRATION**

- Incremental gains in existing markets
- Fight for market share with promotion and pricing
- Airbnb cannot get more publicity and cannot lower price
- More revenue from same units requires **raising** price



HOW AIRBNB CONTINUE GROW?

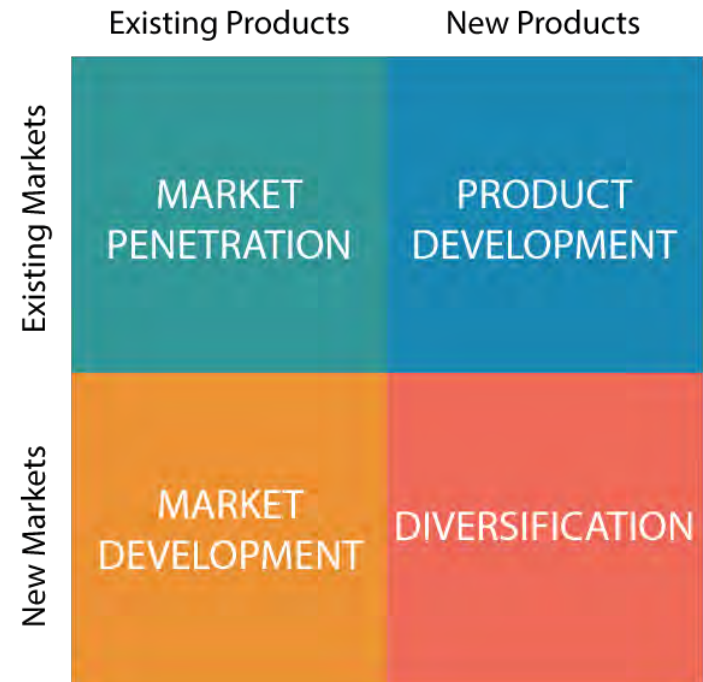


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- **MARKET DEVELOPMENT**

- **New markets**
 - Demographic**
 - Geographic**
- **Already done that**



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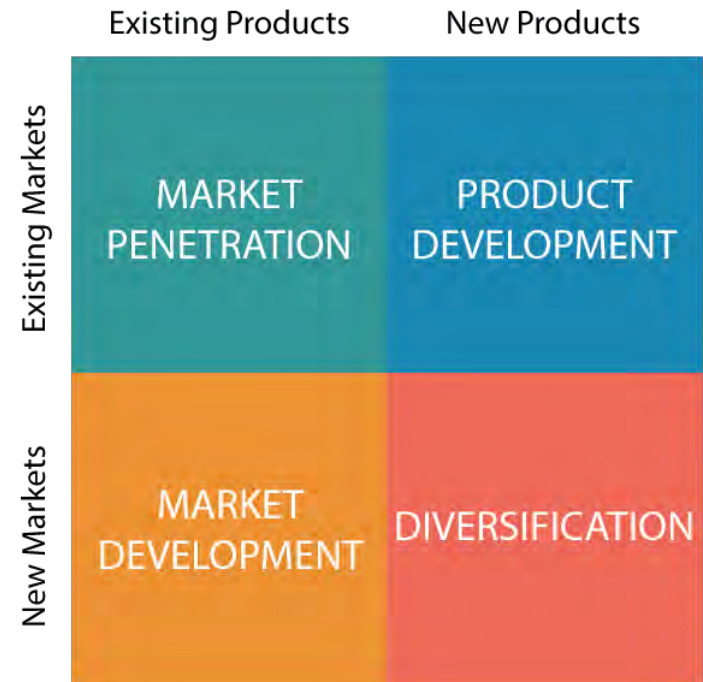
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- **MARKET DEVELOPMENT**

- New markets
 - Demographic
 - Geographic
- Already done

- **PRODUCT DEVELOPMENT**

- **Sell something else**



NEW STRATEGY AT AIRBNB



NEW STRATEGY AT AIRBNB

- **Differentiate lodging on basis of experience**
- **Sell experiences without lodging**



NEW STRATEGY AT AIRBNB

- Differentiate lodging on basis of experience
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The image shows the top portion of a CNET news article. At the top left is the CNET logo. To its right is a navigation bar with links: BEST PRODUCTS, REVIEWS, NEWS (highlighted with a white border), VIDEO, HOW TO, SMART HOME, CARS, DEALS, and DOWNLOAD. On the far right of the navigation bar are search and globe icons, and a button labeled 'JOIN / SIGN IN'. Below the navigation bar, the text 'TECH INDUSTRY' is centered. The main headline reads 'Airbnb will expand 'experiences' to 1,000 cities this year'. Below the headline is a sub-headline: 'The lodgings company added day trips and excursions a year ago. Now it says it's putting its "foot on the gas."' followed by the byline 'BY DARA KERR | FEBRUARY 23, 2018 1:13 PM PST'. At the bottom of the article header are social media sharing icons for Facebook, Twitter, LinkedIn, Reddit, Email, and Print.

c|net BEST PRODUCTS REVIEWS NEWS VIDEO HOW TO SMART HOME CARS DEALS DOWNLOAD JOIN / SIGN IN

TECH INDUSTRY

Airbnb will expand 'experiences' to 1,000 cities this year

The lodgings company added day trips and excursions a year ago. Now it says it's putting its "foot on the gas."

BY DARA KERR | FEBRUARY 23, 2018 1:13 PM PST

f t l r e m

NEW STRATEGY AT AIRBNB

- Differentiate lodging on basis of experience
- Sell experiences without lodging



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Q&A



Airbnb goes beyond lodging to position itself as a 360-degree experience brand.



Airbnb Open, which landed in Los Angeles in late November, was described as “a community-powered festival of travel and hospitality that celebrates a city and its neighborhoods” by the brand.

NEW STRATEGY AT AIRBNB

- Differentiate lodging on basis of experience
- Sell experiences without lodging



WHAT DOES AIRBNB MEAN BY EXPERIENCES?

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- **Experience is broad and vague term**
- **Human beings experience everything that happens to them**

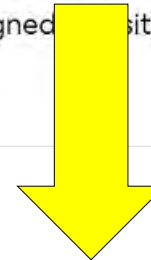
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- Human beings experience everything that happens to them
- **Getting a root canal is an experience**





Founded in 2008, Airbnb is a global travel community that offers magical end-to-end trips, including where you stay, what you do and the people you meet. Airbnb uniquely leverages technology to economically empower millions of people around the world to unlock and monetize their spaces, passions and talents to become hospitality entrepreneurs. Airbnb's accommodation marketplace offers access to millions of places to stay in more than 191 countries, from apartments and villas to castles, treehouses and B&Bs. With Experiences, people can see a different side to a destination through unique, handcrafted activities run by locals, while a partnership with Resy provides access to the best local restaurants in selected countries. All of this is brought together in one easy-to-use and beautifully designed site and app.



With Experiences, people can see a different side to a destination through unique, handcrafted activities run by locals,



Community Center › All Discussion Rooms › Interests

Hey, are you promoting LOCAL? Here's how & why you should...



Jeet in Pune, India
Level 10

01-25-2017 09:35 AM

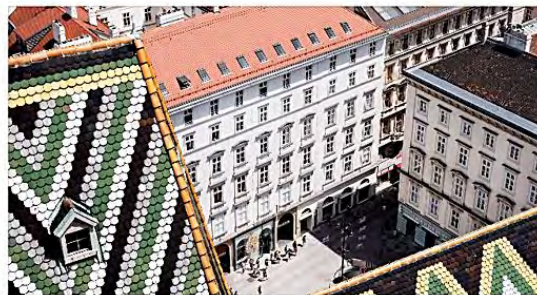


(In case you recommended local experiences too, please share with all the hosts why and what you do and if you have some pictures, feel free to add them :)



See the world through a local lens.

THIS JUST IN



Returning to the Vienna of the Past

Two Soviet émigrés revisit their first glimpse of the West, with its handsome cafés, cultured locals, and memories around every corner.

 Airbnb Magazine Editors
Sep 13



Ask the Locals: What to Do in Montreal

With its world-class culture, strollable streets, and a mean hot dog, the French-Canadian city has an undeniable joie de vivre all its own.

 Airbnb Magazine Editors
Aug 29



The Changing World of Dim Sum

In Hong Kong, rents are rising, tastes are evolving, and the undisputed capital of dumplings is at an inflection point.

 Max Falkowitz
Aug 27



The Insider's Guide to Copenhagen

Prepare to be charmed by neighborhoods full of fresh-faced bikers, exquisite architecture, and locals who speak English better than you.

 Airbnb Magazine Editors
Aug 21



I've Never Had a Muslim Friend

One Seattle-based organization aims to break down barriers by breaking bread.

 Brooke Jarvis
Jul 31

WHAT DOES AIRBNB MEAN BY EXPERIENCES?

- Experience is broad and vague term
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HOW AIRBNB DEFINING EXPERIENCE?

- Local
- Interpersonal
- Authentic
- Unique

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CULTURAL EXPERIENCES

WHAT IS CULTURE?

WHAT IS CULTURE?

- **GROWTH OR CULTIVATION** (Latin *cultura* 1450 and 1651)
 - **Agricultural**
 - **Intellectual and emotional**



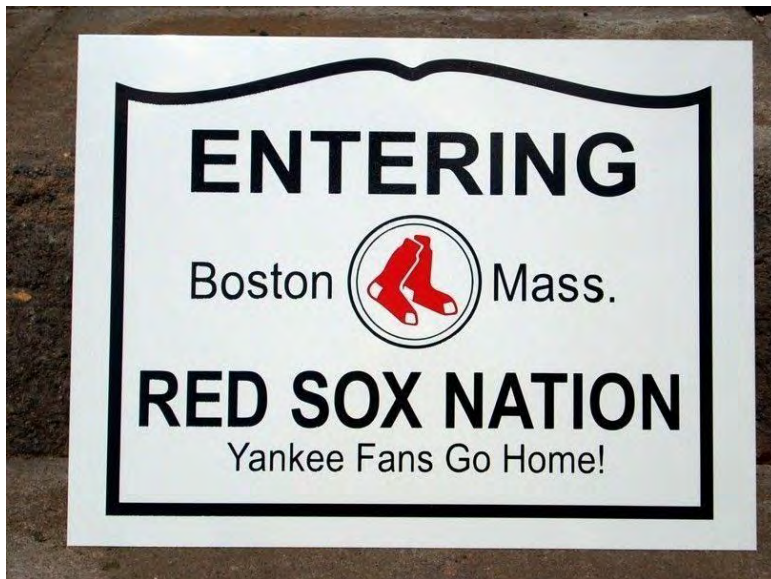
WHAT IS CULTURE?

- GROWTH OR CULTIVATION
- CREATIVE OR ARTISTIC OUTPUT (1856)
 - High culture = creative norms recognized by cognoscenti
 - Popular culture = creative norms recognized by masses



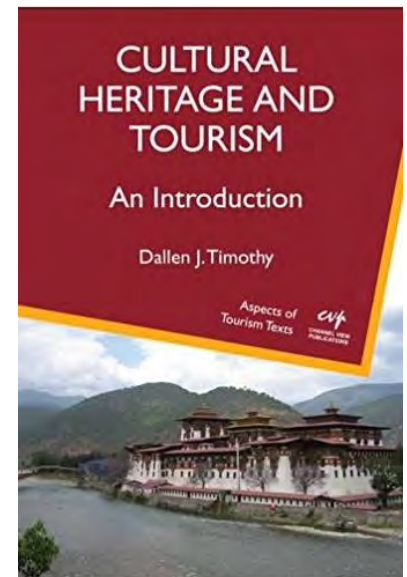
WHAT IS CULTURE?

- GROWTH OR CULTIVATION
- CREATIVE OR ARTISTIC OUTPUT
- **GROUP BEHAVIORS OR BELIEFS (1860)**
 - **Ethnic culture** = collective norms with racial or national overlay
 - **Local culture** = collective norms with geographic overlay



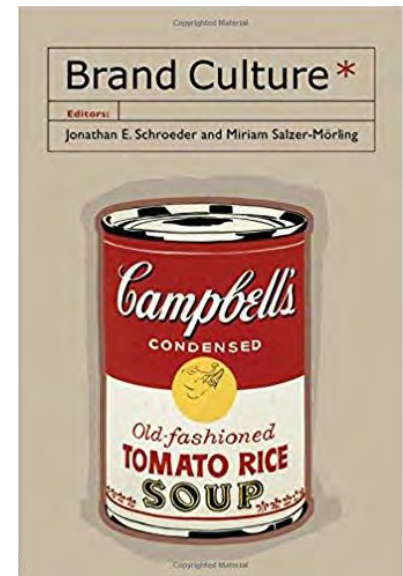
WHAT IS CULTURE?

- GROWTH OR CULTIVATION
- CREATIVE OR ARTISTIC OUTPUT
- GROUP BEHAVIORS OR BELIEFS
- **INTERACTION OF CULTURES (1892 and 1935)**
 - Intercultural = interactions between different cultures
 - Multicultural = diversity of cultures existing simultaneously



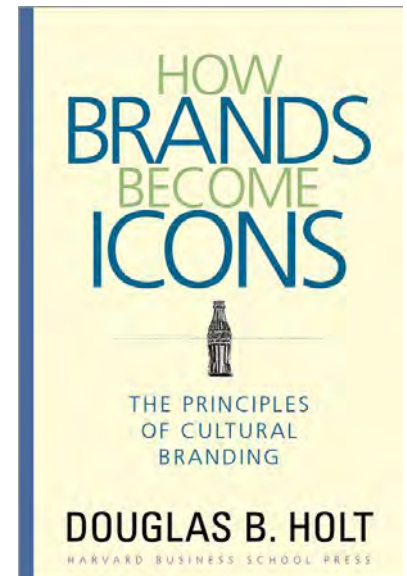
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- INTERACTION OF CULTURES
- **INTERNAL FORCES ON BRAND (1940)**
 - **Corporate culture = workplace norms**



WHAT IS CULTURE?

- GROWTH OR CULTIVATION
- CREATIVE OR ARTISTIC OUTPUT
- GROUP BEHAVIORS OR BELIEFS
- INTERACTION OF CULTURES
- INTERNAL FORCES ON BRAND
- **EXTERNAL FORCES ON BRAND (1975)**
 - **Inbound = your product or brand influenced by external culture**
 - **Outbound = your brand becomes part of popular culture**



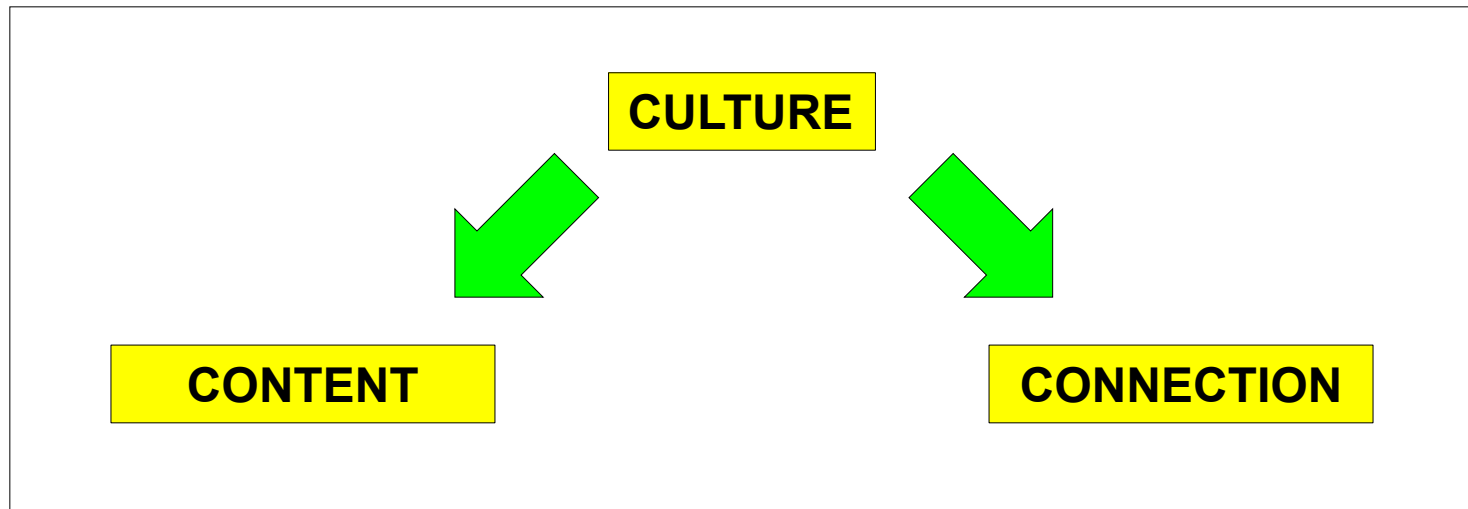
WHAT IS CULTURE?

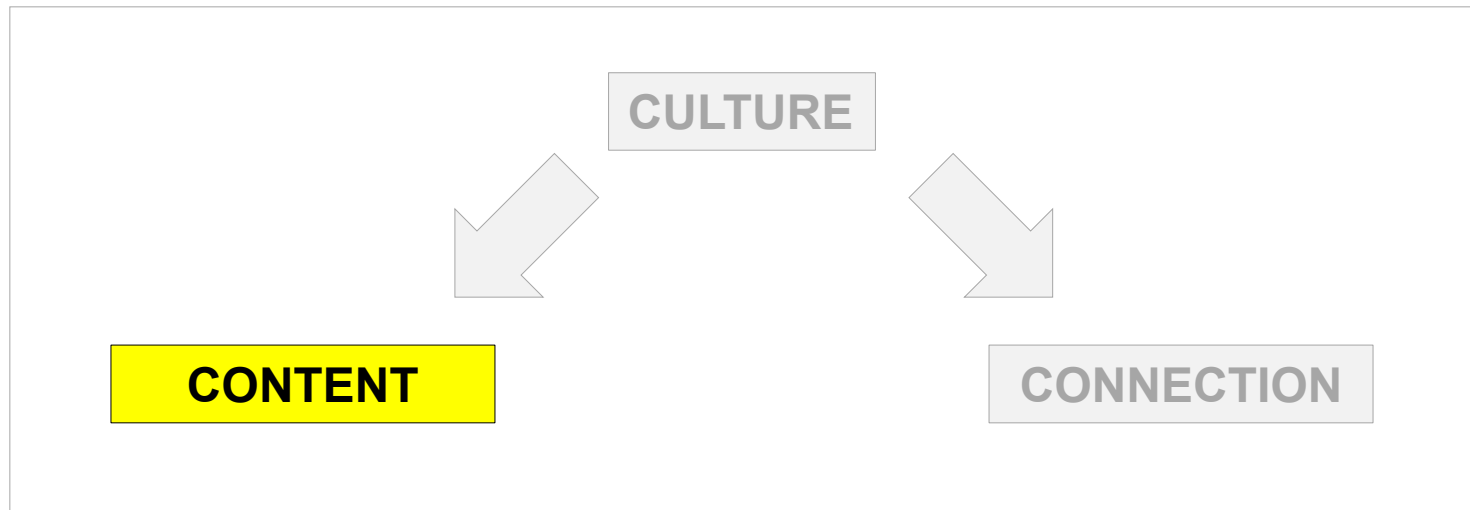
- GROWTH OR CULTIVATION
- CREATIVE OR ARTISTIC OUTPUT
- GROUP BEHAVIORS OR BELIEFS
- INTERACTION OF CULTURES
- INTERNAL FORCES ON BRAND
- EXTERNAL FORCES ON BRAND

How do we make sense of all this?

WHAT IS CULTURE?

- GROWTH OR CULTIVATION
- CREATIVE OR ARTISTIC OUTPUT
- GROUP BEHAVIORS OR BELIEFS
- INTERACTION OF CULTURES
- INTERNAL FORCES ON BRAND
- EXTERNAL FORCES ON BRAND





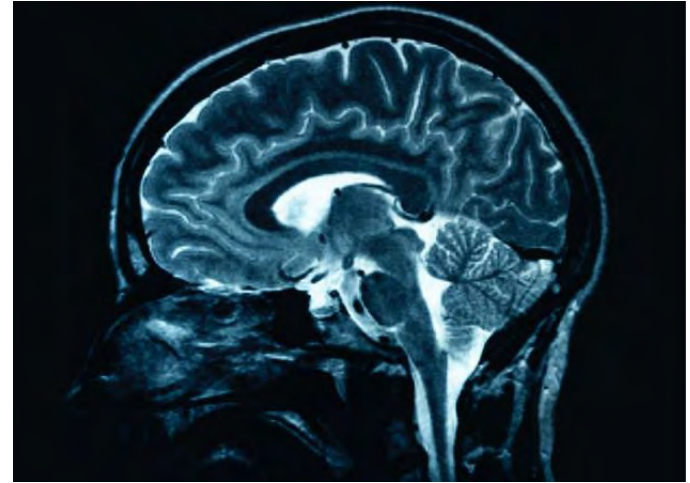


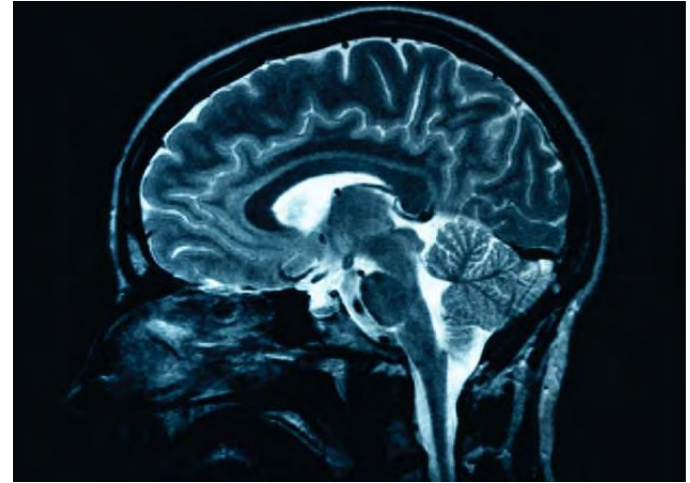


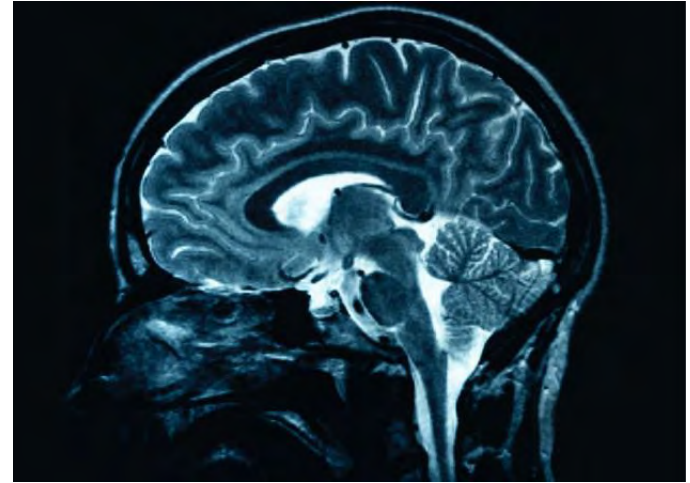
• Experience

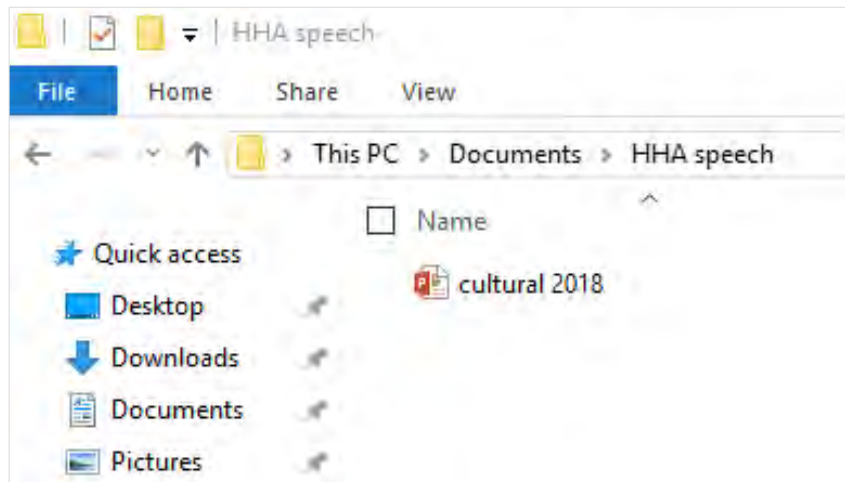
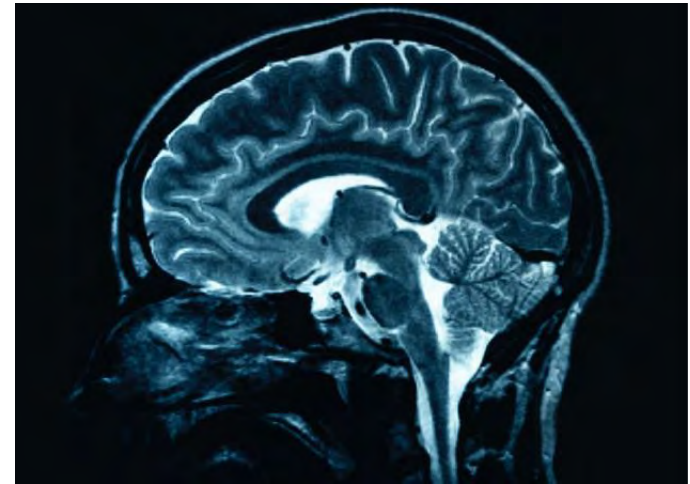


• Experience



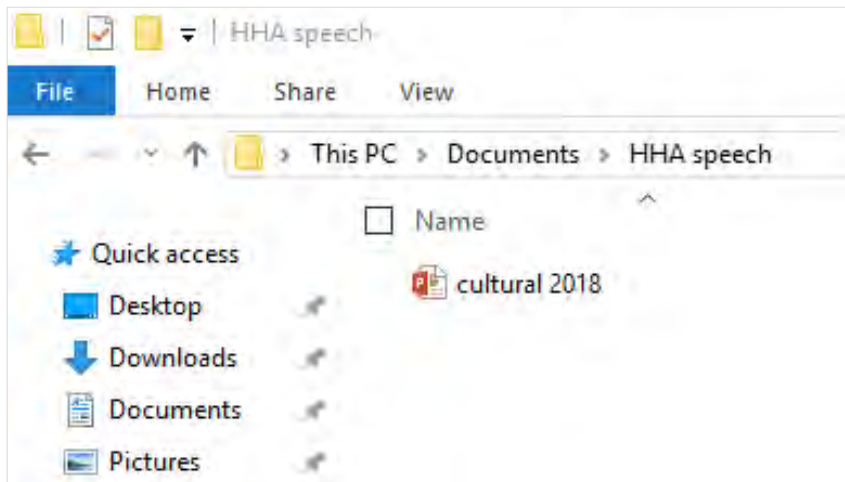








- Experience
- Culture



CULTURAL CONTENT

CULTURAL CONTENT

Culture is...

The shared meanings of a group of people...

Transmitted by words, literature, and institutions...

Passed from person to person...

And passed down from generation to generation...

Oxford English Dictionary
Merriam-Webster Dictionary
Grewal and Levy, Marketing
Bradford Hudson

CULTURAL CONTENT

- **THOUGHTS**

- **Ideas**
- **Facts**
- **Beliefs**
- **Superstitions**
- **Stories**

CULTURAL CONTENT

- **THOUGHTS**

- Ideas
- Facts
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- **PRINCIPLES**

- **Morals**
- **Ethics**
- **Values**

CULTURAL CONTENT

- **THOUGHTS**

- Ideas
- Facts
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- **PRINCIPLES**

- Morals
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- Values



- **PREFERENCES**

- Design
- Tastes
- Sounds
- Fashion



CULTURAL CONTENT

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- **BEHAVIORS**

- Norms
- Customs
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- Standards



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- **RELATIONSHIPS**

- Authority
- Class
- Race
- Nationality
- Regionalism
- Neighborhood
- Clan
- Family

WHAT IS HISTORY?

WHAT IS HISTORY?

- **Record of the past**
- **Analysis of change over time**
- **Process to define identity now versus past**

CULTURAL CONTENT

- THOUGHTS

- Ideas
- Objects
- Beliefs
- Superstitions
- **Stories**

- BEHAVIORS

- Norms
- Customs
- Procedures
- Standards

- PRINCIPLES

- Tradition
- Ethics
- Values

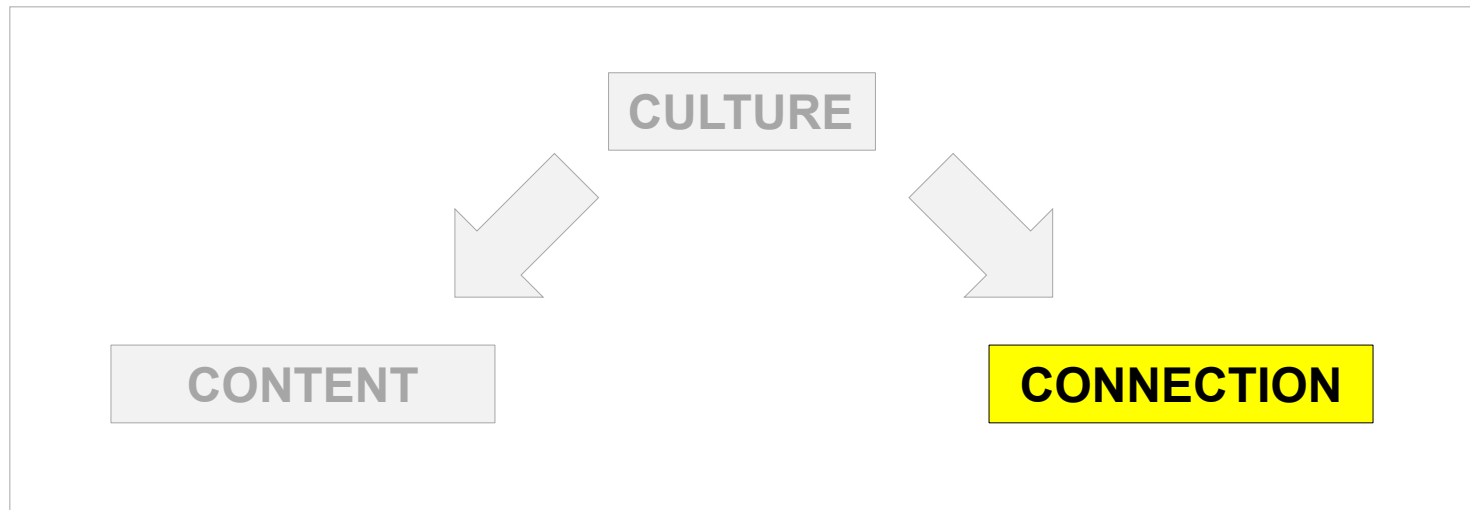
- RELATIONSHIPS

- Authority
- Class
- Race
- Nationality
- Regionalism
- Neighborhood

- PREFERENCES

WHAT IS HISTORY?

- Narratives or **stories**
- Record of the past
- Analysis of change over time
- Process to define identity now versus past



CULTURAL CONNECTION





+



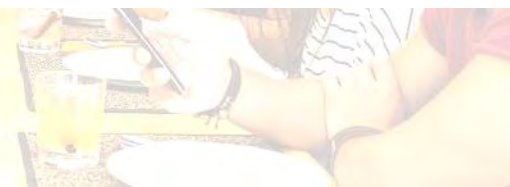
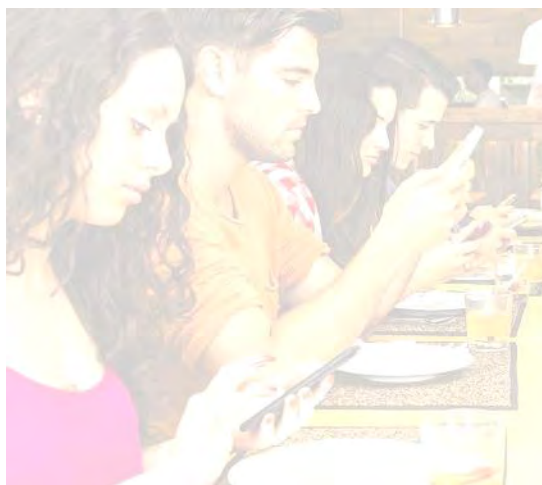
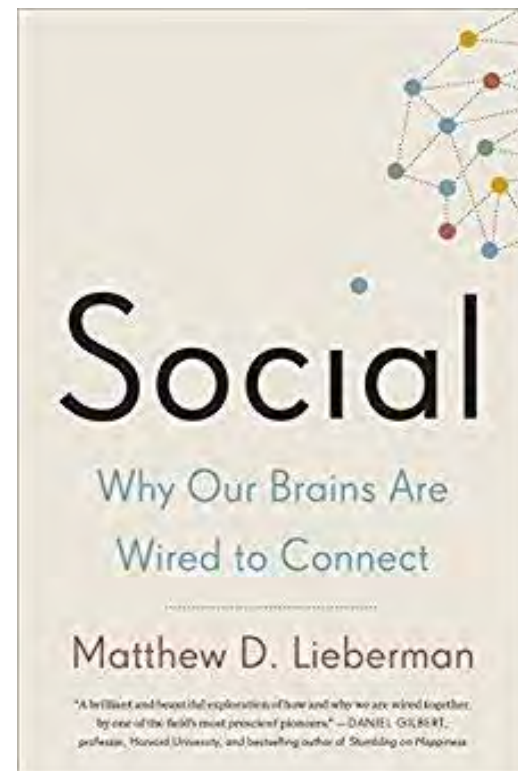
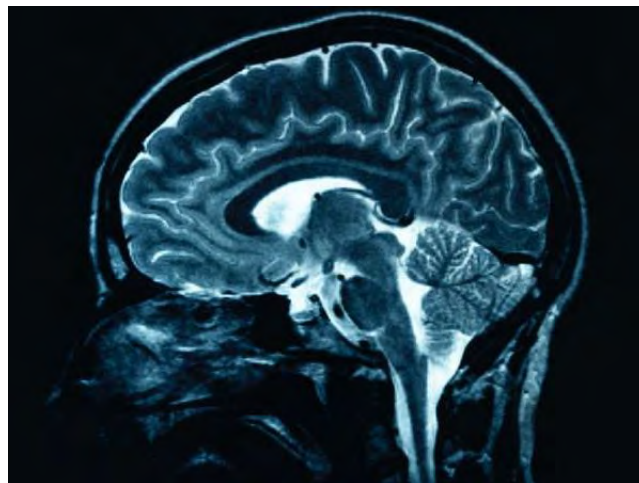
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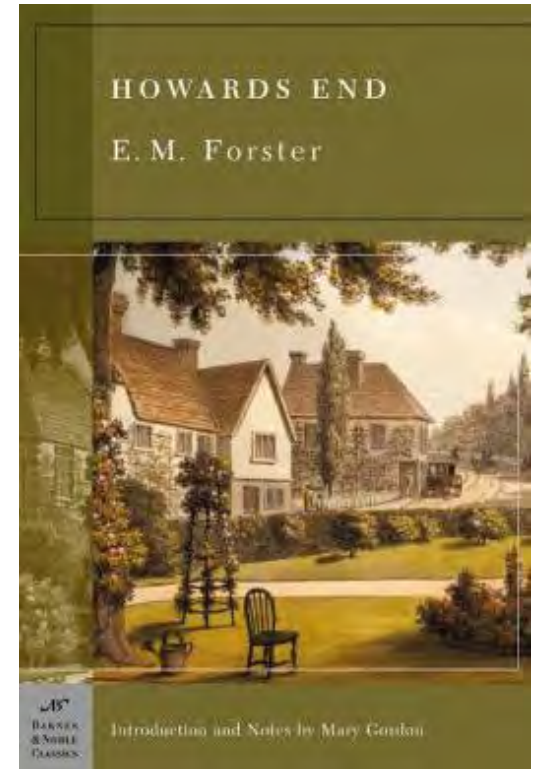


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“Only connect! That was the whole of her sermon. Only connect the prose and the passion, and both will be exalted, and human love will be seen at its height. Live in fragments no longer.”

E.M. Forster (1910) *Howards End*

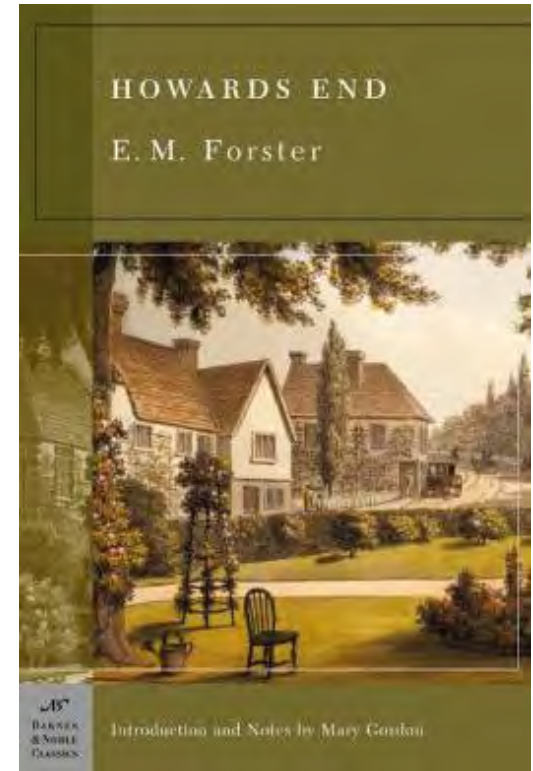


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E.M. Forster (1910) *Howards End*

“The epigraph to *Howards End* seems to capture the leading idea of all his work – the moral importance of connection between individuals, across the barriers of race, class, and nation.”

Adam Kirsch, Columbia University



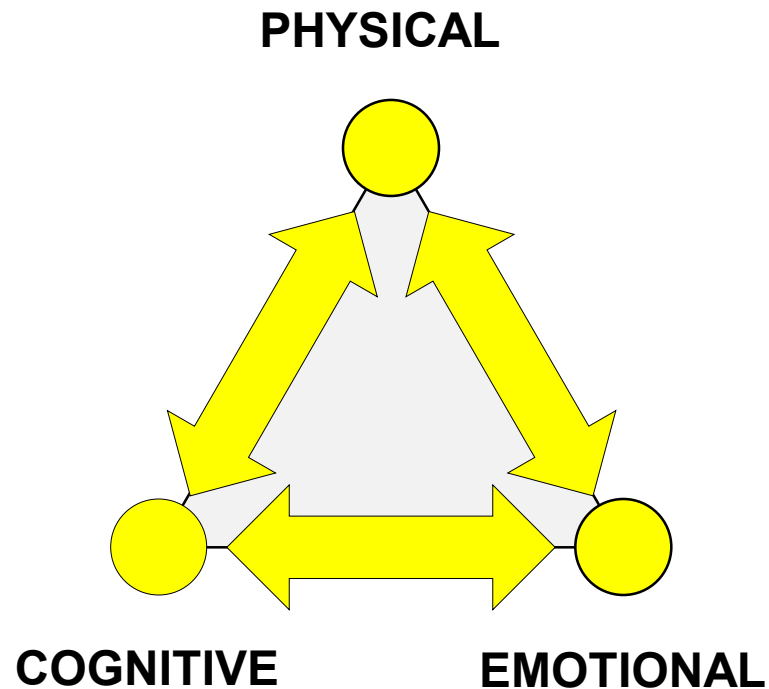
CULTURAL CONNECTION

What facilitates the connection? What makes it operative?

CULTURAL CONNECTION

What facilitates the connection? What makes it operative?

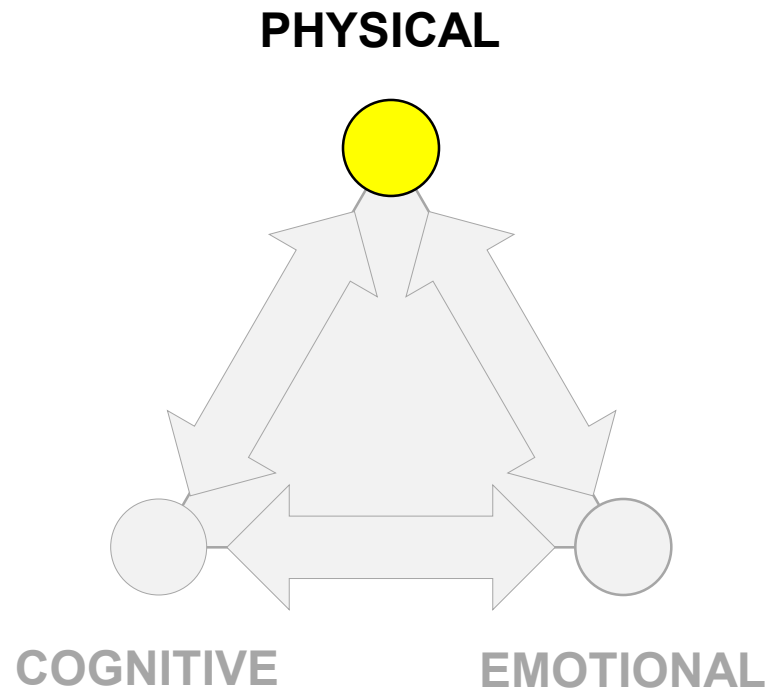
- **Physical, emotional or cognitive**



CULTURAL CONNECTION

What facilitates the connection? What makes it operative?

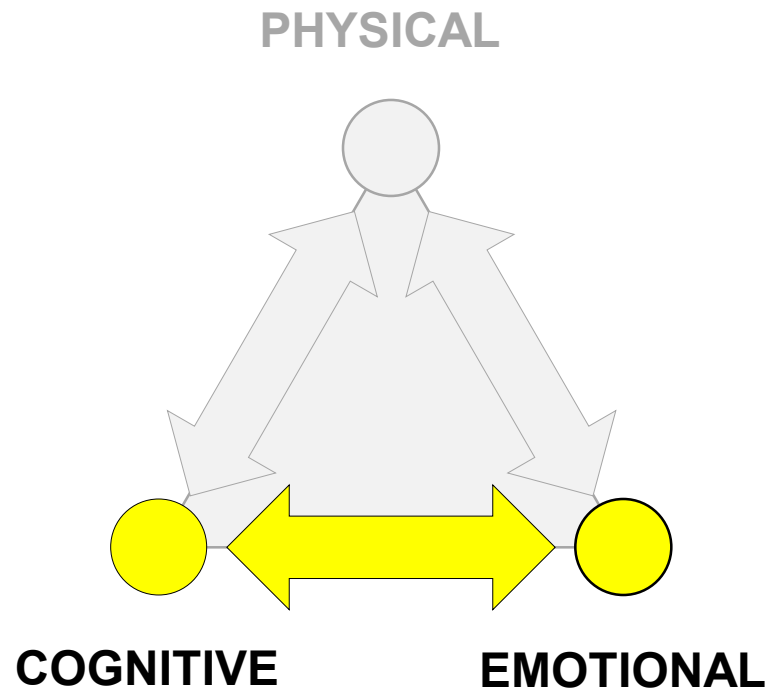
- Physical, emotional or cognitive
- **If physical, then activated through visual or hormonal stimuli**



CULTURAL CONNECTION

What facilitates the connection? What makes it operative?

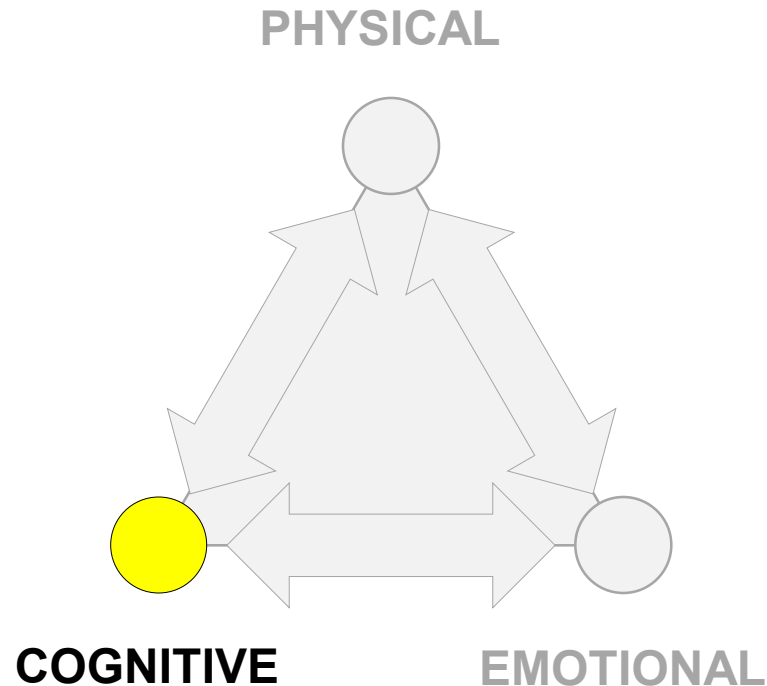
- Physical, emotional or cognitive
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- **If emotional, then reaction to physical or cognitive stimuli**



CULTURAL CONNECTION

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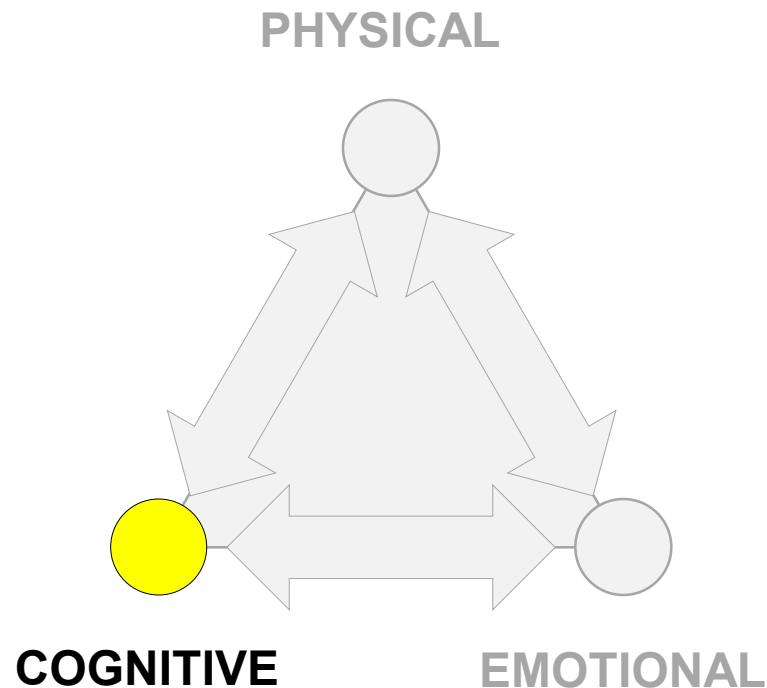
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- If emotional, then reaction to physical or cognitive stimuli
- **If cognitive, then activated by symbols that represent content**



CULTURAL CONNECTION

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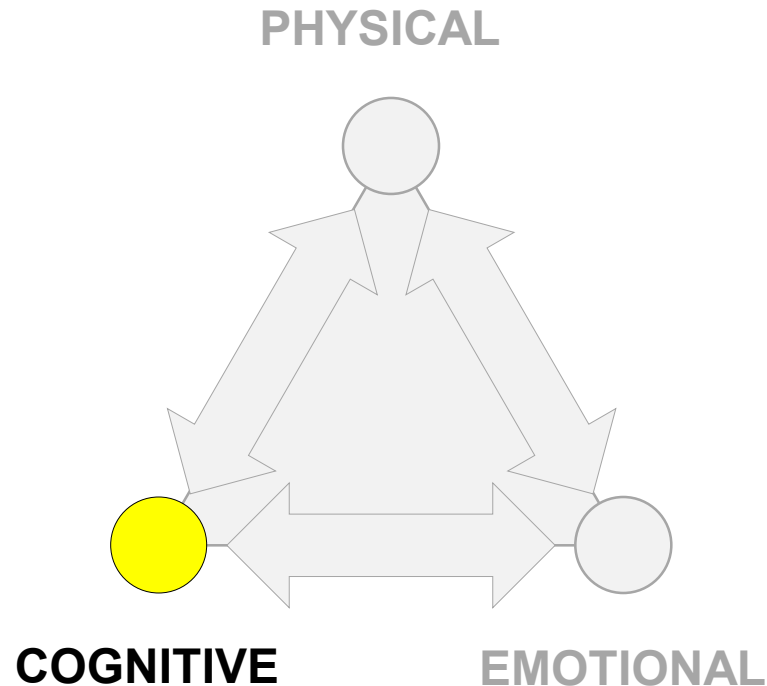
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- If emotional, then reaction to physical or cognitive stimuli
- If cognitive, then activated by symbols that represent content
- **What is that content?**

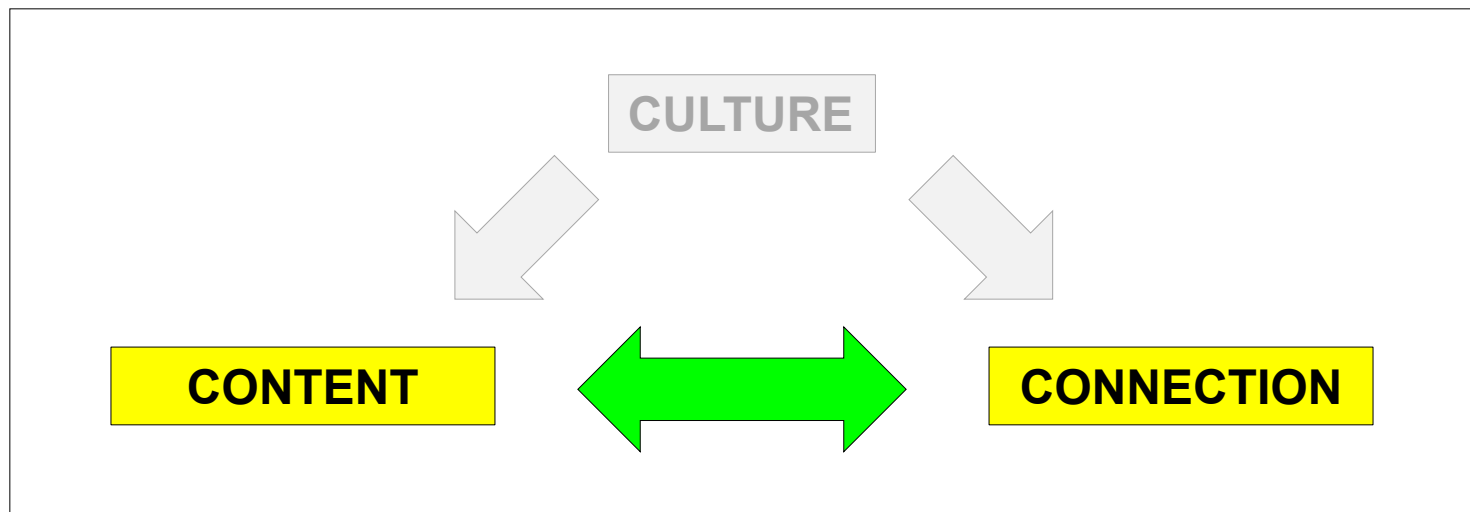


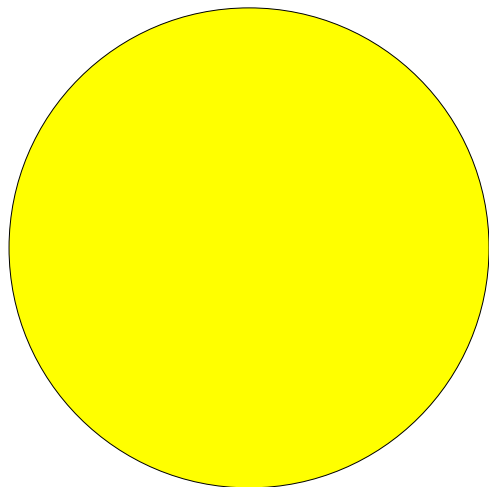
CULTURAL CONNECTION

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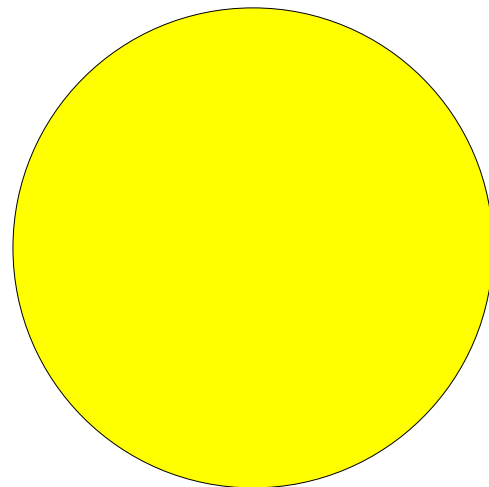
- Physical, emotional or cognitive
- If physical, then activated through visual or hormonal stimuli
- If emotional, then reaction to physical or cognitive stimuli
- If cognitive, then activated by symbols that represent content
- What is that content?
- **Experience or culture**



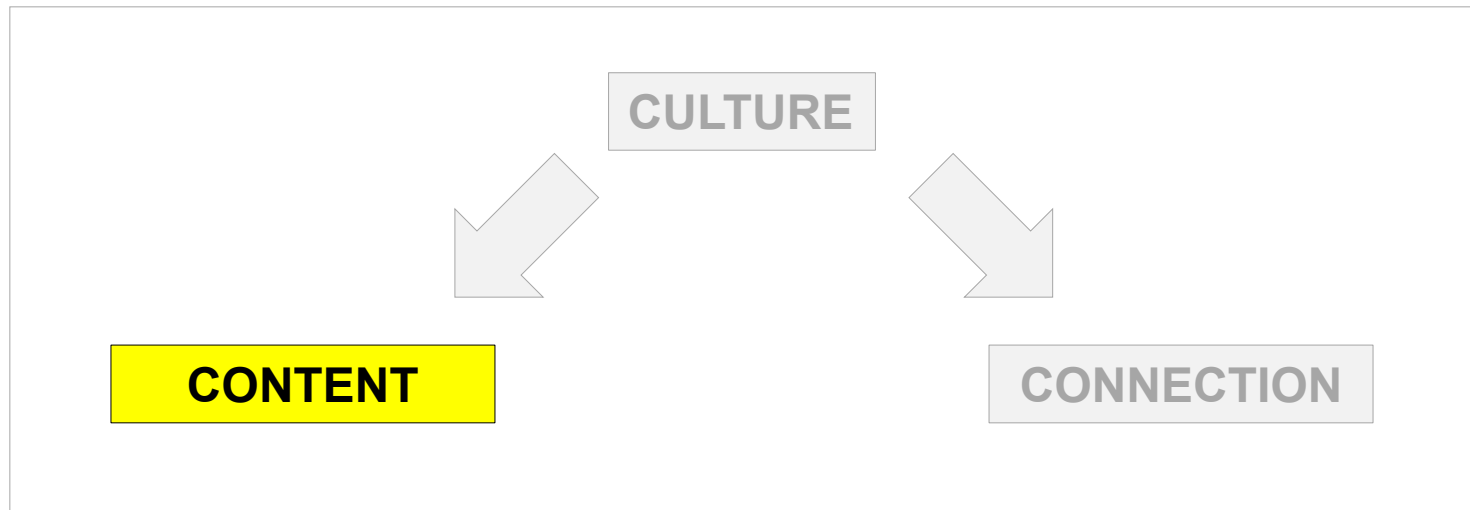




YOUR HOTEL



AIRBNB HOST



CULTURAL CONTENT

- **THOUGHTS**

- Ideas
- Facts
- Beliefs
- Superstitions
- Stories

- **PRINCIPLES**

- Morals
- Ethics
- Values

- **PREFERENCES**

- Design
- Tastes
- Sounds
- Fashion

- **BEHAVIORS**

- Norms
- Customs
- Procedures
- Standards

- **RELATIONSHIPS**

- Authority
- Class
- Race
- Nationality
- Regionalism
- Neighborhood
- Clan
- Family

External content



CULTURAL CONTENT

- **THOUGHTS**

- Ideas
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- **BEHAVIORS**

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- **RELATIONSHIPS**

- Authority
- Class
- Race
- Nationality
- Regionalism
- Neighborhood
- Clan
- Family

Internal content



HISTORIC HOTELS
of AMERICA
National Trust *for* Historic Preservation

CULTURAL CONTENT

- **THOUGHTS**

- Ideas
- Facts
- Beliefs
- Superstitions
- Stories

- **PRINCIPLES**

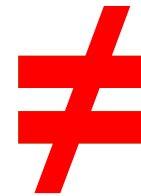
- Morals
- Ethics
- Values

- **BEHAVIORS**

- Norms
- Customs
- Procedures
- Standards

- **RELATIONSHIPS**

- Authority
- Class
- Race
- Nationality
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WHAT IS HISTORY?

- **Narratives or stories**
- **Record of the past**
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CULTURAL CONTENT

- **THOUGHTS**

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- **RELATIONSHIPS**

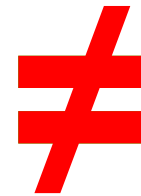
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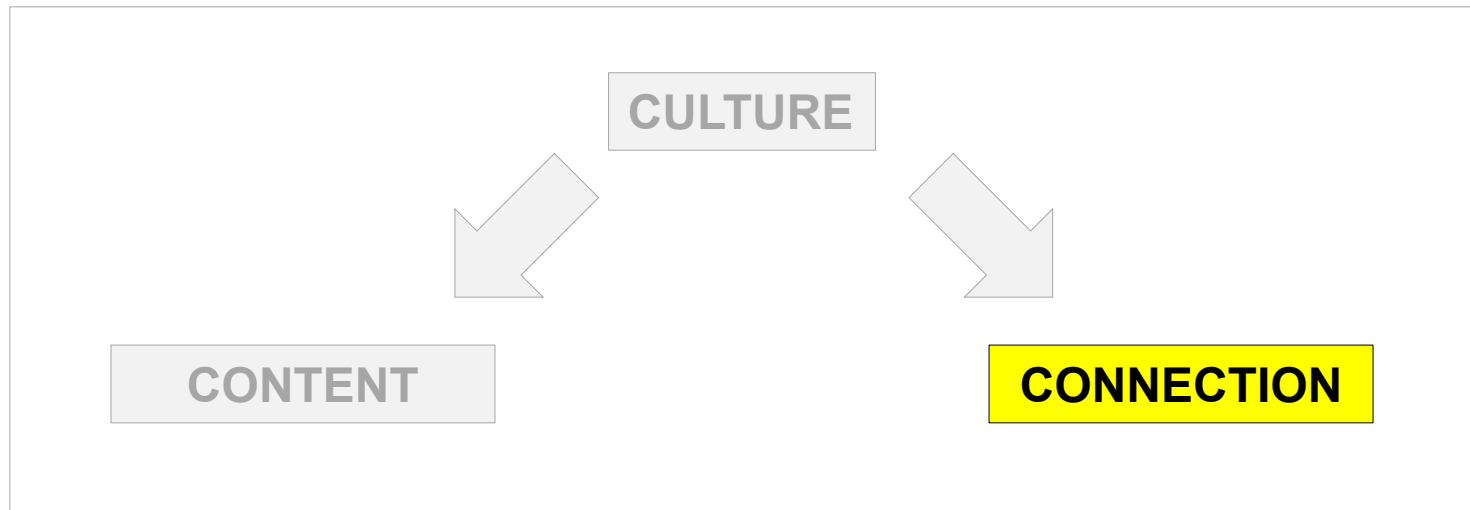
10 years
2008 - 2018



100 years
1918 - 2018



200 years
1818 - 2018



CONNECTIONS BETWEEN TOURISTS AND CULTURAL ARTIFACTS

CONNECTIONS BETWEEN TOURISTS AND CULTURAL ARTIFACTS

- Apartments removed from public sphere
- Hotels are part of public sphere



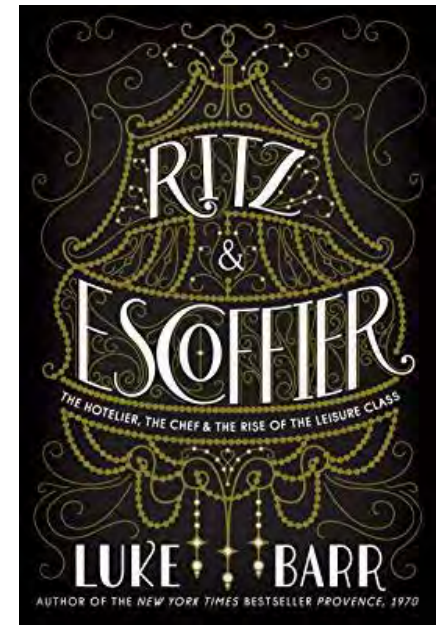
CONNECTIONS BETWEEN TOURISTS AND CULTURAL ARTIFACTS

- Apartments removed from public sphere
- Hotels are part of public sphere
- **Tourists can immerse themselves in cultural artifact**



CONNECTIONS BETWEEN TOURISTS AND CULTURAL ARTIFACTS

- Apartments removed from public sphere
- Hotels are part of public sphere
- Tourists can immerse themselves in cultural artifact
- **Traditional hotel is cultural experience**
 - **European and American historical norms**
 - **Disappearing standards and skills**
 - **Formality and ritual**



CONNECTIONS BETWEEN TOURISTS AND CULTURAL ARTIFACTS

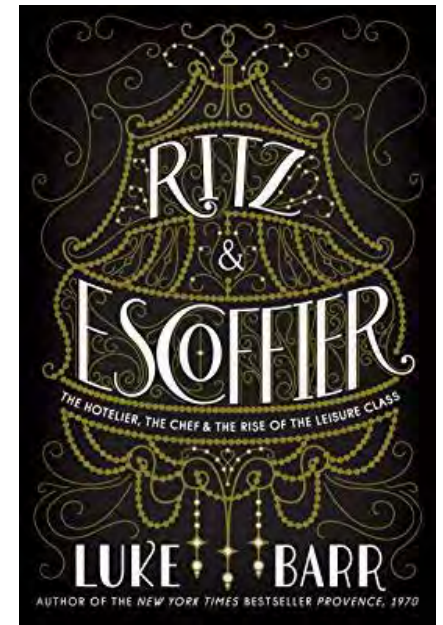
- Apartments removed from public sphere
- Hotels are part of public sphere
- Tourists can immerse themselves in cultural artifact
- Traditional hotel is cultural experience
 - European and American historical norms
 - Disappearing standards and skills
 - Formality and ritual

Bell staff

Concierge

Turn down

High tea



CONNECTIONS BETWEEN TOURISTS AND CULTURAL ARTIFACTS

- Apartments removed from public sphere
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- Traditional hotel is cultural experience
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CONNECTIONS BETWEEN TOURISTS AND LOCAL PEOPLE

CONNECTIONS BETWEEN TOURISTS

- Apartments removed from public
- Hotels are part of public sphere
- Tourists can immerse themselves
- Traditional hotel is cultural experience
 - European and American history
 - Disappearing standards and
 - Formality and ritual



CONNECTIONS BETWEEN TOURISTS AND LOCAL PEOPLE

- **Relationship marketing with guests**
 - **Your staff are local**
 - **Facilitating interactions**
 - **Managed carefully to avoid overload or safety concerns**

CONNECTIONS BETWEEN TOURISTS AND CULTURAL ARTIFACTS

- Apartments removed from public sphere
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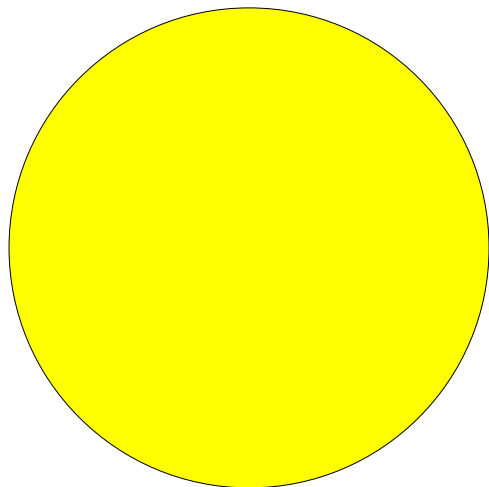
CONNECTIONS BETWEEN TOURISTS AND LOCAL PEOPLE

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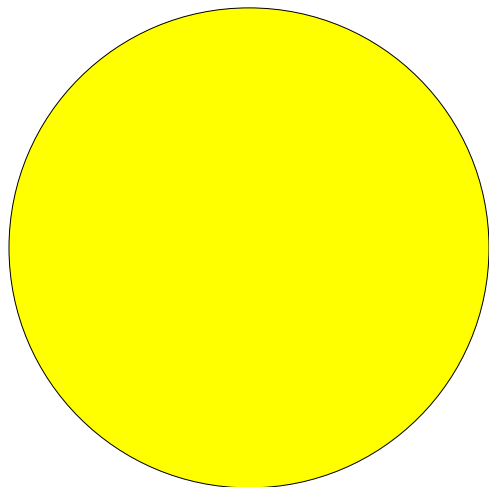
Guided tours of hotel or neighborhood

Curated experiences inside hotel

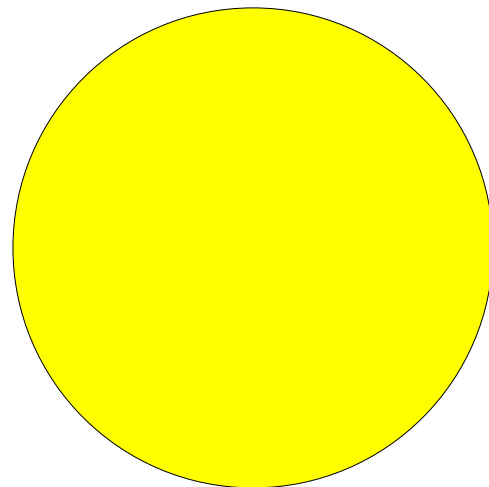
Lunch with house historian



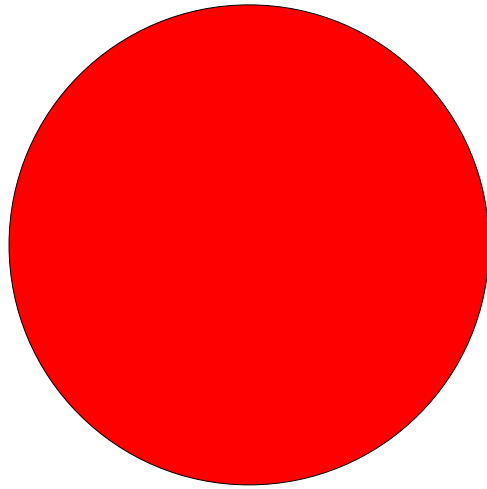
YOUR HOTEL



LOCAL CULTURE



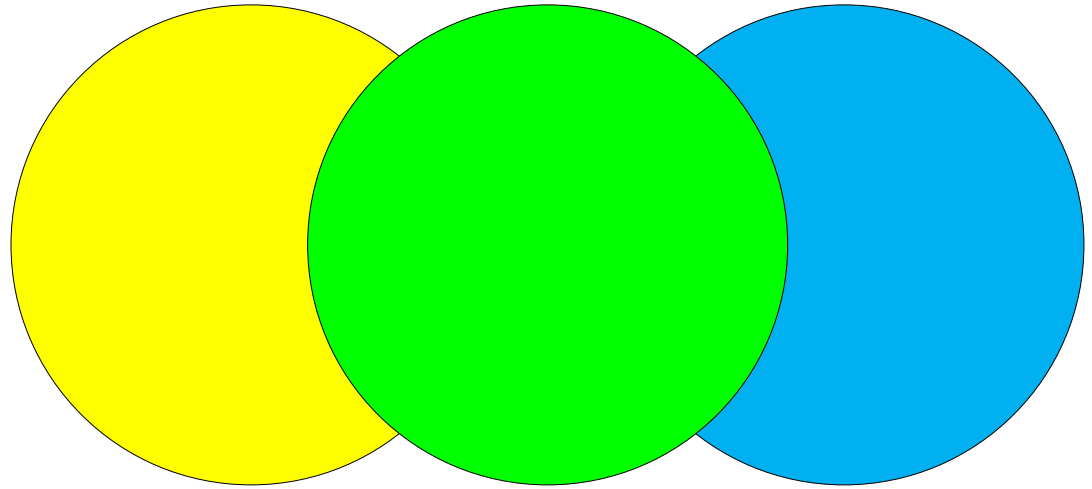
AIRBNB HOST



YOUR HOTEL

**Artificial
Disconnected**

Transaction



LOCAL CULTURE

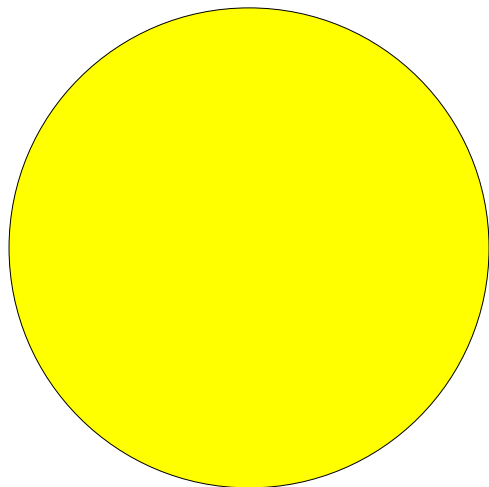
Authentic

Experience

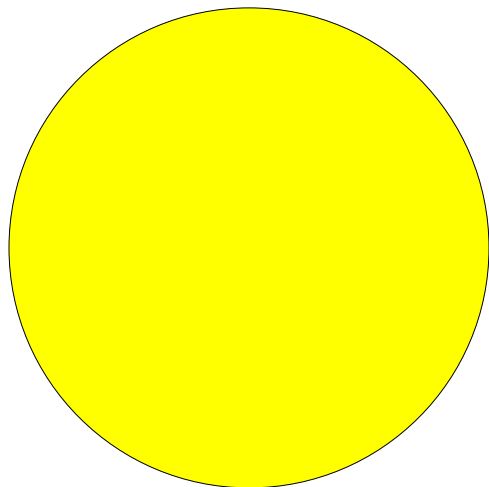
AIRBNB HOST

Authentic

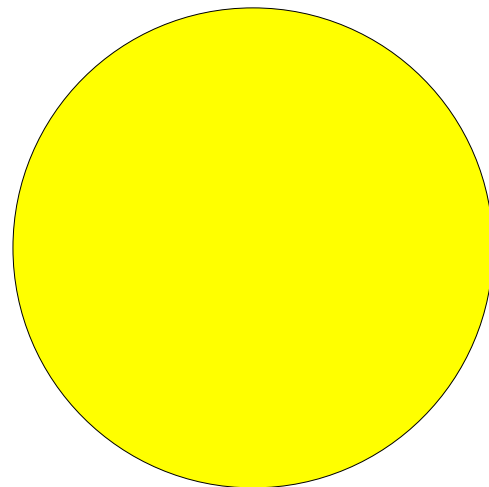




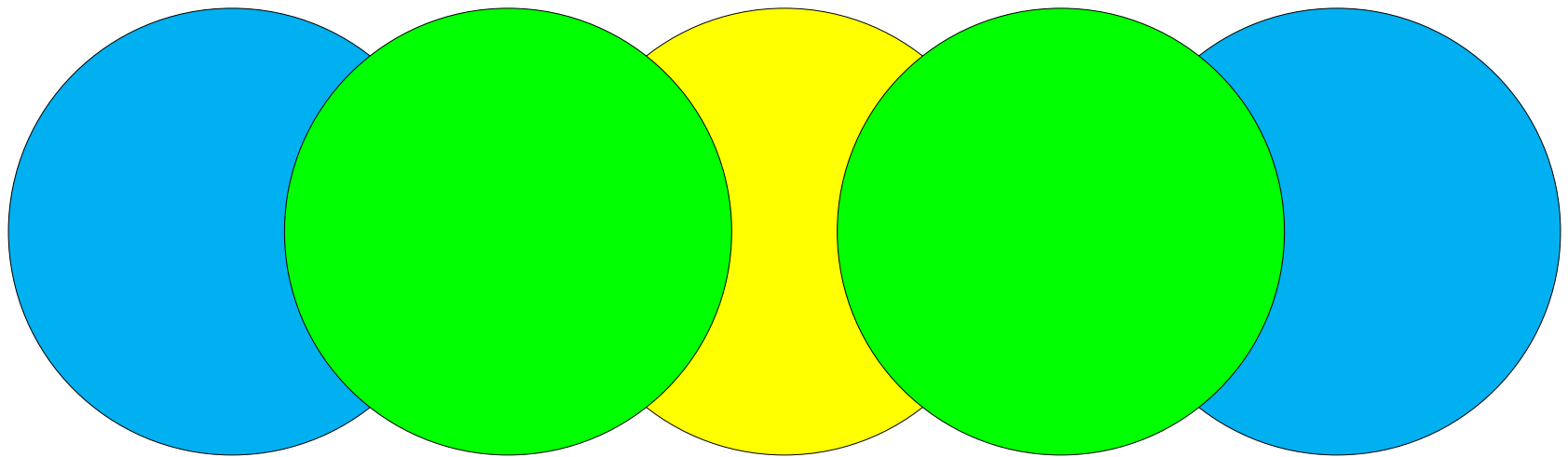
YOUR HOTEL



LOCAL CULTURE



AIRBNB HOST



YOUR HOTEL

LOCAL CULTURE

AIRBNB HOST

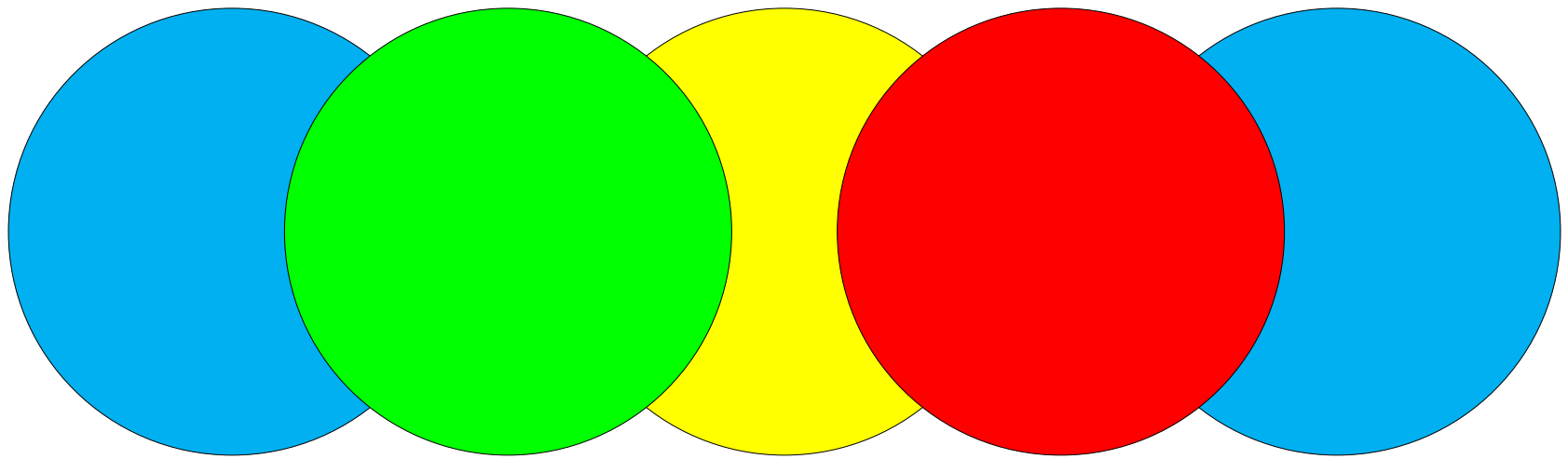
Genuine

Authentic

Authentic

Experience

Experience



YOUR HOTEL

LOCAL CULTURE

AIRBNB HOST

Genuine

Authentic

Authentic

**Superior
Utility**

**Inferior
Utility**

**HISTORIC HOTELS
of AMERICA**
National Trust for Historic Preservation[®]

**Superior
Experience**

**Inferior
Experience**

WHAT IS CULTURAL BRANDING?

WHAT IS CULTURAL **BRANDING**?

- Name and logo are symbols that activate mental associations
- Brand is a meaning system
- Complete identity of your hotel in past and present
- Behavioral phenomenon blending company identity with consumer identity



WHAT IS CULTURAL BRANDING?

CULTURAL BRANDING

- **Marketing approach involving culture**
- **Interrelationship your hotel with culture**
- **Symbiotic process inbound and outbound**

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UNIQUE ARTIFACT

- Your hotel is genuine cultural artifact
- Unique and defensible
- Differentiation and competitive advantage



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COMMUNITY FOCAL POINT

- Your hotel is symbol, centerpiece and rallying point for authentic travel experiences that millennials hope to achieve



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IMMERSIVE EXPERIENCE

- **Why stay at apartment and venture into local culture as an observer...**



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COMMUNITY FOCAL POINT

- Your hotel is symbol, centerpiece and rallying point for authentic travel experiences that millennials hope to achieve

IMMERSIVE EXPERIENCE

- **Why stay at apartment and venture into local culture as an observer...
if you can stay at a historic hotel and become part of culture?**



Cultural Branding for Historic Hotels



BOSTON COLLEGE

**Bradford Hudson, Ph.D.
Boston College
Brand Heritage Institute**



**BRAND
HERITAGE
INSTITUTE**

**The Broadmoor Hotel
Colorado Springs, Colorado
November 1, 2018**

