



## Are You Ready for the New Generation of Hotel Guests?

How changing demographics, expectations and technology will impact the way you operate your hotels in 2020 and beyond.

“THE EMERGING LEADERS NETWORK (ELN) PROVIDES A FORUM FOR INCORPORATING THE VOICE AND UNIQUE PERSPECTIVE OF THE YOUNG OWNER INTO ASSOCIATION PRIORITIES AND SHAPING FUTURE ASSOCIATION AND INDUSTRY LEADERS.”

**Don Berg**  
CEO  
IHG Owners Association



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# Introduction



Running a successful hotel today, of any size and in any market, has never been more exciting, challenging and complex, as virtually every operator will attest. The dramatic social and technological changes of the past 10 years have radically reshaped guest expectations, with the pace set to accelerate in the coming decade.

Tomorrow's guests have already checked in, according to results of an extensive hotel guest experience survey conducted in 2017 by Deloitte Consulting LLP. Experience factors that were differentiators in the past, such as an appealing environment, high-quality bars and restaurants and sustainable practices, are the new basics, the study showed.

Next-generation guests want to be known and engaged with in a personalised and at-

tentive way. They want to be heard—listened to and empathised with, accompanied by appropriate follow-through.

Hotels are now expected to provide the flexibility to empower guests to design and tailor their own stay experiences, through engagement with relevant information and opportunities that address their unique needs. Finally, today's guests fully expect to be delighted by the hotel creating moments that surprise and exceed their expectations, with small, unexpected touches impressing on par with large gestures.

The core is in truly knowing your guests, and Deloitte's study suggests the way forward lies with skillful integration of people, technology and insights to deliver authentic hospitality.



With this as a foundation, the Europe Emerging Leaders Network of the IHG Owners Association fielded a series of expert-led webinars in 2019 to help prepare hotel owners and operators for success in 2020 and beyond. The goal of this Speaker Series was to provide guidance in the practical application of guest and business insights to day-to-day practices and operations.

The 2019 Europe ELN Speaker Series focused on four key aspects of the evolution of the hotel business:

- **Navigating the future:** Surveying the macro landscape in which hotels will operate in the coming decade, futurist Graeme Codrington also framed an approach to guide organisations in looking within to stay ahead of change.
- **Growing importance of health and well-being in travel:** Natalia Perez, Head of Global Crowne Plaza® Brand & EMEAA Upscale for IHG®, shared the brand's findings regarding opportunities for hotels in the realm of wellness.
- **Exploring what the “people side” of hospitality will look like:** Thomas Mielke, Founding Partner and Managing Director at AETHOS Consulting Group, discussed the importance of aligning people and business practices.
- **Sustainability and corporate responsibility in the 2020s:** Karina O’Gorman, IHG Director of Corporate Responsibility, overviewed how operating a responsible business can drive value.

# Think Like a Futurist



**Graeme Codrington**

Author, futurist and strategy consultant

Founding director of the strategic insights firm TomorrowToday

## Responding to the disruptive forces shaping the world

Futurists are not in the business of predicting the future. Rather, they analyze trends and think in what-if scenarios. To be successful in today's rapidly changing business environment, it is important that every member of an organisation learns to think like a futurist—that is, to build the capacity to see and understand the implications and meaning of change.

For hotel operators, this involves a commitment to spend time imagining what the hospitality industry will look like as artificial intelligence, machine learning and predictive analytics are increasingly used to create predictive, participative systems that change the world.

### Emerging trends

Futurists focus on three dimensions in identifying and assessing potential disruptors. The first is emerging trends, the major external forces that will impact our businesses and lives. Among the hundreds of these trends, six have particular implications for the hotel business:

- **100-year life**—Most people under the age of 40 will live to see their 100th birthday, and today's teenagers will likely live to be 120 or older. People will also be younger longer, with active older individuals travel-

ling into their 70s, 80s and beyond. Hotel operators will want to address the needs of this important demographic as well as the growing number of millennial travellers. Similarly, active older people represent a stable and highly skilled workforce, as the older generation is still willing and able to contribute to the economy and society.

- **Cheap energy**—New energy sources will not only be green but less expensive, shifting the economics of hotel construction and operation.
- **Virtual reality**—This technology will heighten the effectiveness of multi-location meetings and webinars, as well as advertising, by providing the experience of almost being in the same room.
- **Blockchain**—Cryptocurrency will become another way of paying for hotel stays.
- **On-demand workers**—Employing individuals on an hourly basis only when you need them represents a new means of sourcing staff members.
- **Artificial intelligence (AI) and automation**—AI uses algorithms and machine learning to analyse massive amounts of data, predict people's behaviour and provide insights. Through apps and other features of our smartphones, for example, AI provides intelligent assistance, helping humans do a better job.

“AS WE MOVE TO A MORE ‘FRICTIONLESS’ SERVICE, WE WILL HAVE TO REINVENT HOW WE CONTINUE TO PROVIDE TRUE HOSPITALITY, HOW WE KEEP THE SOUL OF OUR BUSINESS ALIVE WITH VERY DIFFERENT TYPES OF CONTACT, ROLES AND RESPONSIBILITIES AROUND THE HOTEL WILL CHANGE BUT OUR GUESTS WILL CONTINUE TO EXPECT OUTSTANDING SERVICE DELIVERY, ALBEIT ON THEIR TERMS.”

**Anaël Peu**  
Group Revenue,  
Technology and Analytics  
Director  
Kew Green Hotels

Because machines often outperform people at repetitive tasks, they are sometimes able to replace them; however, human interaction will continue to be needed at every level of the hospitality experience. So, while check-in becomes automated, the personal touch will still be essential for concierge service. The key will be determining what to automate and what to humanize—then creating the most appropriate connection between the two.

### Looking within

The second aspect of the futurist’s job is even more important than identifying mega-trends: to look within our operations to see where business models can be disrupted.

Real innovation in the 2020s will not merely be about products, services or channels to market but rather the ability to change the business model itself. The top 10 most innovative companies today have not only created a new product or service but have also changed the rules of the game by reinventing a business model in the industry in which they operate.

Six relevant business model enablers hotel operators may want to explore include:

- **Computing power and data**—This can be used far more powerfully than it is now. Data is our most important asset. We already have a great deal of information about our guests, such as travel patterns, habits, food preferences, sleep, etc., and people are willing to provide even more. What value could we add to the guest stay if we further analysed the data we have and used it more effectively?
- **Building platforms**—The most successful companies today are not just selling products, they are creating platforms that allow everybody else to sell products, such as Amazon and Alibaba. In the hospitality arena, Airbnb’s model is an example of a platform mindset; the company does not aim to own or operate accommodations but to leverage other people’s space as lodging.
- **Personalisation**—People love to be known—to be greeted by name and to be a “regular” at a hotel. Data and platforms allow us to personalise their experience at an exceptional level in the digital age.

- **Cloud mobility**—This enables businesses built on personalisation to enhance this capability by putting everything possible on mobile devices. Businesses are aware of the importance of this but are still not doing it to the degree possible. Guests would like to be able to check in and open their doors using the hotel app, for example.

We should strive to be cloud-enabled and app-driven in every aspect of our business—not just with customers and clients, but internally in managing shifts, how people apply for leave, conducting reviews, etc.

- **Gamification**—The hospitality industry has historically done a good job using the principles of psychology and computer games to influence people’s behaviour, such as with loyalty programs and staff incentives, but could do even more.
- **Social proof**—Increasingly, people will make decisions by asking their friends, such as by going on Facebook to get suggestions of where to travel on holiday. Hotels need to be in the spaces where people are looking for social proof.

### Building capability for change

The final part of the futurist’s job is to build capability for change into the organisation. This is far more important than being able to predict the future and is accomplished by developing specific skills and habits.

These include talking and thinking about the future regularly, both personally and with your teams. Experimentation is essential: simply get a general picture of the future in mind then begin trying things. Fix what doesn’t work and abandon what will never work.

Building diversity into teams is another important practice to ensure multiple views of the world—being mindful that diversity is far more than race and gender (language, age, sexuality, socio-economic level, personalities, etc.).

Finally, it is critical to “unlearn” past ways of doing things to make space to re-learn what might happen. Trying to do the same things that have been done in the past slightly better, faster or cheaper will never allow us to completely embrace the future, making the future, making us vulnerable to disruptive change.

Rather than try to predict the future, we should focus on creating a culture within our organisations that can handle whatever happens in the future.

“THERE WILL BE MORE CHANGE IN THE NEXT 15 YEARS THAN THERE HAS BEEN IN THE LAST 50 YEARS.”

**Bill Gates**  
Co-founder  
Microsoft Corporation  
2015



### Priorities for Hoteliers

- Switch on your radar—5-10 percent of your personal learning and development time should be focused on future trends and change.
- Get your whole team involved—Begin each weekly team meeting by asking a different staff member what they’ve read or seen about the future and watch for trends in the topics they bring to the discussions.
- Experiment more—Start small and expand, at every level and in every function.
- Embrace different opinions—Ensure you are looking at the world through multiple lenses.
- Unlearn what’s been done before—This allows you to avoid being stuck in old ways of thinking.

# Wellness Insights & Trends



**Natalia Perez**  
Head of IHG Global Crowne Plaza Brands  
& EMEA Upscale

## The future of health & well-being in travel

Guest interest in health and well-being in travel has continued to increase over time and is set to take center stage as we move into the next decade. This creates an important opportunity for hotels to differentiate from the competition, surprise and delight guests and offer more meaningful and memorable experiences.

Research conducted in conjunction with the new positioning of the Crowne Plaza® Hotels & Resorts brand supports this and revealed a number of actionable insights.

### Wellness defined

Wellness is a buzzword of the moment, but what does it really mean? While physical health is a major part, the concept actually is much broader, encompassing emotional health as well. This is of growing importance in a world where work and personal life are becoming increasingly blended, making it harder to switch off for dedicated downtime.

Other aspects of wellness are linked to emotional health, including spiritual, occupational (job satisfaction), social (integration with friends, family and community), environmental and intellectual well-being.

The multidimensional nature of wellness and well-being raises the question of where to focus. One approach is to think about how we want guests to feel as a result of staying with us, then design solutions to meet their core needs.

A good example is the Crowne Plaza food and beverage (F&B) solution IHG® has put into its recently launched flagship hotels. The research was very clear about what consumers wanted from F&B: productivity and restoration, a balance between health-conscious and indulgent options and a balance of the familiar with the new. The brand designed an offering that delivers in line with these consumer insights as well as addressing the aspect of wellness more broadly.

### Well-being by the numbers

The size and growth of health and well-being-related travel further confirms the market opportunity for hotels. The global wellness industry is currently valued at \$4.2 trillion. Wellness travel and tourism is worth \$680 billion and will grow to \$900 billion over the next three years. The rate of growth is 6.5 percent annually, twice that of tourism overall.

In a 2019 Skift survey of affluent leisure travellers, one in five said they took a wellness trip in the past year, up from one in 10 in 2018; 80 percent of travellers say that well-being is more a focus for them now than three years ago. Interest in wellness travel is especially high among younger travellers, though this will likely shift to encompass older age groups as the definition of wellness travel evolves.

While exercise and healthy eating are important, interest in wellness activities like meditation, yoga and spirituality among leisure travellers has shown substantial increases year-on-year, reflecting an upward trend.

More than three quarters of guests in the Skift study indicated they would consider incorporating wellness activities into their travel plans in some way. Somewhat surprisingly, a full 50 percent of business travellers make time for exercise on every trip, highlighting the importance of providing guests the option to do so—be it through a fitness area, running route, yoga sessions or partnership with a local gym.

Business travellers indicated they would like more than just a gym, however. Respondents in a 2019 CWT Business Travel Report expressed interest in activities such as hot yoga (43 percent), CrossFit (33 percent) and meditation (32 percent). These travellers are also concerned about what they put into their bodies and would like to see hotels offer items such as in-room filtered water (77 percent), healthy food delivery (73 percent) and air purifiers (71 percent).

A key point to note: just because guests indicate they want to see healthy foods on menus does not mean those are the only items they want to eat. In fact, travellers often want to indulge on business trips, making it important for hotels to strike a balance. Vegan, vegetarian and gluten-free options should be offered, as the ranks of guests with these preferences are growing. And importantly, these individuals are more likely to take to social media to write negative reviews if establishments do not cater to their needs.

## Trends & innovations

These insights point to several emerging and evolving trends to consider:

- **Space and place**—As guests become more aware of how spaces impact their health and well-being, they will expect to see more wellness cues embedded in hotel environments. Examples: living walls, air purification and therapeutic colours. The two Crowne Plaza flagship hotels in Europe tap into this trend by offering a residential feel, incorporating extensive plantings and abundant natural light delivered through an atrium (Crowne Plaza Hamburg - City Alster) and floor-to-ceiling windows (Crowne Plaza Paris - Republique).
- **Personalisation**—This is not a new trend, but advances in medical knowledge are creating growing interest in health and wellness regimes tailored to an individual's specific needs. Examples could include providing mind-supporting nutritional supplements and data-driven diets. The new Crowne Plaza menus offer a selection of food in bowls, as productivity-focused items that can be eaten easily while working.



## Priorities for Hoteliers

- Think creatively about how spaces can be enhanced or used more effectively.
- Explore how we can deliver personalised wellness products and services to guests at scale.
- Be inclusive and consider the needs of guests at all stages of life.
- Think about how we can support our guests' mental as well as physical health.
- Look for ways to build small wellness moments into the stay.
- Offer a selection of healthy food and drink but ensure the dining experience still feels special.
- Focus on the whole person and the whole guest experience.



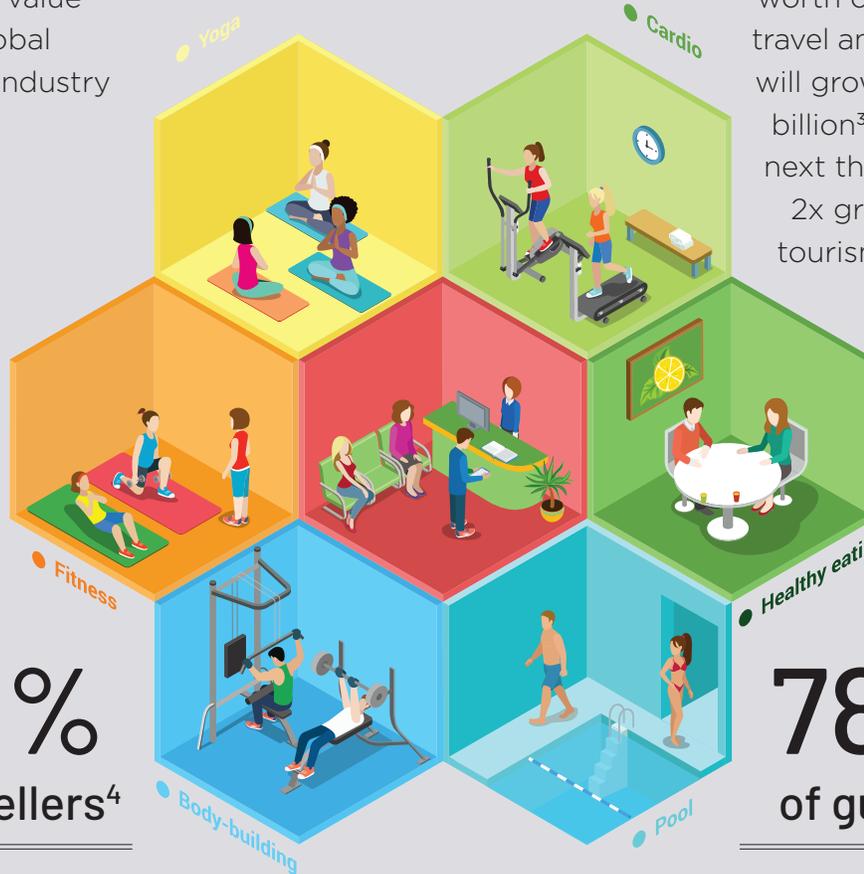
- **Inclusivity**—While wellness is currently a focus of younger generations, interest will likely democratise as trends spread and populations age. This might translate into hotels offering more accessible facilities and multi-generational activities and spaces.
- **Mental health**—Consumers want to take care of their minds as well as their bodies and are looking to combat everyday stress and burnout as well as preempt more serious mental health concerns. Considerations for hotels: meditation retreats, yoga and sound healing.
- **Bite-sized health**—These are short bursts of well-being activities within the journey when travellers can focus on health and well-being without being slowed down. Examples: “sleep chairs,” drop-in fitness classes and aromatherapy.
- **Food and drink**—Today’s guests are health-conscious, but they want to treat themselves as well. This means they are looking for both nutrition and indulgence. Examples: functional menu items (such as bowls), farm-to-table ingredients and “food therapy.”

# \$4.2 trillion<sup>1</sup>

current value  
of global  
wellness industry

# \$680 billion<sup>2</sup>

worth of wellness  
travel and tourism;  
will grow to \$900  
billion<sup>3</sup> over the  
next three years,  
2x growth of  
tourism overall



# 50% of travellers<sup>4</sup>

make time for  
exercise on  
every trip

# 78% of guests<sup>6</sup>

indicated they  
would consider  
incorporating  
wellness activities  
into their travel  
plans in some way

# 80% of travellers<sup>5</sup>

say well-being is  
more a focus for  
them now than  
three years ago

# Health & Well-being in Travel

1. Stylus: The Consumer of 2035 (2019).  
2. Stylus: Wandering Wellness (2016).  
3. Edelman: 9 Trends Shaping Travel (2019).  
4. CWT Business Travel press release (2019).  
5. Skift: US Affluent Traveller Trends (2019).  
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# The Future of Leadership



**Thomas Mielke**  
Managing Director  
AETHOS Consulting Group

## Exploring the people side of hospitality in the 2020s

The ability to lead people effectively will continue to be the fundamental skill required for business success in the next decade. While sustainable leadership comprises three familiar pillars—environmental friendliness, social consciousness and fair economic risks and rewards for stakeholders—it certainly cannot be realized without people and the individuals leading them.

A sustainable workforce is one where the work environment supports employee well-being and does not view employees as expendable resources. Their skills and energies are renewed rather than overused and depleted.

Skilled leaders are mindful of this and know that actions speak louder than words; they therefore make education and training a priority. Because most human beings are goal-driven, it's important to implement and operate against stable performance measures such as key performance indicators and a bonus matrix across all functions and at all seniority levels.

## Diversity & alignment

Maximising the benefit of these performance measures requires that a company's business practices be aligned with its people practices. This starts with making sure the HR department is onboard, so that recruitment as well as management of people is being done in a sustainable way.

The growing mobile nature of the world's population, coupled with the ongoing tight labor market, means that hotel operators in particular must cast a wider net to recruit the people and skills they need.

This results in an increasingly diverse workforce, which has tremendous benefit in the hospitality industry as people from different cultures and nationalities converge with a single aim: to deliver great service.

A diverse team is better positioned to interact effectively with a more diverse customer base. An important additional benefit is the broader range of viewpoints, opinions, levels of creativity and ideas these individuals bring to your operations.

At the same time, make certain to ensure each member of your team is aligned with your business values and practices. When the business, HR and all team members are fully aligned, an effective feedback loop is created that allows you to measure performance and course-correct as needed.

### Building your own career

Each individual has the responsibility to take charge of his or her own development and career. Those eager to do this should keep the following in mind:

- **Burst the bubble**—It's easy to get comfortable with doing what you know works and looking for the commonplace solution. Operating inside the “bubble” of the known prevents you from driving innovation forward.
- **Investigate cross-department and cross-industry opportunities**—Employers today are generally quite open to allowing employees to work for a time in different areas within the company or even to leave the company for a time to gain particular skills and experience, to be rehired later. For example, individuals with front-of-house expertise may desire experience in back-of-house, or employees working in a property-level role may aspire to a corporate position.
- **Know exactly where you want to go and communicate it**—Barriers to career growth are often self-inflicted, meaning you shouldn't wait for your boss or the company to advance your career. As an up-and-comer, you should empower



“AT A KEY POINT IN MY CAREER, I HAD TO CONVINCING MY EMPLOYERS I COULD MOVE FROM HEALTH CLUBS TO HOTELS. SO I FOCUSED ON A GOAL. I LOOKED AT THE SYNERGIES BETWEEN THE ROLE I HAD AND THE ROLE I WANTED. I TOOK MY BOSS’ ADVICE AND MADE MYSELF THE NATURAL CHOICE. IT OPENED A DOOR, AND I HAVEN’T LOOKED BACK.”

**Matt Stray**

Vice President  
of Operations,  
Interstate Europe Hotels  
& Resorts

Chair, Europe Emerging  
Leaders Network

yourself to speak up and openly discuss your career ambitions with your superior. Specify what you want to do then assert you are ready for the next role and ask for help getting there.

- **Demonstrate your success to get noticed**—Be ready to produce a measurable track record of your results in prior roles, in terms of sustainability credentials, financial performance and team-building and management. Incorporate metrics wherever possible.
- **Be relatable**—The most successful career candidates have personal competencies headed by being charismatic and engaging as well as credible and confident.
- **Leverage your personal network**—Talk about your career with two or three trusted advisors. Ask for their perspective on your strengths and weaknesses and how they may see this apply to different roles or industries. How does your profile compare with other applicants for the job you are after?
- **Make sure an advanced degree will have an ROI**—Taking on additional education is an excellent way to strengthen your knowledge and perspective, but be very certain the time, effort and money required will represent added value for employers you may wish to join in the future.
- **Avoid being pigeonholed**—Learn to say no to opportunities that keep you stuck in the same career track. Express gratitude for what you are learning in your present position, but make sure your superiors are aware of your aspirations and interest in exploring new avenues that could allow you to contribute more fully to the organisation.

### Traits of successful future leaders

What does the future leader look like? In a business environment growing more complex and ambiguous almost by the minute, leaders will need skills that allow them to navigate quickly and well across multiple information and decision-making streams.

- **Learn to delegate**—Being an expert in a particular field can be helpful, but at the very top of an organisation this can be a liability. Learn to delegate well, involving yourself in a deep dive to course-correct and redirect only when needed. Keep your eye on the big picture and avoid being drawn into one particular area or issue.
- **Gain trust by utilising servant leadership**—As a leader, you want to make sure people believe in you and trust you. At the same time, you need to have the gumption to go for things you believe are right. Taking on “servant leadership” as a philosophy can be particularly effective in this regard, shifting the role of leader from sole focus on the thriving of the company to prioritize supporting your people. This approach allows you to deal with difficult situations; you know you can trust your team, and your team can trust you.
- **Serve the company and your employees to the best of your ability**— By taking charge of your own career, taking accountability and responsibility and staying focused on how you can best serve your company and your employees, you also serve yourself in the best possible way and will be recognized for doing so.
- **Challenge yourself**—Seek out scenarios that challenge and even terrify you. There is less competition for these, and you will learn more and have a greater chance of making a difference and standing out when you succeed.
- **Promote the hospitality industry**—Always promote the benefits of your industry as a means of furthering sustainability and attracting the best talent. The hospitality industry represents an especially appealing career option to today’s young people because it offers flexible working hours, rapid career progression, international opportunities and a wide range of types of work, increasing the likelihood of fulfilling individual career objectives.
- **Constantly seek knowledge and learn new skills**—Aspiring future leaders should aim high and prepare well. Think logistically and consult with others, learn new skills and be willing to fail, as you will learn from the process. Value and invest in your people.



### Priorities for Hoteliers

- Be nimble, flexible and adaptive; think outside the box.
- Stay focused on the big picture; learn to delegate well but know when to make a deep dive.
- Have the ability to be hands-on as needed and lead by example.
- Espouse “servant leadership.”
- Break the glass ceiling by looking out for team members ready to take the next step up.
- Never lose sight of where you want to go.
- Be professional, no matter what.
- Avoid any sense of entitlement—remember that humbleness is an appealing characteristic in almost any circumstance.

# Responsible Business



**Karina O'Gorman**  
Director, IHG Corporate  
Social Responsibility, EMEA

## Minimising impacts and driving positive value

“Responsible business” is a topic that continues to move rapidly up the agenda for organisations worldwide. The subject goes by many names—sustainability, environmental impact and corporate social responsibility, among others. The reality of what is meant by the term is that, as a business, you must know who you are and what your impacts are on the world around you and the people who work for you, and then strive to minimize those impacts and drive positive value where you can.

### Importance of acting responsibly

Conducting business responsibly attracts increased positive attention from multiple stakeholders. In addition, a responsible business agenda can:

- Help ensure compliance with growing regulations around these topics
- Sometimes save money, particularly through environmental sustainability activities undertaken by hotels

- Inspire and engage employees who want to work for a business that shares their values
- Meet changing consumer expectations, as travellers become conscious of the ethics of the businesses and brands they use every day
- Drive business value and support the goals and ambitions of the organisation, benefiting the world as well as the company

In addition, two unprecedented global agreements were signed in 2015 that have increased the visibility of operating responsibly. The United Nations Sustainable Development goals were ratified by governments around the world, creating an ambitious blueprint in 17 areas to produce a better and more sustainable future by 2030.

The Paris Climate Agreement united nations behind a long-term temperature-reduction goal aimed at reducing the risks and impacts of climate change.

These two accords have positioned responsible business on the world stage and made it an important part of day-to-day discussions, resulting in further integration into business operations.

## Responsible business at IHG

IHG's responsible business approach to the company's purpose of delivering "True Hospitality" is owned by the business but led by different functions across the enterprise. It extends to guests, hotel owners, colleagues, partners and the local communities within which we operate.

The company tells its story externally by communicating about its culture, which guides decisions and how working is done; through its hotels, from IHG's direct operations to its relationship with owners and supply chain providers; and to the 5,600 communities where IHG-branded hotels operate.

IHG has a series of external targets that guide the company's focus. Current goals are for 2018-2020, with ambitions for the longer term in development.

The targets are centered around environmental sustainability and reducing IHG's carbon footprint, community impact, people and responsible procurement.

## Governance

A clear and robust code of conduct drives governance at IHG, setting out the company's expectations as a business and making it clear to the outside world this is how it operates. One of the key areas within this code is human rights. IHG has a responsibility to respect human rights wherever the company operates in the world and takes these responsibilities seriously for guests, colleagues, suppliers and local communities. IHG is working with industry partners to determine what recommendations and guidance may be needed to ensure ethical recruitment policies, allowing the company to uphold and protect the human rights of all those working within its hotels and supply chain.

IHG's scale presents a major opportunity to focus on sustainable purchasing, a management process used to acquire goods and services in a way that gives preference to suppliers that generate positive social and environmental outcomes.

63% OF IHG CORPORATE CUSTOMERS ASKED SUSTAINABILITY QUESTIONS IN THEIR RFPS IN 2018, AND THE COMPANY EXPECTS THIS TO GROW.

## Environmental sustainability

The IHG Green Engage™ system is accessible to every hotel, providing insights into performance and helping track and measure water, carbon (energy) and waste. The system contains ideas and solutions that can be implemented to improve the environmental footprint of the hotel and monitors changes in month-on-month consumption.



### Priorities for Hoteliers

- Galvanize colleagues to think about day-to-day operations and how you might make smarter, more sustainable changes.
- Use IHG Academy with local charities to help build hospitality skills.
- Fundraise and volunteer for local charities as part of Giving for Good month (158,000 colleagues participated in 2019).
- Host IHG/JA Worldwide First Look Job Shadow opportunities for high school and secondary school students.
- Investigate innovative systems to tackle food waste, such as Winnow Vision, which uses AI to measure and track waste, and Too Good to Go, an app that connects users with local hotels and restaurants wishing to sell perfectly good leftover food at discounted prices.

All hotels are required to comply with the IHG Green Engage brand standard and to achieve their individual carbon reduction target. This new hotel-level metric requires a reduction in hotel energy consumption—gas and electricity—per occupied room.

Looking ahead, owners can take the opportunity to explore their guest rooms for ways to build further sustainability into the way they operate their hotels—looking at lighting, windows, fixtures, building materials, water innovations, up-cycled furniture and other options that may be appropriate. Enhanced use of sustainable materials also provides meaningful responsible business stories to share with guests and consumers, giving them another reason to believe in IHG brands.

## Community impact

Support for its communities helps strengthen IHG's reputation as a responsible business but also engages colleagues and helps build teams. True Hospitality for Good, the company's all-encompassing program for everything community-related, focuses on building hospitality skills and supporting disaster relief.

IHG Academy is the company's early careers network, offering in-hotel work experience and apprenticeships that can build invaluable and loyal staff as well as have a positive community benefit.

For disaster relief, IHG provides financial assistance through the Red Cross or Care International. The company also offers any colleagues in the world a small financial grant they can apply for if they are affected by a natural disaster.

### Playing your part

Responsible business becomes a reality for the organisation when each and every hotel aligns behind the commitment and explores what could be done to bring about one positive future change. The collective impact is something to be proud of that can be clearly seen in our communities and in the conversations of customers and guests.

# Looking Ahead

“ELN FOCUSES ON HELPING MEMBERS ENHANCE THEIR LEADERSHIP PROFILES AND SKILLS AND FOSTER COLLABORATION TO LEARN, GROW THEIR BUSINESSES AND BUILD THEIR NETWORKS WITHIN THE ASSOCIATION, IHG AND THE INDUSTRY.”

**Carly Hunt**

Regional Director, EMEAA  
IHG Owners Association



## Preparing for Tomorrow's Guests Today

What do owners need to do to be ready to take full advantage of the changes that continue to impact our businesses?

In the real world of owning and operating hotels, identifying and meeting the needs of both guests and employees is an ongoing activity critical to staying competitive. Research, information and forums for discussion and learning with peers augment day-to-day efforts and help connect the dots between the theoretical and the practical.

Adopting a practice of continuously seeking new information, sourcing and experimenting with trends in products and technology and communicating regularly with colleagues will help ensure continued success in 2020 and beyond.

## ELN Committee



**Matt Stray** – Chair, Europe ELN  
Vice President of Operations  
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**Johanna Wagner** – Vice Chair, Europe ELN  
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