Hotel Lobbies as Workspaces for the Modern Worker

Multiple Case Study Research

Dola Oluteye, Peter McLennan and Ben Croxford

University College London (UCL)

Author Note
A Project funded by Innovate UK and KSBC
Institute for Environmental Design and Engineering
Bartlett School of Environment, Energy & Resources
ucfotolu@ucl.ac.uk
Introduction

MOTIVATION AND RESEARCH BACKGROUND

1. Work Typology
   Nature of work types are shifting into more creative use of knowledge that often creates and innovates

2. Work Practices
   Modern workforce choice and patterns of work are becoming more mobile and flexible

3. Work Geography
   Spatial fixity no longer characterises the modern workplace, so work can be done regardless of geography

4. Workplace Building Strategies
   Need to leverage buildings as a key resource by employing ABC models to improve their utility.

Net Zero Emissions
2050
Review Sustainability Measures

UK's Building Stock
80%
Improve and Prolong Building Lifecycle

Access-Based Consumption Models
3
Exemplar Sectors

Ubiquitous Technology

Hotel Lobbies

Co-working

Motivation
Background
Main Components of Research Project

Methodology

- Epistemology & Ontology: Alternative use of non-traditional built spaces as a work phenomenon
- Methodological Approach: Hotel Lobbies as alternative workspaces

Research Objectives

- Conceptual Framework
- Select Case Sites
- Design Data Collection Protocol
- Conduct Pilot Case Study
- Design and Strategy
- Prepare, Collect and Analyse
- Conduct ‘n’ Case Studies
- Write individual case study reports
- Analyse and Findings
- Draw cross-case study conclusions
- Conclude

Multiple Case Study Procedure

- Develop Proposed Theory
- Conduct Pilot Case Study
- Develop Policy
- Implications
- Write cross-case report

Research Strategy

Pilot Case Study

Multi-Case Studies Approach

Theoretical Framework

The goal of research is the use of methods and techniques to enhance our understanding of a research phenomenon (De Vaus, 2014)
Methods

A CASE STUDY IS AN EMPIRICAL METHOD THAT INVESTIGATES A CONTEMPORARY PHENOMENON (THE “CASE”) IN DEPTH AND WITHIN ITS REAL-WORLD CONTEXT (YIN, 2017)

Research Objectives

Explore the applicability of access-based consumption (ABC) models within the hotel industry by investigating:

- How ubiquitous technology is influencing workplace choices of modern workers
- Why hotel lobbies are transforming into work environments suited to the modern-day workforce

Sources of evidence and Data Collection Protocol

- Document Reviews
- Archival records
- Direct participation
- Observation
- Semi-structured Interviews
- Newspaper articles, user blogs and reviews, photographs, hotel websites
- Working in hotel lobbies cited as workspaces and observing their users
- Direct Enquiry from lobby users and staff

To guide fieldwork, corroborate other evidences and contextualise study
To confirm publicness of lobbies and ascertain their use as workspaces
To confirm users are mainly non-resident and understand how space meets their needs

User Attributes
- Working in hotel lobbies cited as workspaces and observing their users

Work Attributes
- Working in hotel lobbies cited as workspaces and observing their users

Spatial Attributes
- Working in hotel lobbies cited as workspaces and observing their users

** “Our hotels are not open to the public in the sense that is being used. We are not a boutique hotel but a lifestyle hotel and set out to cater for the needs of our customers, who are mobile citizens. The clue is in the name of our hotel” (Hotel_D Manager)

* “The lobby is open to the public as long as they can find a space to sit … Some people book the lobby ahead, but the left side is open to the public. You can see so many laptops everywhere, people use our Wi-Fi freely” (Hotel_B Manager)
THE CORPORATE WORLD WAS THE OPPOSITE WAY OF WORKING, ESPECIALLY AS CREATIVES WHERE YOU’RE IN A CUBICLE, IT’S SWEATY, IT’S NOT ... IT’S NOT MEANT FOR CREATIVE THINKING AND STIMULATING” HLU_42
## Results

### WORK ATTRIBUTES


<table>
<thead>
<tr>
<th></th>
<th>Creative</th>
<th>Super-creative</th>
<th>Other</th>
<th>Student</th>
</tr>
</thead>
<tbody>
<tr>
<td>Case 1</td>
<td>64%</td>
<td>4%</td>
<td>12%</td>
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<td>Case 3</td>
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</tbody>
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20 Frequently used words by respondents of their work and tool used:

- freelance
- advertising
- design
- flexible
- contract
- consultancy
- architecture
- marketing
- management
- financial
- masters
- consultancy
- creative
- insurance
- technology
- smart
- share
- entrepreneur

“I AM A: USER INTERFACE DESIGNER (HLU1); SOFTWARE DEVELOPER (HLU2,21,43); CREATIVE DESIGNER (HLU68,13,3,7); ART DIRECTOR (HLU4,42); FILM MAKER (HLU34,12); FINANCIAL PROFESSIONAL (HLU19,26,63,69); CONSULTANT (HLU75,74,64,61,44,39,31)”
Q4. Lobby space characteristics directly or indirectly supporting respondents’ activities?

- Lighting levels
- Aesthetics
- Creative Space
- Beverages
- High Ceilings
- Library Table
- Furniture
- Networking
- Vibe
- Music
- Shoreditch High Street

Q5. Missing space characteristics?
- Quiet areas
- Ergonomic chairs
- More furniture
- Variety of recipes
- Charging points
- Extended hours
- More plants
- Water dispenser

"...A NICE SPACE TO MEET PEOPLE" (HLU48); "...OTHER PEOPLE ARE BEING PRODUCTIVE AROUND YOU" (HLU46); "THIS HOTEL SPECIFICALLY ENCOURAGES PEOPLE TO COME HERE AND WORK" (HLU41)
Conclusions

**REIMAGINING BUILDINGS TO ACHIEVE SUSTAINABLE ECONOMIC GROWTH**

Drawing from cross-case studies data analysis, demonstrable empiricism is reflected in the mediating role technology plays in modern workplace choices. Specific cases examined showed that hotel lobbies are transforming into workspaces as an alternative to traditional workplace offerings. They are attracting a predominantly young modern workforce demography, whose work patterns are characterised by independence, mobility and agility. Self-governance, self-regulation and self-organising typifies their employment category, characterised by creative and knowledge-based work typology. These findings satisfy the research objective’s investigation.

The role played by the hotel management can be framed within five of the six dimensions of ABC models outlined by (Bardhi and Eckhardt, 2012): (1) temporality, (2) anonymity, (3) market mediation, (4) consumer involvement (5) type of accessed object. Reciprocity on the part of the users provides tangible (e.g. purchase of food and beverages) and intangible (e.g. free advertisement via positive reviews on social media) benefits that increases the perceived value of these hotels.

Knowledge gained during this study has a three-fold implication within the larger context of the built environment: