

Research Paper 06

Experience Ecosystems

From Individual Assets to Integrated Hospitality Systems

Abstract

Hospitality has traditionally optimised individual businesses.
Hotels improve occupancy.
Restaurants optimise revenue.
Spas increase utilisation.
Events attract visitors.
Narrative Hospitality introduces a broader perspective.
Guests do not purchase isolated services.
They experience interconnected systems.

Key Question

What is the true product of hospitality?
Is it the hotel room?
The dinner?
The excursion?
Or is it something larger?

Observation

Hospitality businesses are usually managed independently.
Operationally, this approach is entirely logical.
Experientially, it creates fragmentation.
Guests naturally connect moments that organisations often separate.
One experience shapes expectations for the next.
Every interaction influences those that follow.

Discussion

An ecosystem differs from a collection.
Collections simply coexist.
Ecosystems create relationships.
In hospitality, those relationships determine the rhythm of the guest journey.
Accommodation influences dining.
Dining influences evening activity.
Evening activity shapes the following morning.
Every element becomes context for the next.
The experience exists between the individual services.

Framework Insight

The fundamental design object of Narrative Hospitality is not the hotel.
It is the ecosystem.
Hotels, restaurants, wellness, retail, entertainment and cultural experiences are understood as interconnected contributors to one continuously evolving guest journey.

Implications

Designing ecosystems requires thinking beyond operational optimisation.
The objective is not to maximise the performance of each component individually.
The objective is to maximise the coherence of the overall experience.
Operational excellence remains essential.
Narrative coherence becomes equally important.

Conclusion

Guests do not evaluate hospitality as separate businesses.

They evaluate the destination as one integrated experience.

Hospitality therefore benefits from designing relationships as carefully as it designs individual services.