

HOTEL IMPACT-TOOLBOX

POSITIONING & DESIGN

CREATING COHERENT EXPERIENCES CREATES VALUE

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THE STARTING POINT

THE POTENTIAL

Many guests are satisfied – but not yet excited...

Without enthusiasm, the recommendation rate drops.

Those who cannot excite will lose revenue over time.

Dynamics in the Swiss Hotel Industry

Stable demand – new opportunities

General development in Switzerland

- 43 million overnight hotel stays (+2.6% vs. 2023)
- Foreign guests drive growth, especially from the USA (+13.9%, 3.5 million nights)
- Global competition is increasing → Switzerland must actively differentiate

– *Source: Tourism Balance 2024, Switzerland Tourism (Feb 2025)*

The Swiss hospitality industry stands between tradition, quality and change.

- Der emotionale Kulturraum der Gastfreundschaft: Hotels
Emotional culture of hospitality: Hotels become places of genuine encounter, shaped by empathy and meaning. Humanity replaces efficiency thinking – for guests, employees, and partners.

- Cooperative region: Hotels are embedded in regional ecosystems with producers, mobility providers, and local projects. Hospitality is based on closeness, trust, and shared infrastructure.
- Learning, resilient hotel: Hotels become flexible learning places with multi-generational teams, flat hierarchies, and focus on health. Regular feedback culture strengthens adaptability and continuous development.
- Safe harbor in uncertain times: In an unstable world, hotels offer safety, emotional security, and stability. Trust and orientation become the core of modern hospitality.

– *Source: Hospitality Trendreport 2035, Hotellerie Suisse (June 2025)*

Design becomes an attitude

Why experience spaces need more than good interiors

Service & product design in transition

- Flexibility as a service principle: Guests expect options – e.g., self-service and personal service at the same time.
- Immersive experiences in demand: Digital tools (AR, VR, audiovisual room design) are used for staging stays.
- Wellbeing rethought: Not just about spa – mental health, nature connection, and retreat spaces matter too.

Design strategies for meaningful experiences

- Experience = brand: Every touchpoint should reflect the brand identity – visually, functionally, and emotionally.
- Community building counts: Guests want to be part of something (local, social, thematic). Spaces should foster interaction and belonging.
- “Silent design” is gaining ground: Design that intuitively guides reduces friction (e.g., clear wayfinding, coherent interfaces, calm interior design).

FROM GUT FEELING TO MEASURABLE SKILL

Empirical basis for the Hotel Impact Toolbox

Correlation between design rating and economic success

6

There is a clear link between design rating, guest satisfaction, and a hotel’s ability to outperform competitors in ADR and RevPAR — empirical proof of the positive effect of good design on financial performance.

Source: Zemke, D. M. V. & Pullman, M. (2009). Assessing the value of good design in hotels.

Physical design boosts occupancy and financial KPIs

A good wayfinding system (“Access”) increases occupancy by 0.8%. Atmospheric design increases ADR index, and integration into the local environment raises RevPAR.

Source: Zemke, D. M. V. & Raab, C. (2017). How does hotel design contribute to property performance?

FROM GUT FEELING TO MEASURABLE SKILL

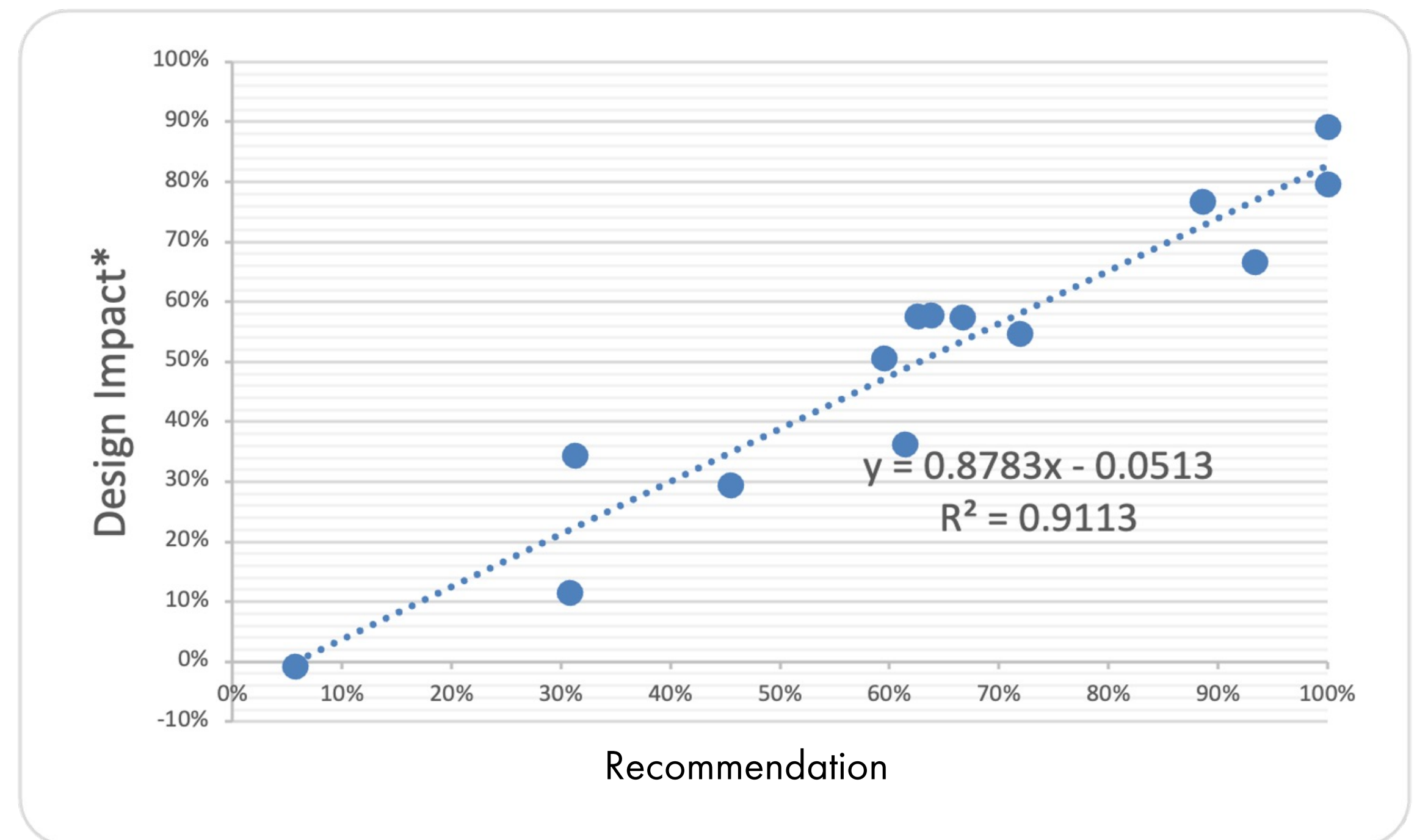
Empirical basis for the Hotel Impact Toolbox

The role of design impact

Hotels with high design impact — strong differentiation, clear brand coherence, and consistent look & feel — receive significantly higher overall ratings (CI Score) and are recommended more often.

*Design Impact (guest survey questions)

- The hotel stands out from the crowd.
- The hotel is consistently designed.
- Everything in the hotel feels coherent.
- The experience is equally coherent online and on-site.

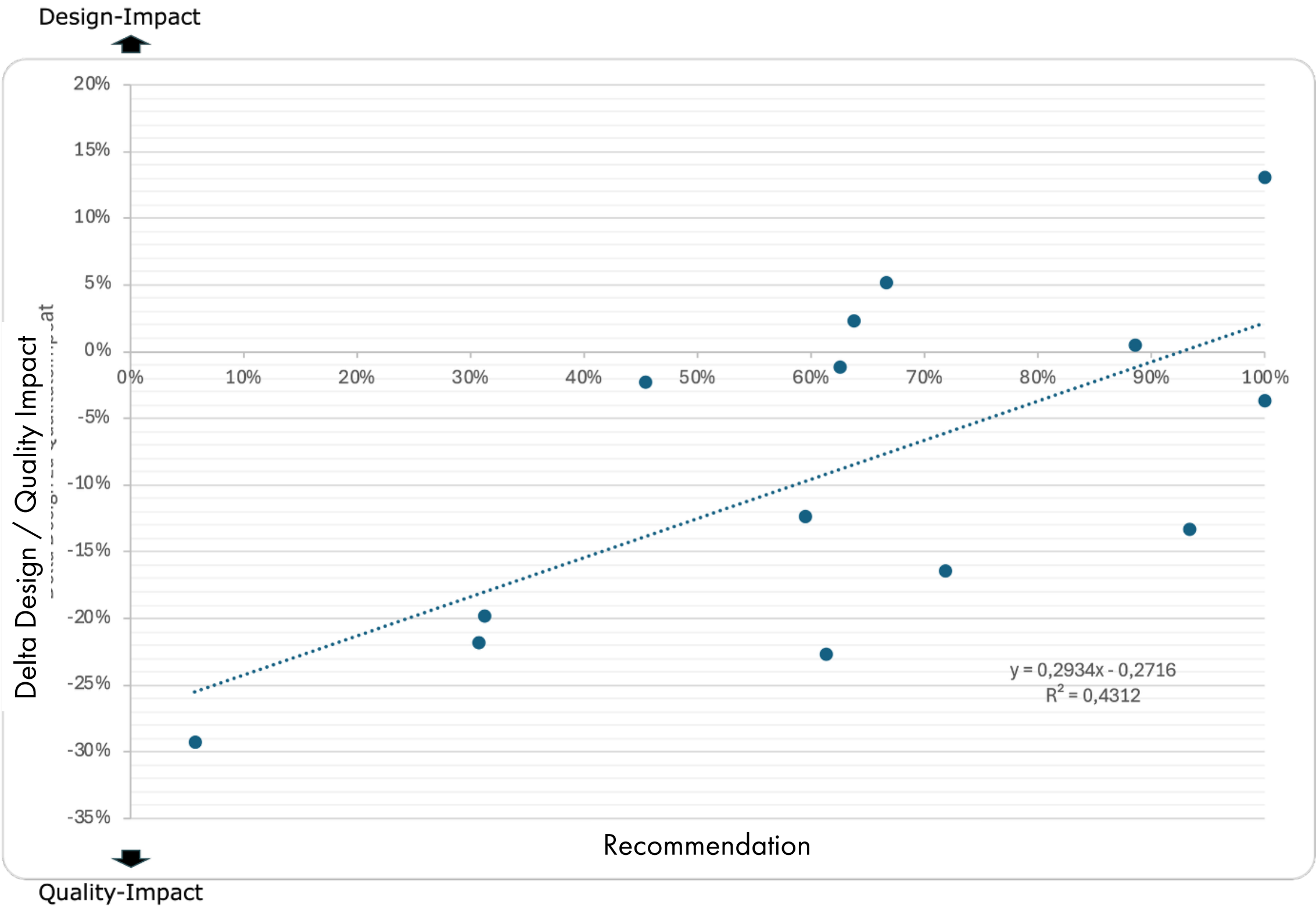


FROM GUT FEELING TO MEASURABLE SKILL

Empirical basis for the Hotel Impact Toolbox

The tension between design effect and quality effect

Quality is the foundation, but alone it is not enough — only a strong design impact significantly increases recommendations.



THE INSIGHT

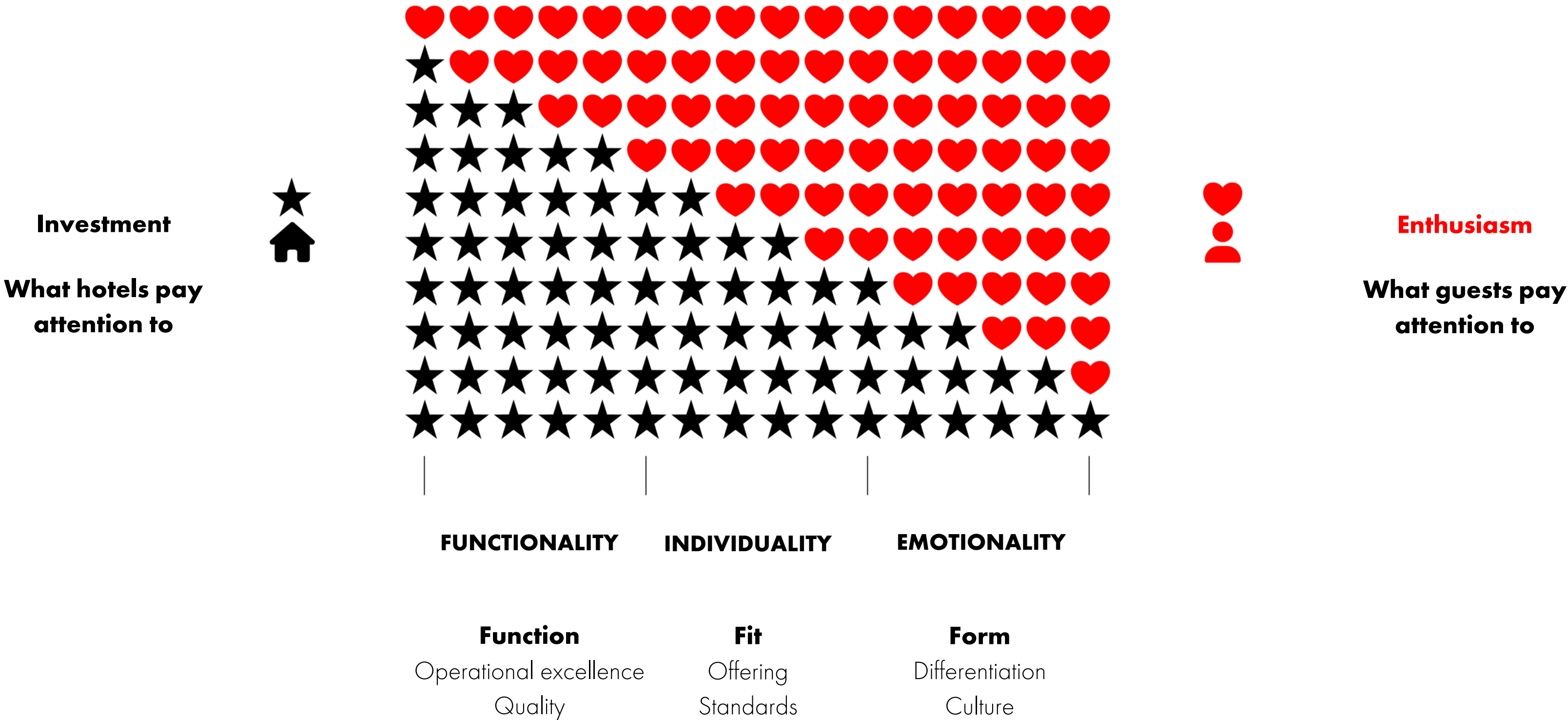
Coherent design has enormous potential.

Real customer experiences arise where “Form” matches the brand, “Fit” matches the guest needs and wants, and “Function” is purposeful — making brand identity coherently tangible and sparking enthusiasm.

Function, Fit and Form – weighting them correctly

Focus is often on Function – but what’s perceived is what fits emotionally and touches individually

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Clarity creates coherence

When appearance, offering, and experience align, trust is built

Why it matters:

- 11 – People immediately sense when something is not coherent.
- If the experience doesn't match the appearance, the relationship suffers. Coherence therefore determines trust.
- Trust shapes enthusiasm and willingness to recommend.

EXAMPLES

COHERENCE CREATES TRUST, AND TRUST SELLS

Product staging

Trendy, mindful, visually strong – the Matcha Iced Latte perfectly matches the hotel's attitude.

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Hotel rocksresort Laax

DNA visualization

Swissness: Typical Swiss motifs made visible through precise craftsmanship.



Swissôtel Kursaal Bern

Name with attitude

Restaurant Bazaar: Lives up to its name and perfectly captures the "Beyond" concept.



CERVO Mountain Resort - Zermatt

THE TOOLBOX

Design capability can be developed.

The 4W-Method: Who you are; Who you serve; What you offer; How you act.

A process for intentionally designing impact. It helps teams make design decisions that are coherent, differentiating, and aligned with the brand — turning design into a genuine growth driver.

CORE METHODOLOGY OF THE TOOLBOX



THE 4W-METHOD

**CREATE CLARITY
FOR YOUR BRAND AND DESIGN**

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Lead design clearly and purposefully

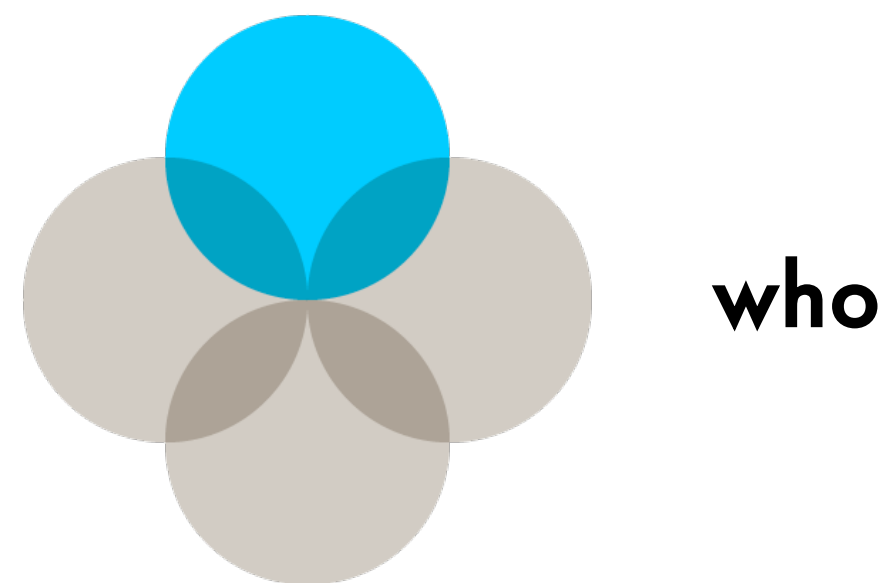
A method for design and impact — coherent, differentiating, brand-aligned

The 4W-Method

15 Who am I?

Identity & Values

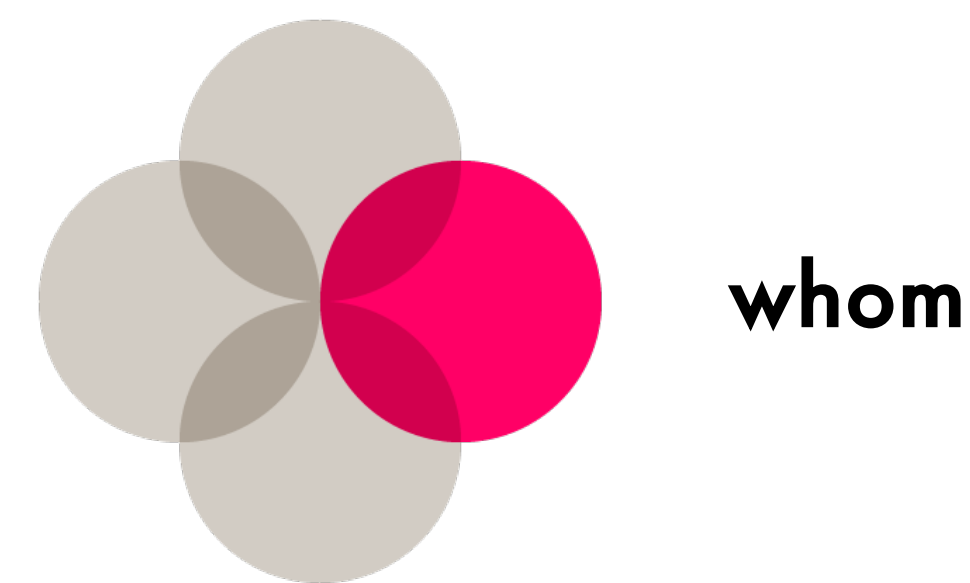
- What defines our personality?
- What values do we live by?
- What drives us?



Who do I serve?

Target groups & needs

- How do our guests live?
- What values do they live by?
- What interests them?
- How do they prefer to travel?



Lead design clearly and purposefully

A method for design and impact — coherent, differentiating, brand-aligned

The 4W-Method

16 What do I offer?

Offering & Experience

- What services make us relevant?
- What is our promise - clear, tangible, distinctive?
- What do customers concretely experience with us?



How do I act?

Designmanagement & Appearance.

- How do we present ourselves - visually, verbally, in behaviour?
- How do we use design consciously?



Step-by-step guide

“All roads lead to Rome!”

The most direct and logical approach starts with positioning...

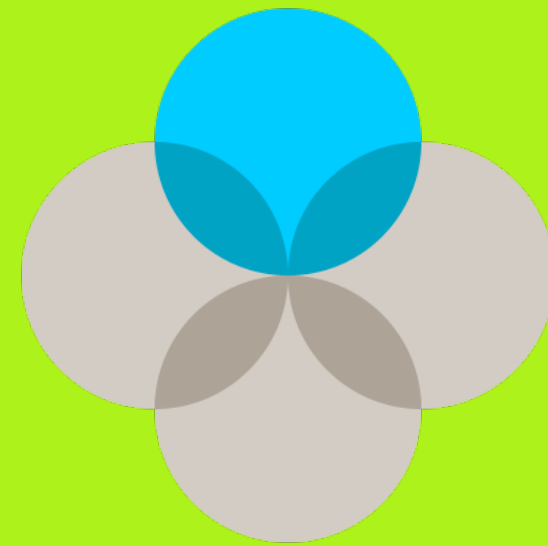
- 17 Begin with “Who am I?” — and the eight archetypes that help us here.

However, there are other entry points:

For example, with the existing offering. Or through an inventory such as the property’s history, personal motivation, talents, or a SWOT/USP analysis.

Important: Only when all four “Ws” align and convey a coherent, logical unity will guests also recognize the coherence!

POSITIONING



*WHO
AM I?*

DISCOVER YOUR ARCHETYPE

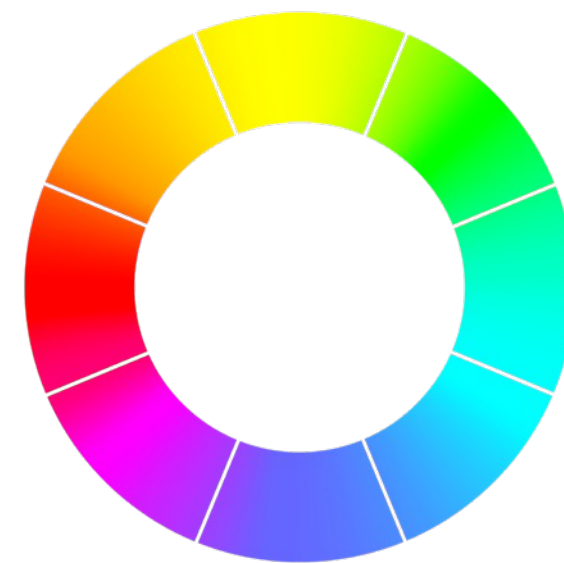
BRAND- ARCHETYPES

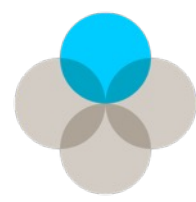
None is better than another!

Defining character traits: Each archetype prioritises its traits differently.

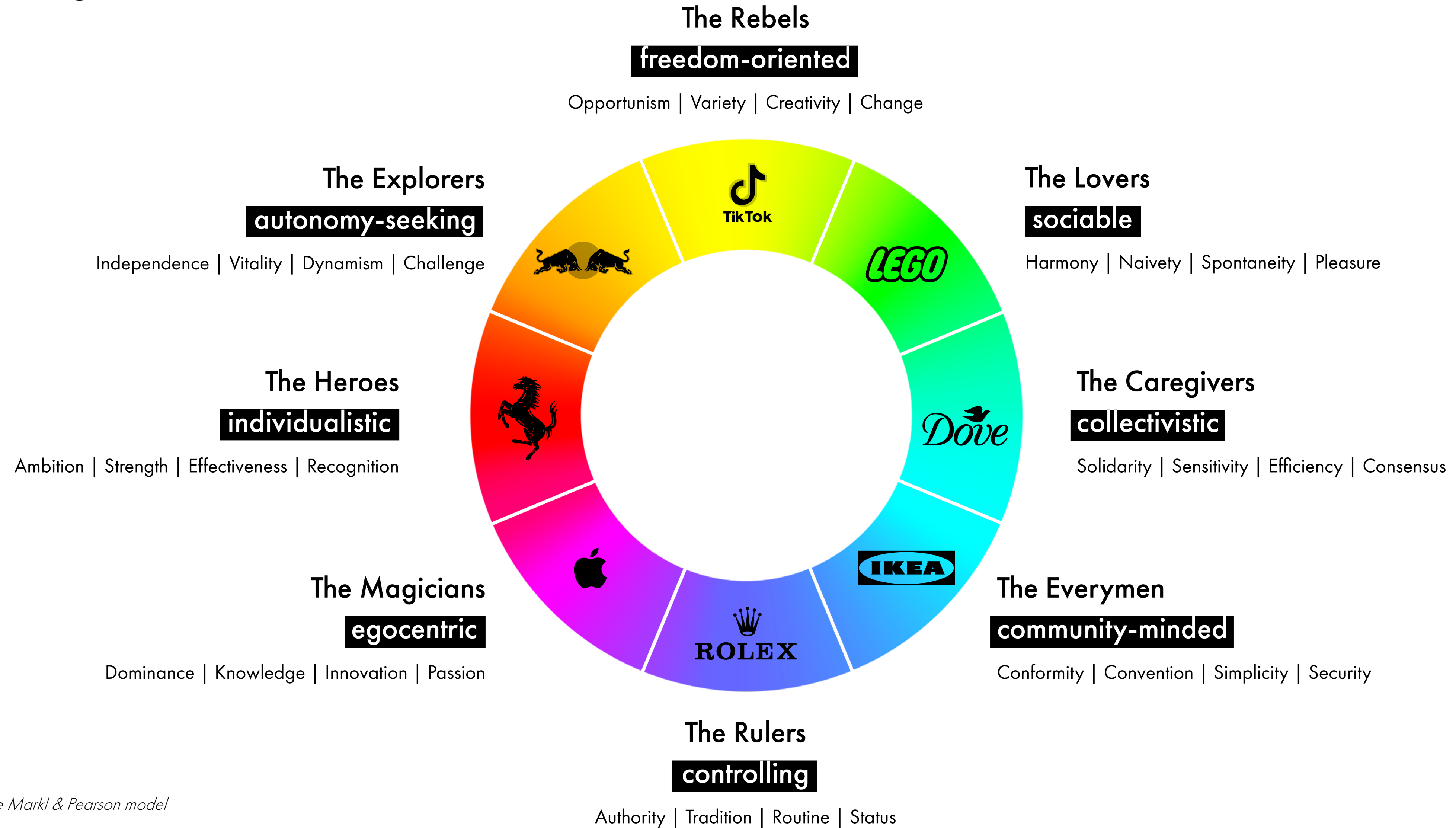
All archetypes evoke emotions.

Coherent design and behaviour make the brand authentic.





The eight archetypes



Based on the Markl & Pearson model

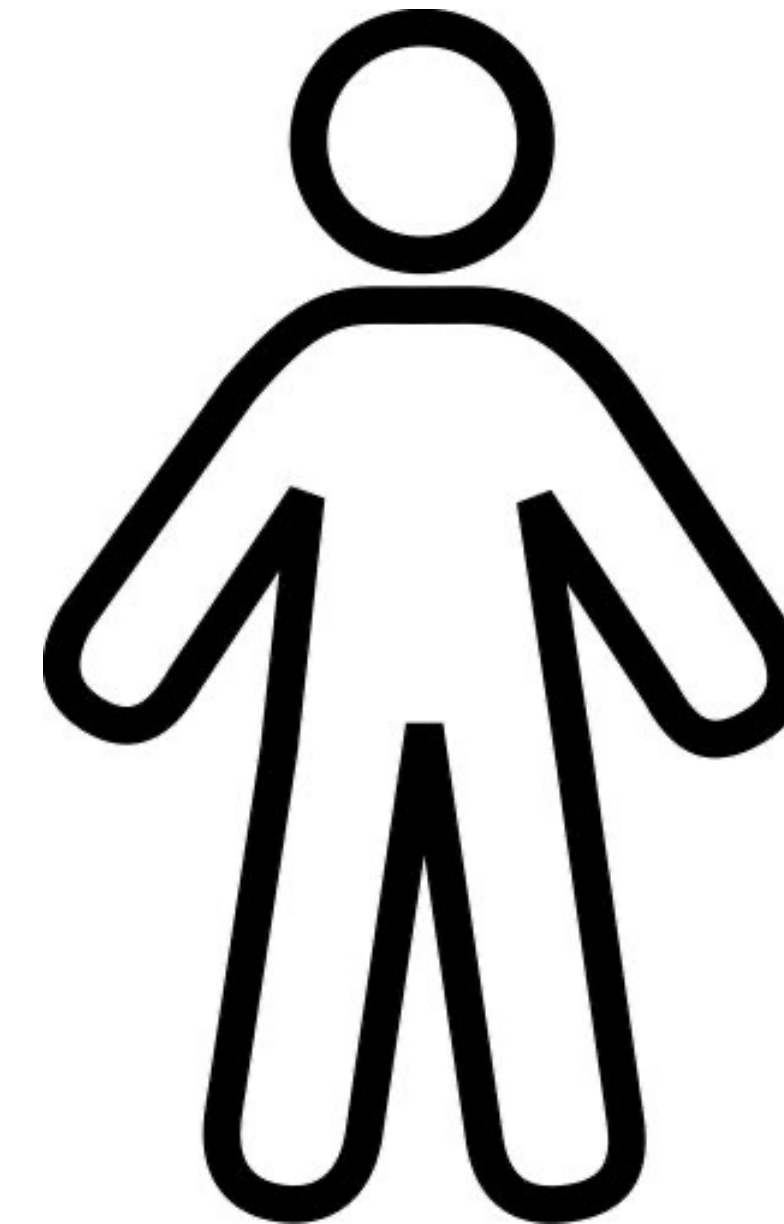


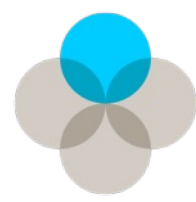
The archetype and its four unmistakable qualities

A strong positioning emerges from a clear personality

21

- | | | |
|---------------|---|--------------------------------|
| 1. Attitude | - | Basic understanding, character |
| 2. Motivation | - | The drive, the trait |
| 3. Action | - | The approach, the process |
| 4. Goal | - | The aim, the ideal |





Brands, archetypes, and their unmistakable qualities

1. Attitude (What defines me?)

- Rebel: Opportunism (Freedom) ↔ Ruler: Authority (Control)
- Lover: Harmony (Balance) ↔ Magician: Dominance (Superiority)
- Caregiver: Solidarity (Unity) ↔ Hero: Ambition (Achievement)
- Everyman: Conformity (Adaptation) ↔ Explorer: Independence (Nonconformism)

2. Motivation (What drives me?)

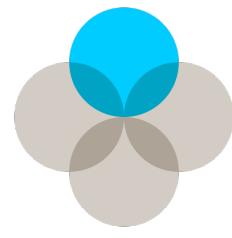
- Rebel: Variety (Create openness) ↔ Ruler: Tradition (Preserve)
- Lover: Naivety (Carefree) ↔ Magician: Knowledge (Gather wisdom)
- Caregiver: Sensitivity (Common good) ↔ Hero: Strength (Assertiveness)
- Everyman: Convention (Justice) ↔ Explorer: Vitality (Seek adventure)

3. Action (How do I proceed?)

- Rebel: Creativity (Restless) ↔ Ruler: Routine (Consistent)
- Lover: Spontaneity (Impulsive) ↔ Magician: Innovation (Inventive)
- Caregiver: Efficiency (Deliberate) ↔ Hero: Effectiveness (Impactful)
- Everyman: Simplicity (Simple) ↔ Explorer: Dynamism (Demanding)

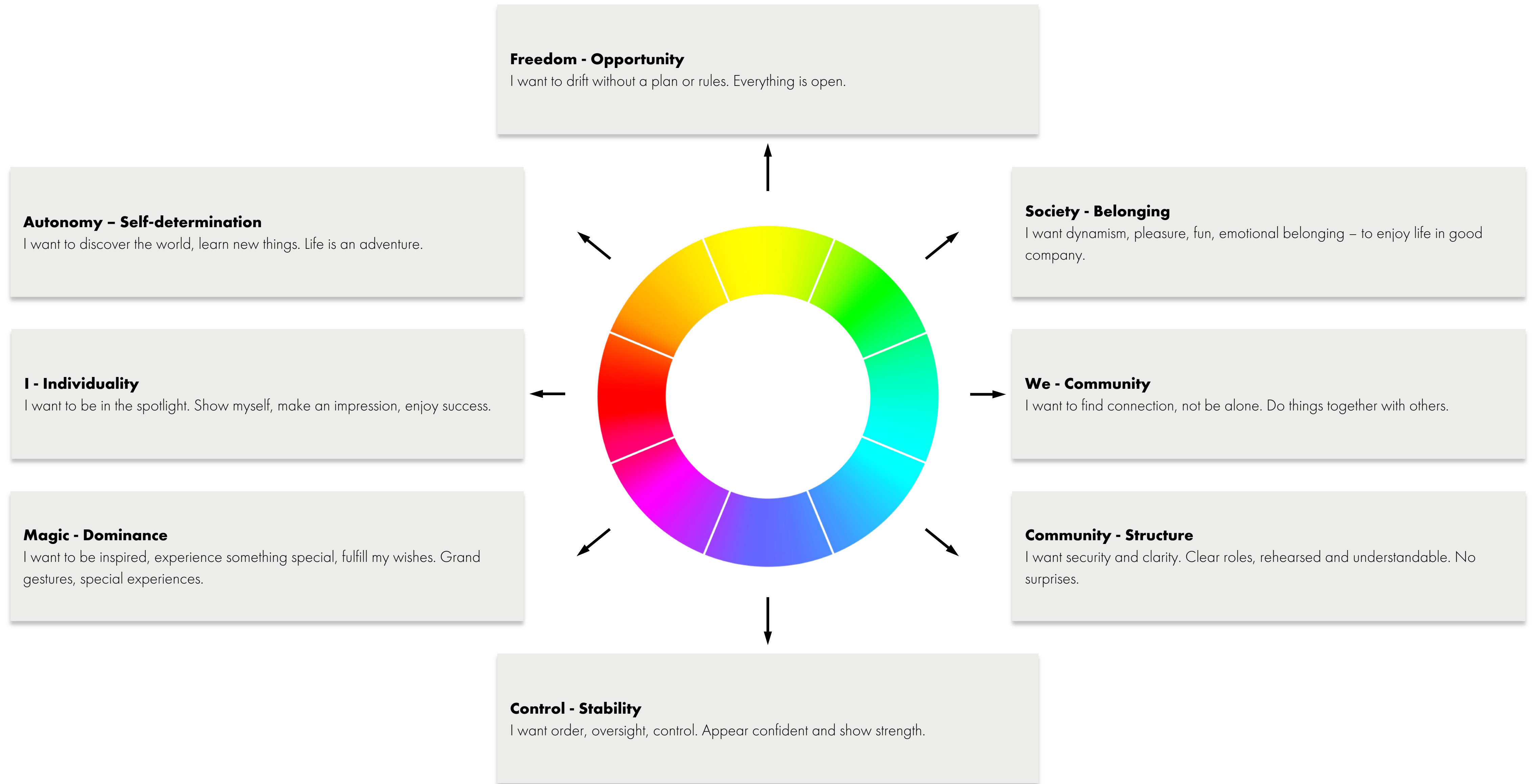
4. Goal (What do I want to achieve?)

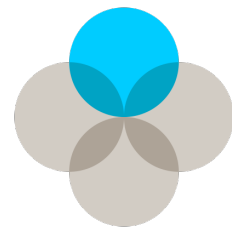
- Rebel: Change (Transformation) ↔ Ruler: Status (Stability)
- Lover: Pleasure (Joy) ↔ Magician: Passion (Devotion)
- Caregiver: Consensus (Acceptance) ↔ Hero: Recognition (Validation)
- Everyman: Security (Safety) ↔ Explorer: Challenge (Exploration)



THE ARCHETYPE-WHEEL: BASIC MOTIVES AND DIFFERENCES

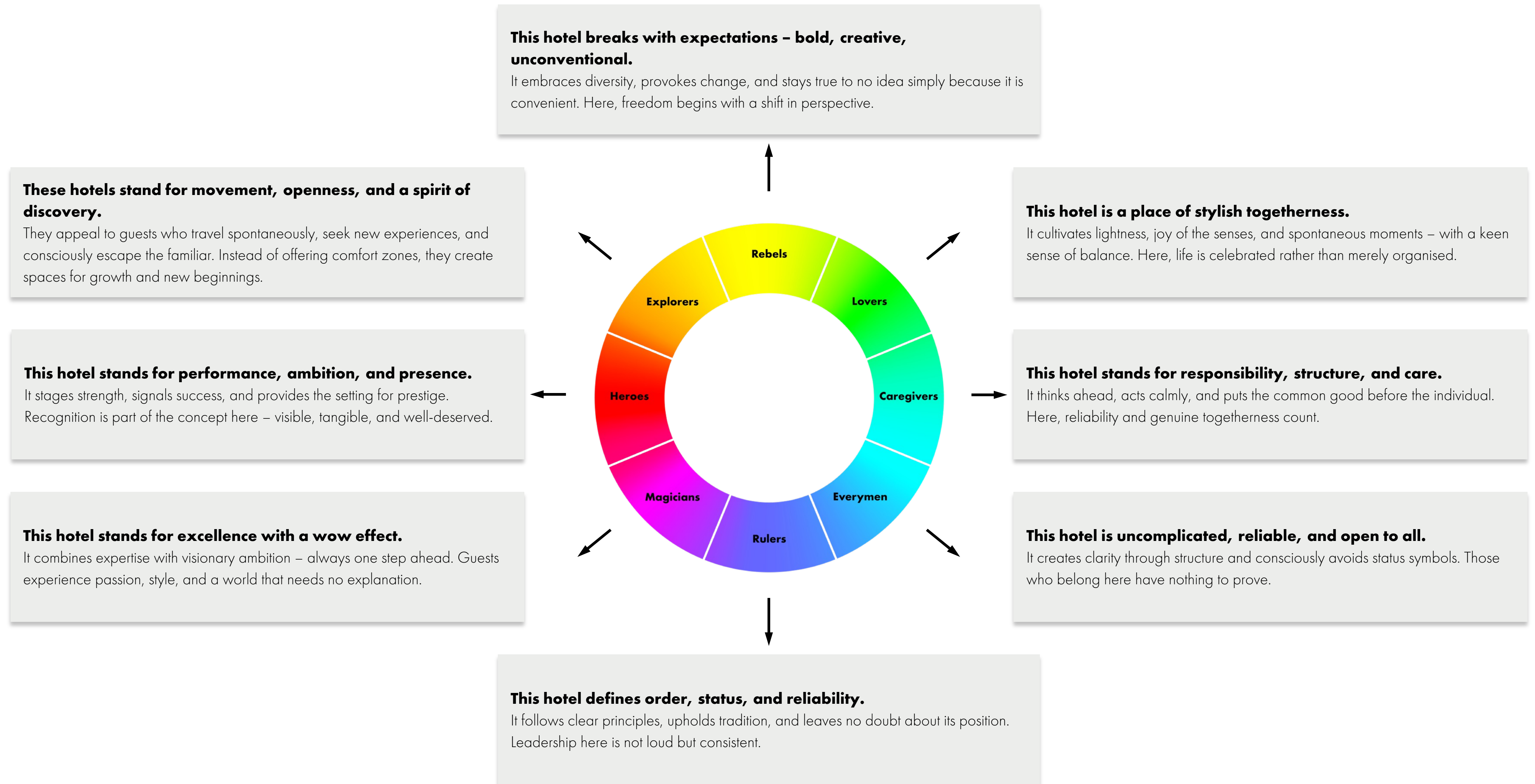
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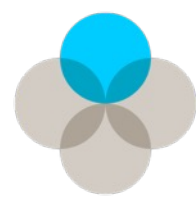




THE EIGHT HOTEL ARCHETYPES: WHAT APPEALS TO PEOPLE

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The eight hotel archetypes

At these opposite poles, hotels with attitude position themselves

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the Rebels

freedom-oriented

Opportunism | Variety | Creativity | Change

the Explorers

autonomy-seeking

Independence | Vitality | Dynamism | Challenge

the Heroes

individualistic

Ambition | Strength | Effectiveness | Recognition

the Magicians

egocentric

Dominance | Knowledge | Innovation | Passion

the Rulers

controlling

Authority | Tradition | Routine | Status

the Everymen

community-minded

Conformity | Convention | Simplicity | Security

the Caregivers

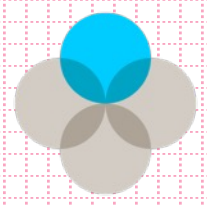
collectivistic

Solidarity | Sensitivity | Efficiency | Consensus

the Lovers

sociable

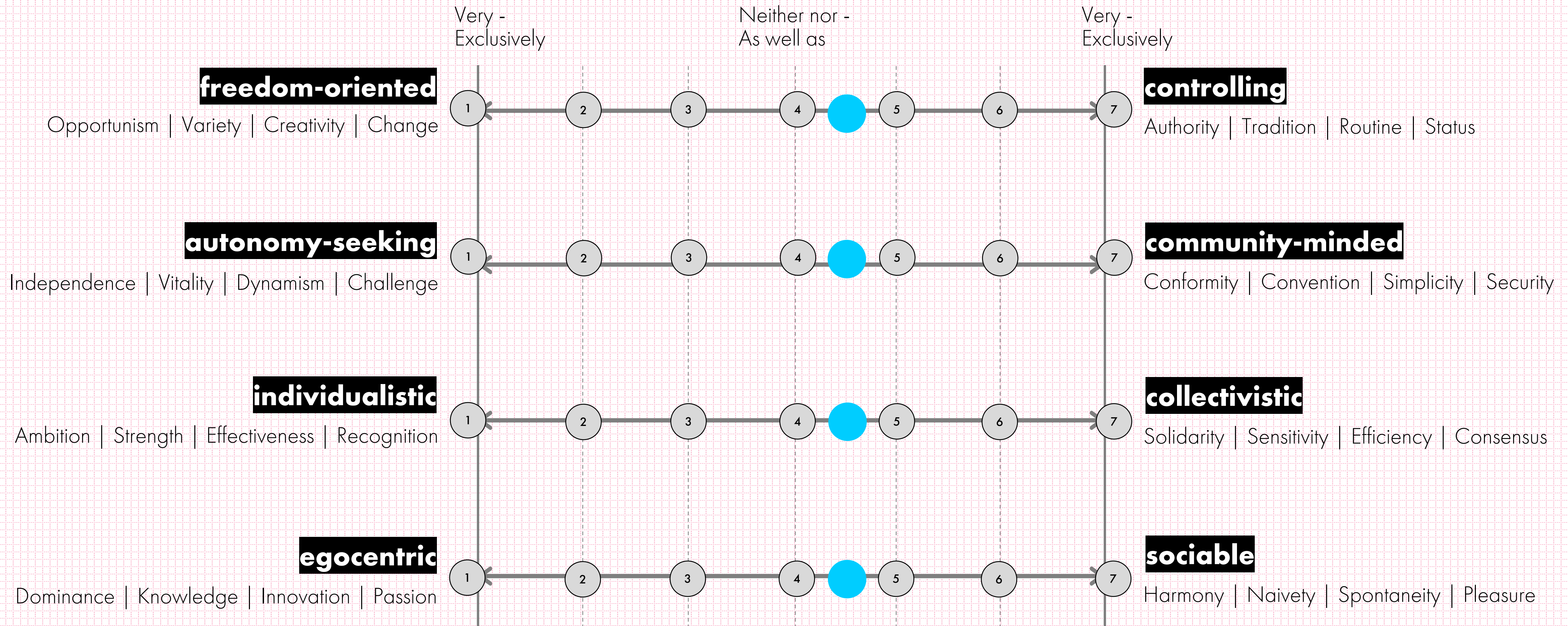
Harmony | Naivety | Spontaneity | Pleasure

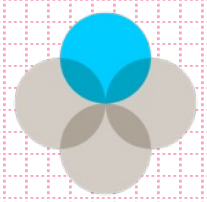


The eight archetypes, how do you rate yourself?

Drag the blue dot to the position that suits you best

26

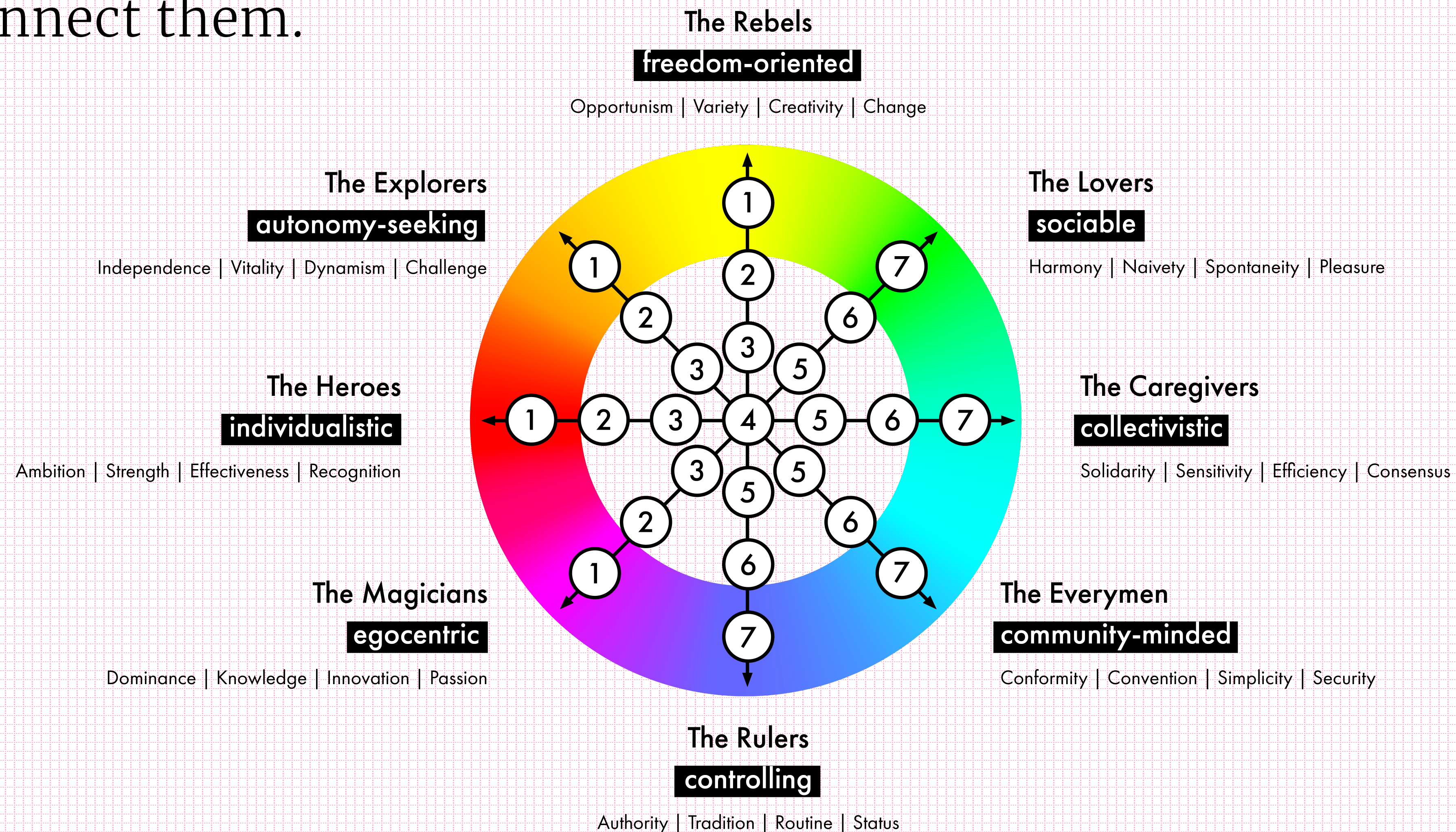


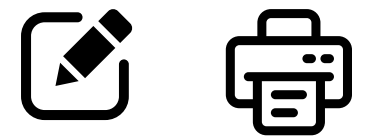


Your archetype =

Transfer your ● points from the previous slide into the circle diagram and connect them.

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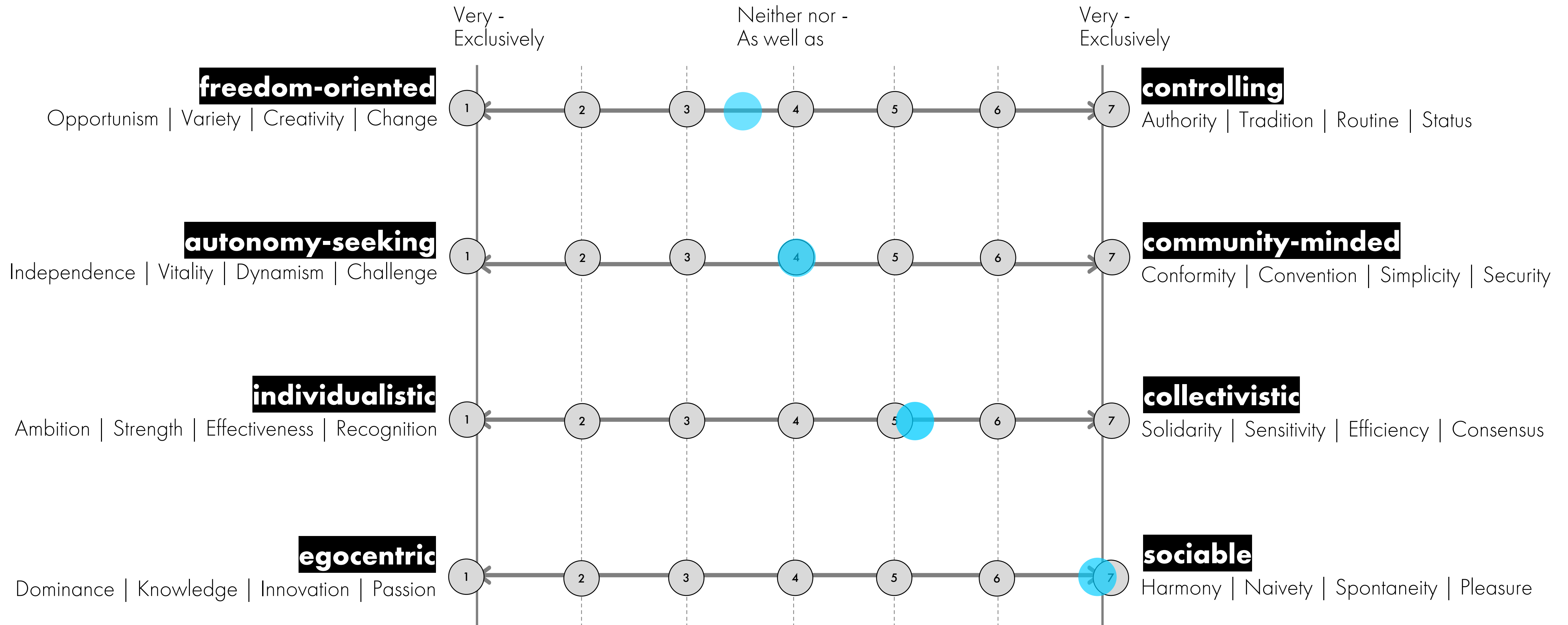




Solution example:

The blue positioning points indicate a self-assessment

28

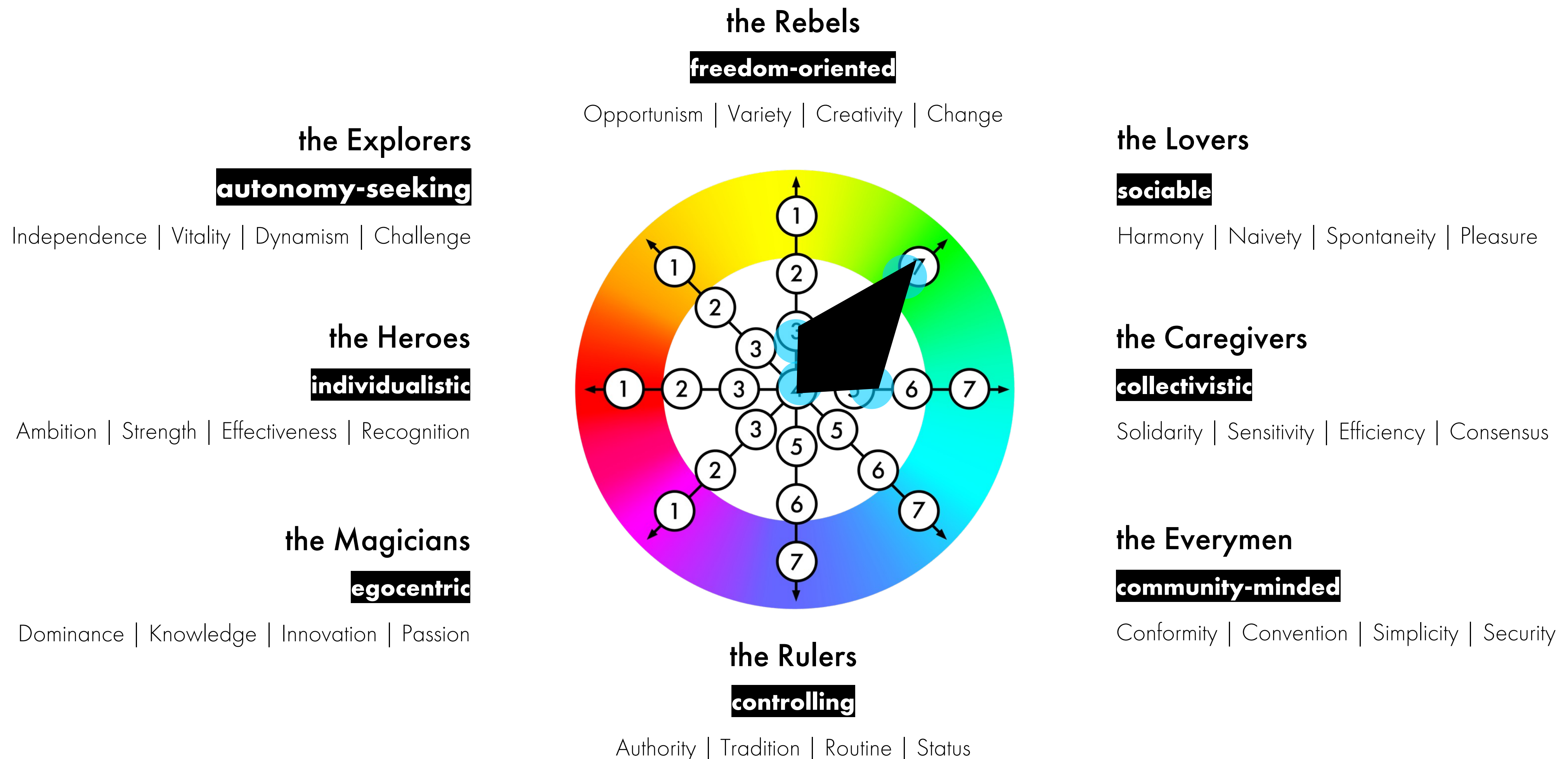




Solution example:

The Lover Hotel: Positioning focus along one main axis

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Solution examples

Positioning priorities

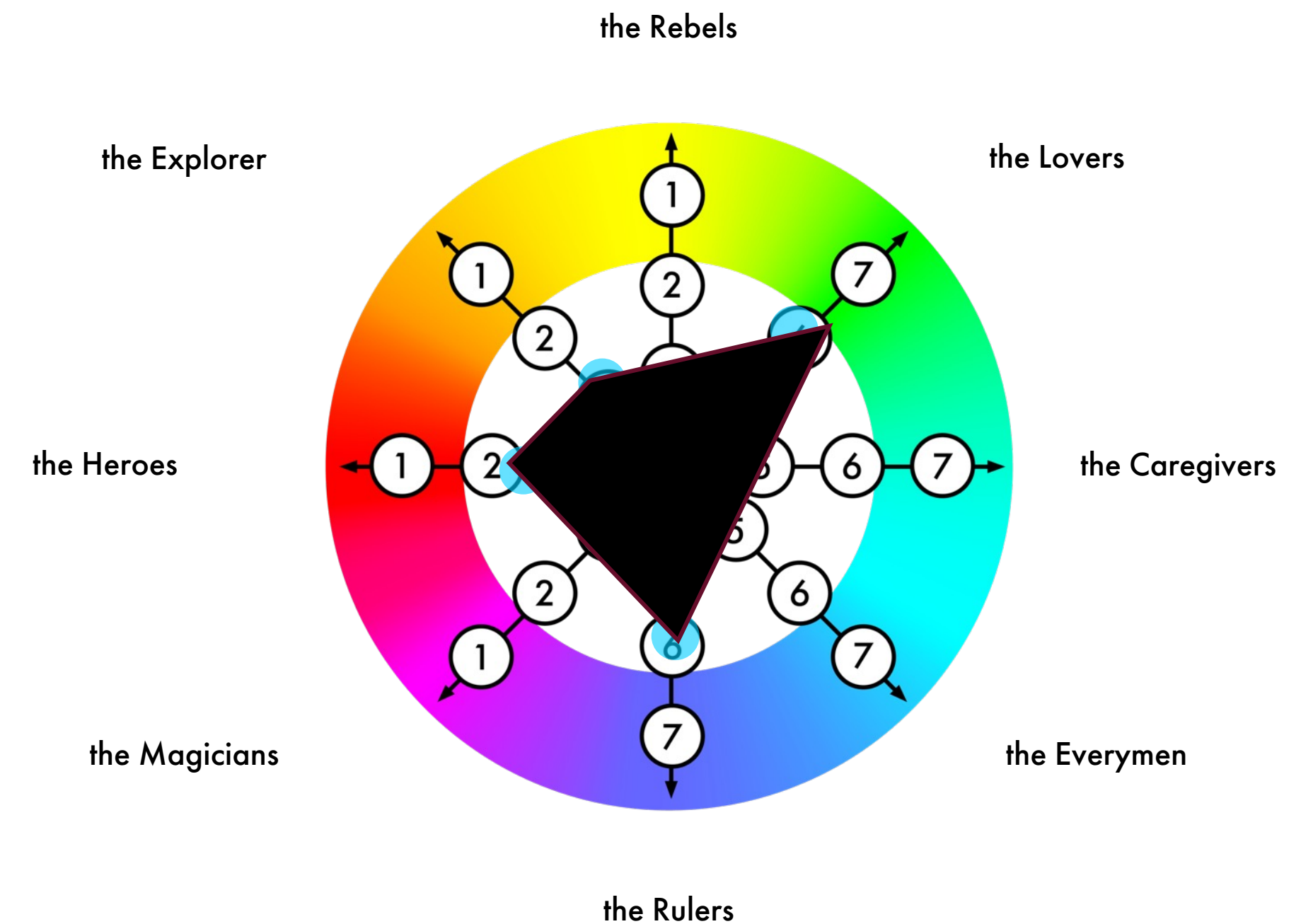
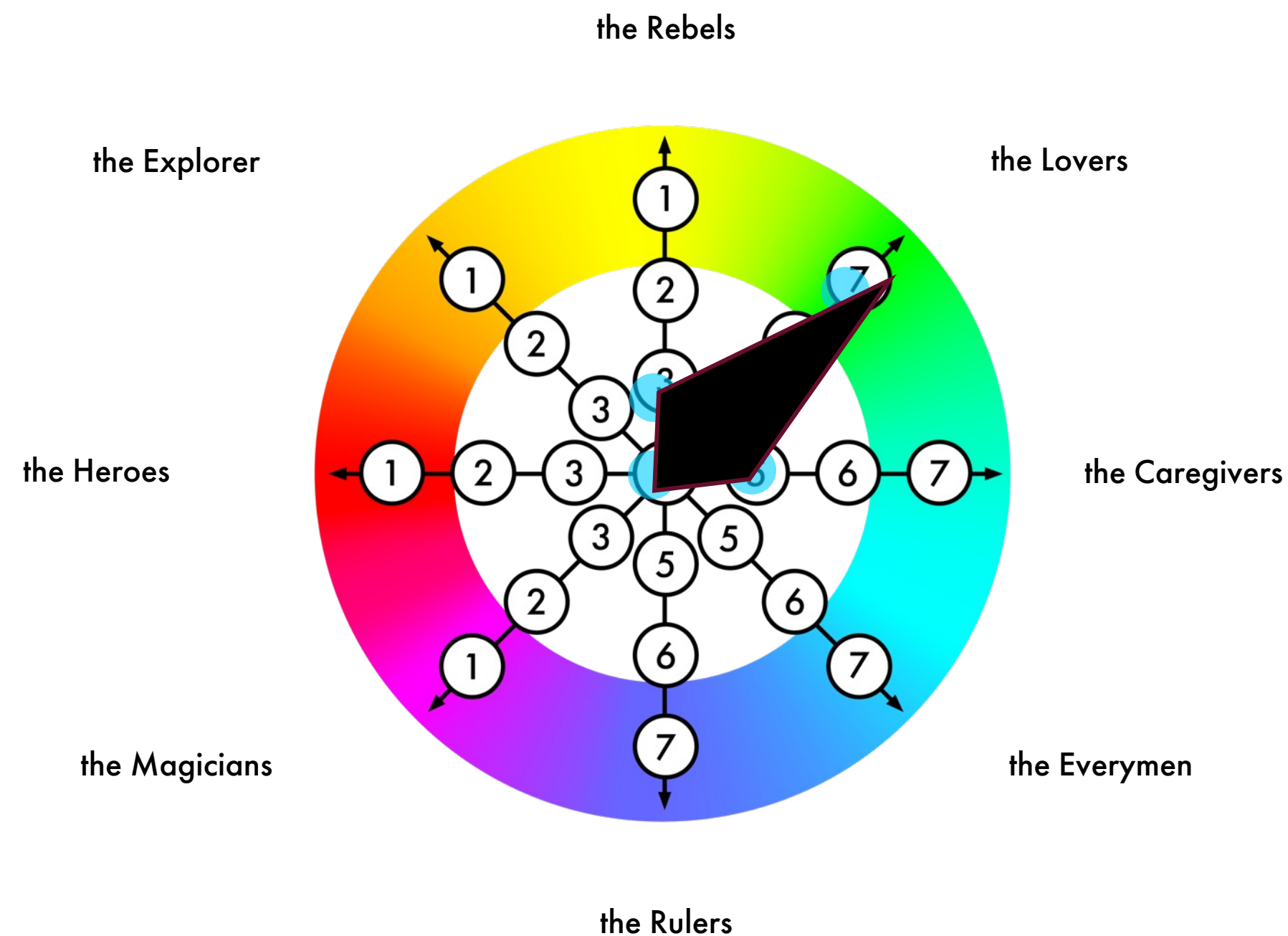
Clear positioning:

Clear emphasis along one axis, with slight dispersion in the immediate surroundings.

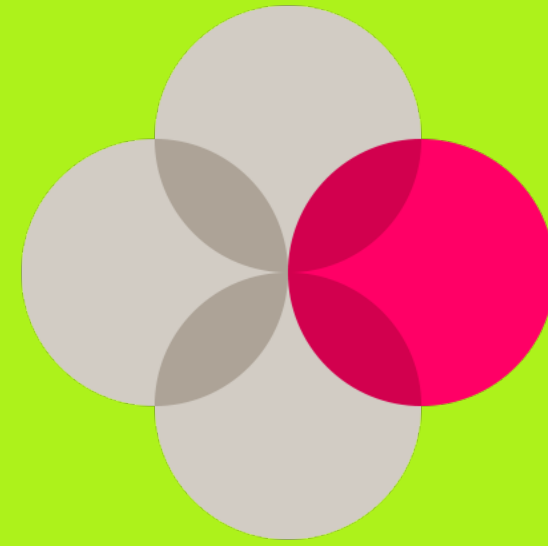
Unclear positioning:

Several equally strong focal points on different axes — the position appears diffuse.

30



POSITIONING



*WHO DO I
SERVE?*

UNDERSTAND YOUR TARGET AUDIENCE

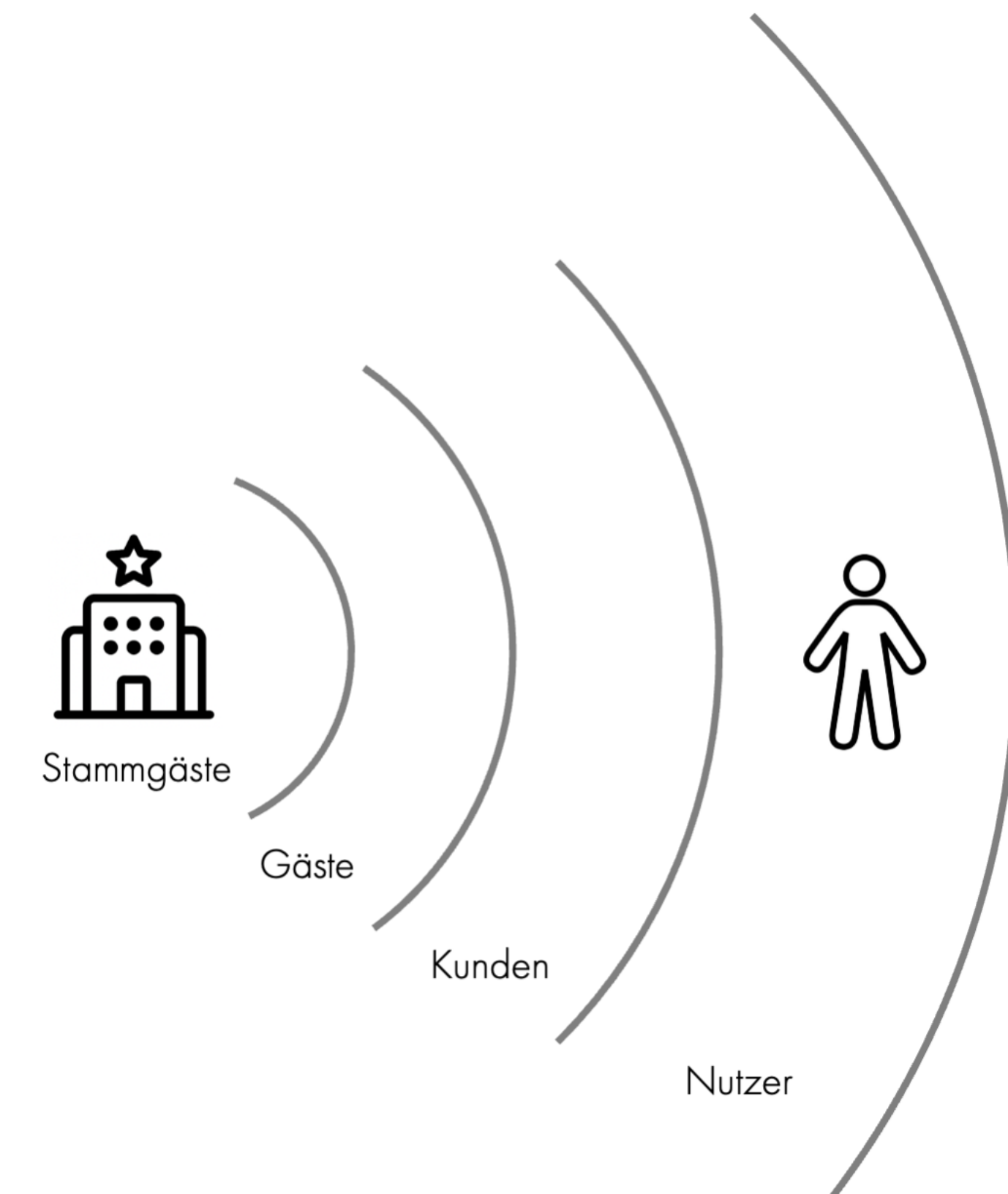
Regular guests – you are there just for them

You can't please everyone!

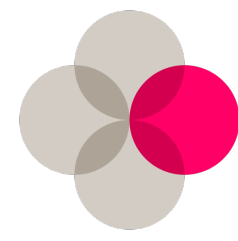
You are looking for regular guests with whom you and your team can build genuine relationships.

- 32 These are guests who are drawn to your attitude and the character of the house, and who think in a similar way to you. Or, if they are looking for exactly what you embody, then they are the right ones!

When personality meets resonance, loyalty emerges.
And guests become regulars!

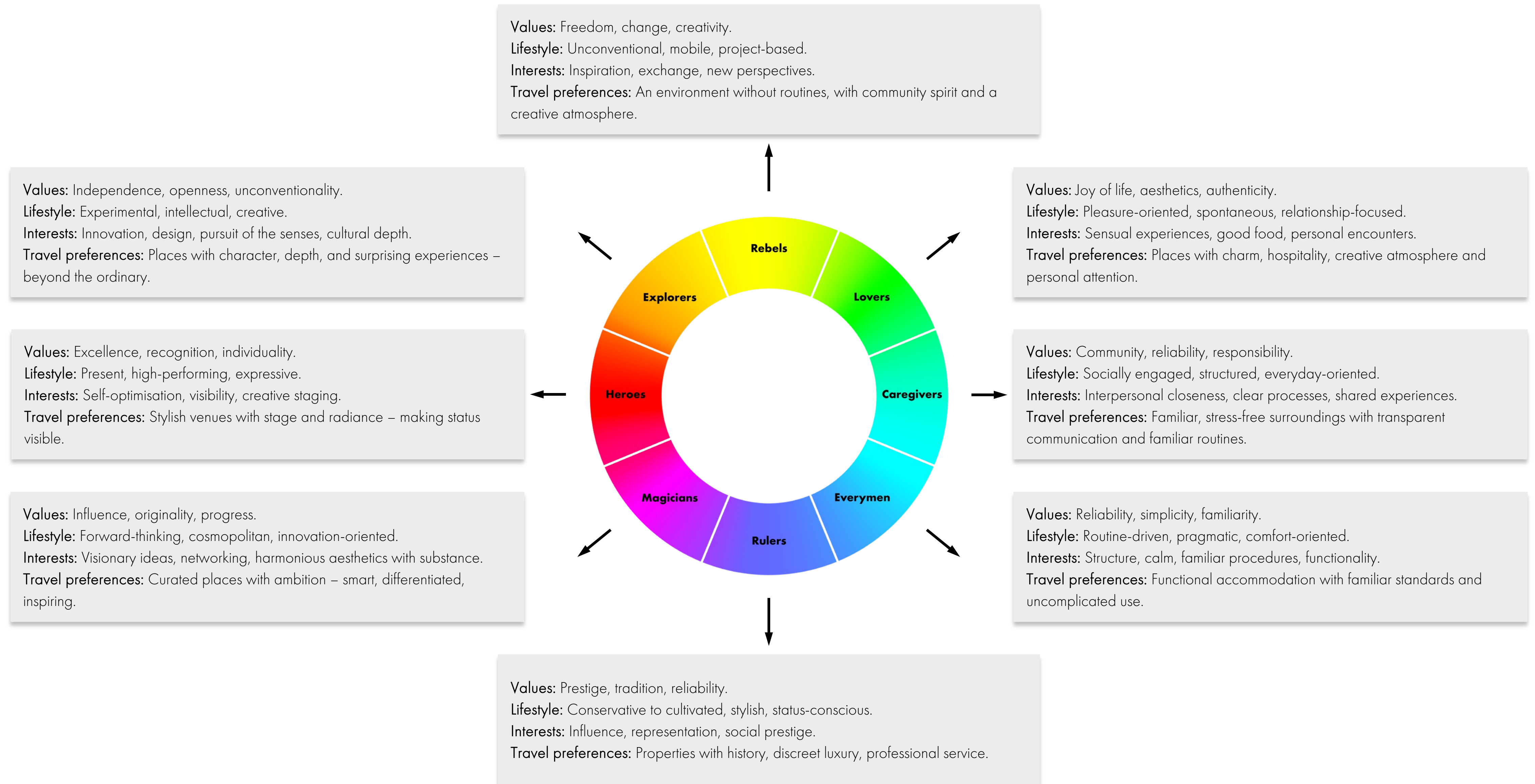


How close are you really to your guests?

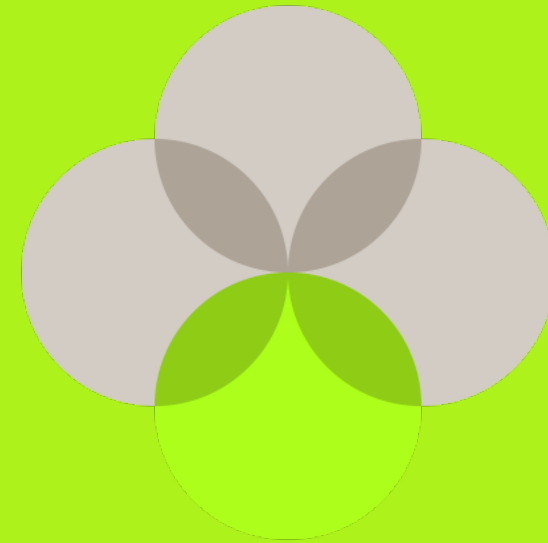


REGULAR GUESTS: WHO THEY ARE, WHAT THEY WANT

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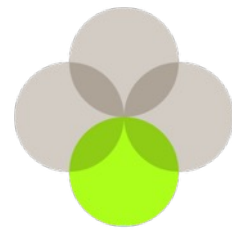


POSITIONING



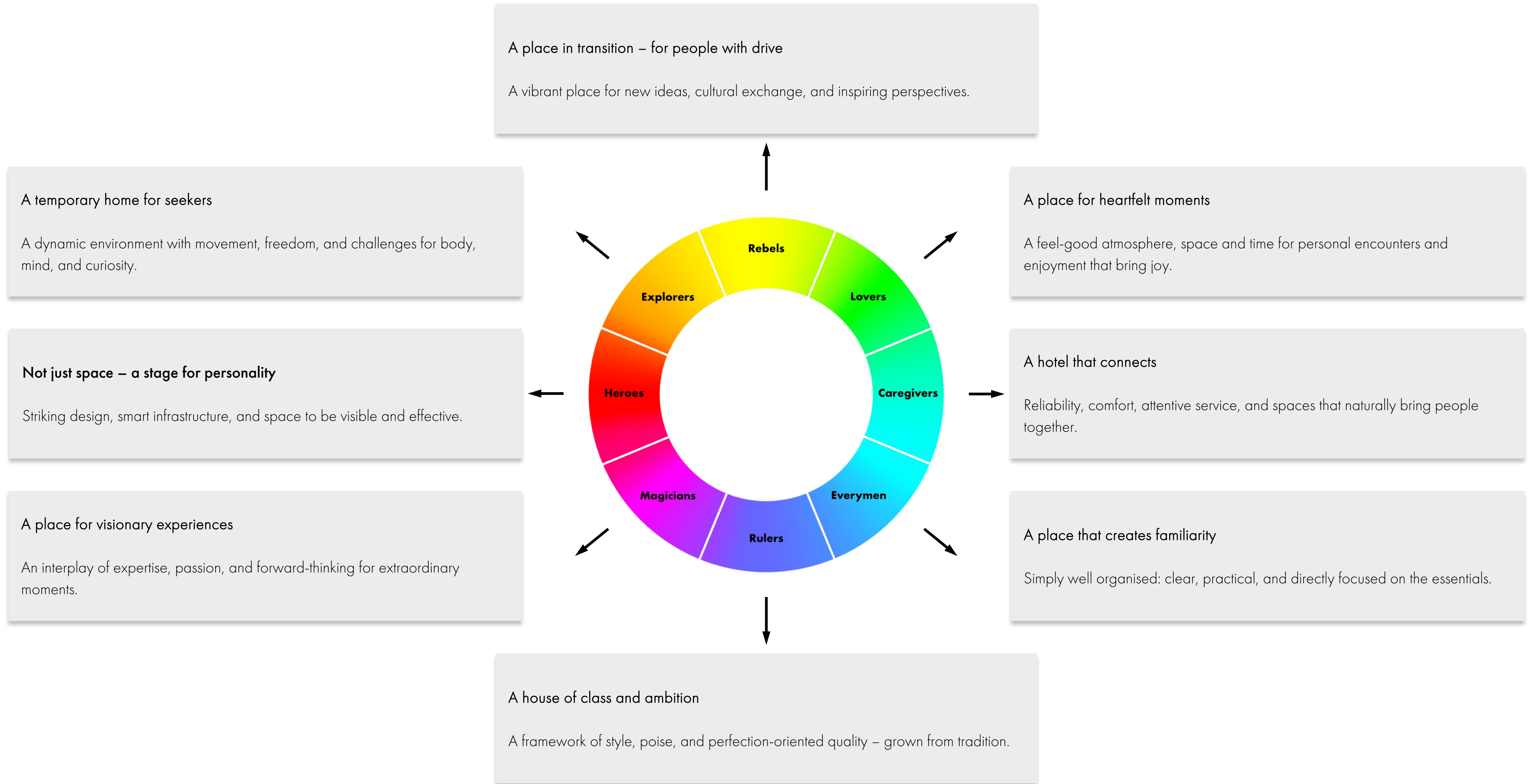
*WHAT DO I
OFFER?*

DO WHAT DEFINES YOU

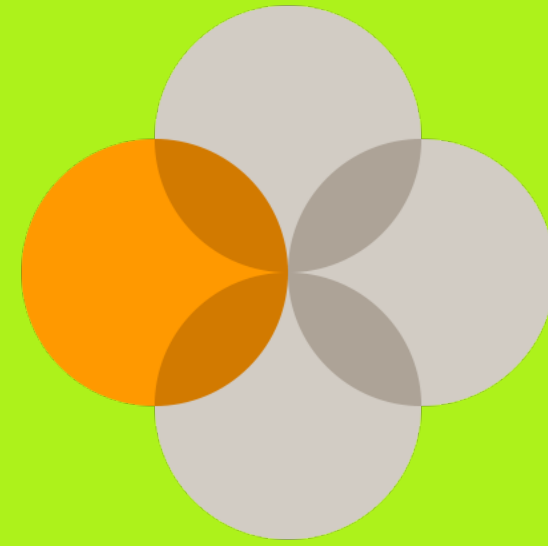


YOUR BRAND PROMISE AND OFFERING

35

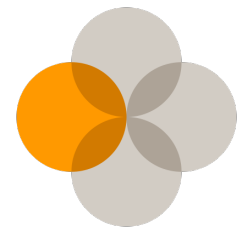


POSITIONING



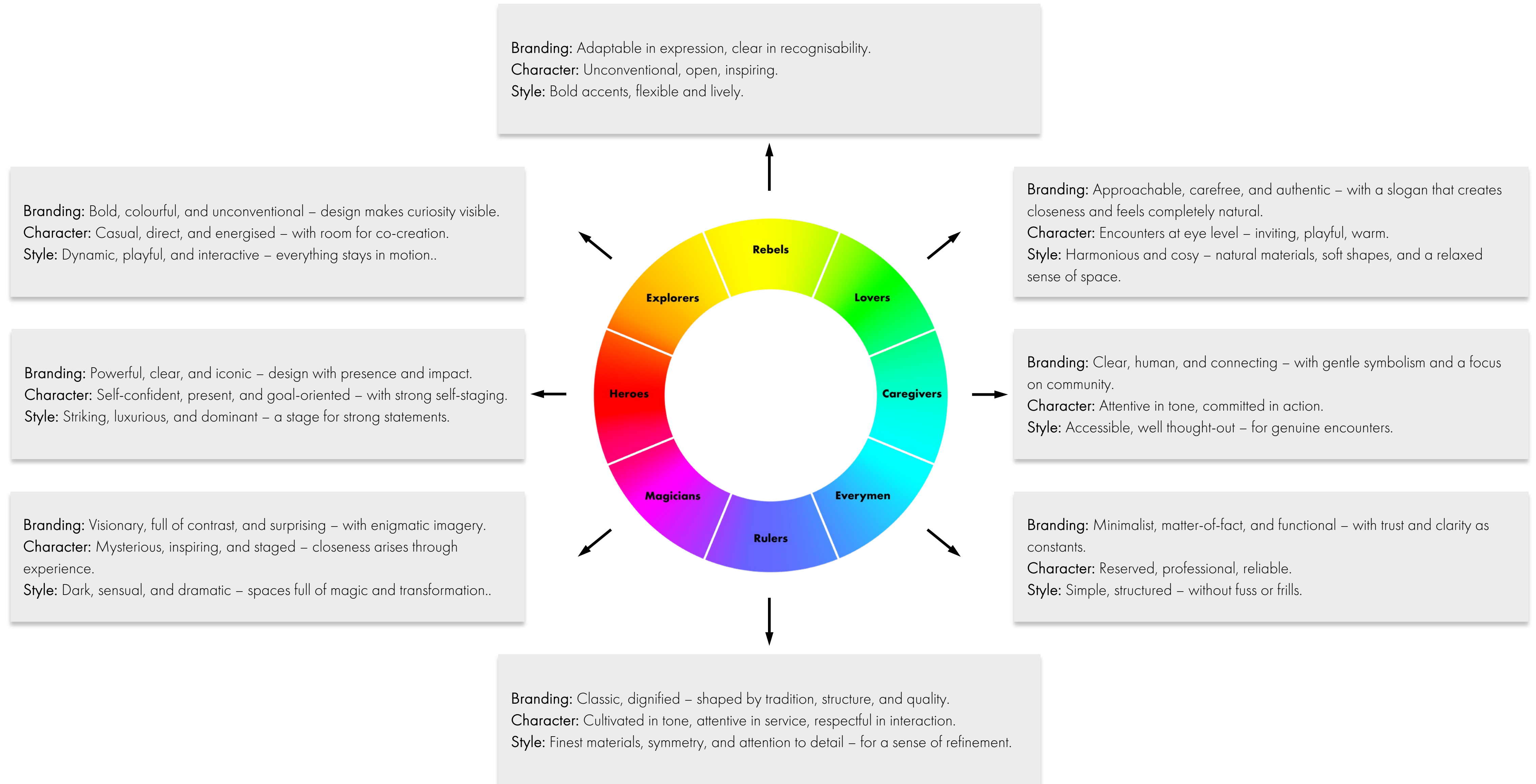
HOW DO I ACT?

**STAGE YOUR BRAND,
WITH BRANDING, CHARACTER, AND STYLE**



KEY DESIGN PRINCIPLES AND GUIDELINES

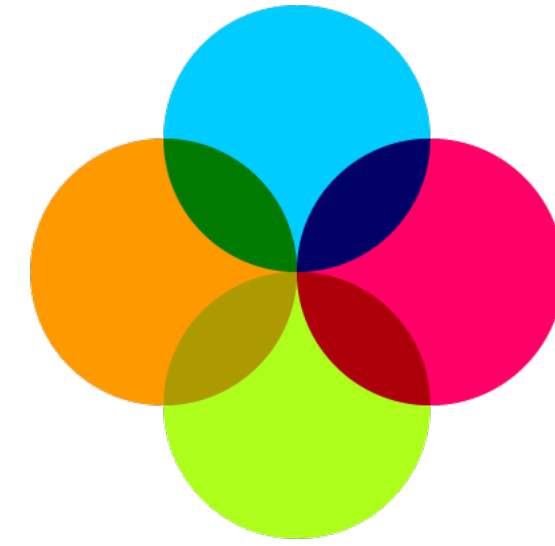
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THE RESULT

Right design makes the difference...

A hotel that consciously shapes its impact gains more recommendations, better guest experiences, and sustainable growth. Here, we show what is possible when design is managed strategically.



who | whom | what | how

ARCHETYPE MEETS REALITY

How does your archetype show itself in everyday hotel life?

From concept to execution: this is how your brand personality comes to life
in the key touchpoints with your guests.



The 4W-Method, distilled into the Guest Journey

The goal: Design every guest interaction strategically—coherent, distinctive, and true to the brand, its positioning

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Classic representation of the Guest Journey



The hotel personality summed up

Every guest contact is considered in 3 dimensions and implemented in line with the archetype: branding, character, style

Guest experience

Arrival

Check-in

Relaxing

Having breakfast

Guest Journey

Branding

Character

Style

Experience spaces

Lobby

Reception area

Guest room

Gastronomy area

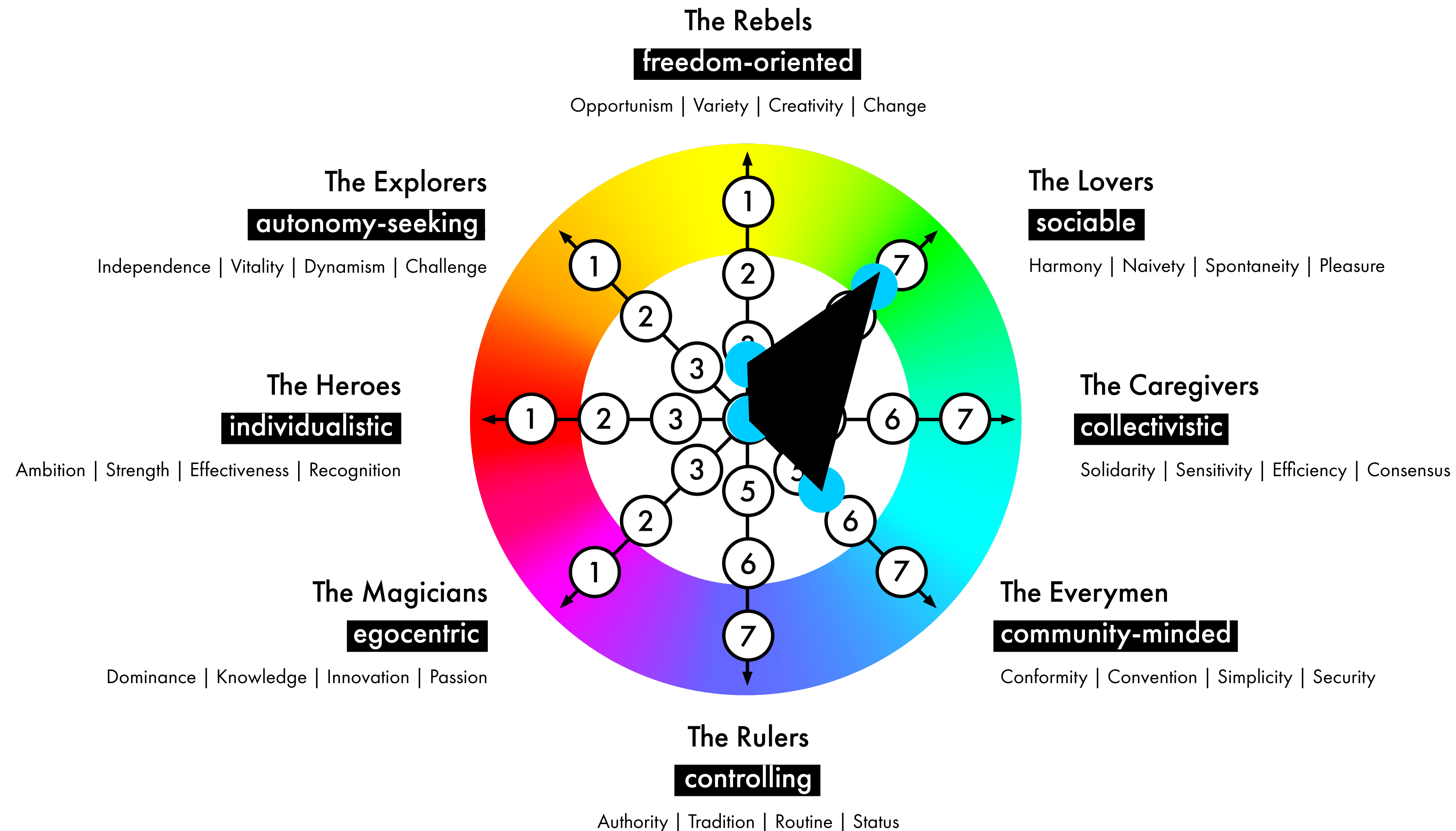
Guest journey from the hotels' design perspective



Case study: Hotel de Londres, Brig

Evaluation: Archetype Lover Hotel

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Case study – Archetype Lover Hotel

Brief review and overview of key learnings

Personality Traits

43

Attitude: Harmony – a place of balance and tranquility for body, mind, and soul

Motivation: Naivety – joy in the simple and authentic, returning to a carefree state

Action: Spontaneity – brings surprises and new adventures, encouraging letting go and enjoying the moment

Goal: Enjoyment – fosters belonging and sociability, celebrating life



Case study – Archetype Lover Hotel

Brief review and overview of key learnings

Who am I?

Community - Belonging

- This hotel is a place of stylish togetherness
- It cultivates lightness, joy of the senses, and spontaneous moments, with a feel for balance
- Life is celebrated here, not just organized

Whom do I serve?

Hedonists & Pleasure seekers:

- They seek aesthetics, culinary delights, and joie de vivre

Harmony- & Community-oriented:

- They seek closeness, security, and genuine relationships

Creative, spontaneous free spirits:

- They seek inspiration, freedom, and creative discoveries

What do I offer?

- A place for heartfelt moments: the hotel creates an atmosphere of slowing down and well-being—for enjoyment and small wonders in the here and now

How do I act?

Branding

- Sensual, clear, and high-quality—with loving details and refined visual language
- Slogan: emotional, playful

Character

- Warm and personal—driven by genuine interest, intuition, and empathy. Lived flexibly

Style

- Natural, soft, and atmospheric—with warm tones, organic shapes, and a tangible feel



Case study – Archetype Lover Hotel

Archetypical interpretation of experience spaces in Hotel de Londres, Brig

45

							
The Lover Hotel	Interpretation «Hotel de Londres, Brig»		1 Lobby Lounge	2 Check-in	3 Guest Room	4 Breakfast	
Approachable, lighthearted, and authentic – with a slogan that creates closeness and feels completely natural.	Slogan “At home with friends” – symbolically depicted by a marmot with a crown in a circle: a symbol of hospitality, security, and the protective nest builder.	Branding	Brand ambassador: A carved marmot on the regulars’ table – charming, local, unmistakable.	Welcome drink is served in the “Wohnstuba”, focusing on regional beverages and a relaxed arrival. Room key with marmot logo.	Slogan “At home with friends”, embroidered, visible, emotionally anchored brand promise.	Home-made granola staged – a Sign of appreciation for the special. Because for friends you like to cook.	
Encounters at eye level – inviting, playful, warm.	We meet each other and our guests as equals – authentic, warm, and hospitable. We proactively offer our help and inspire them to explore the surroundings – always with the feeling of being welcome and well taken care of.	Character	The “Wohnstuba” invites you to linger and radiates homeliness and charm. Guests are trusted: at the 24/7 honesty bar they help themselves to selected Valais wines and spirits to mix their own drinks.	Welcome drink and short conversation about the “At home with friends” concept – with suitable tips for the travel occasion and information about the hotel and region.	The extra pillow stands for warm hospitality – a gesture that shows appreciation and emphasizes the caring character.	The team points out house-made specialties such as granola – knowing that guests recognize the value for well-being at the start of the day.	
Harmonious and cozy – natural materials, soft shapes, relaxed sense of space.	A home away from home that invites you to linger – with all amenities: cooking facilities, a 24/7 honesty bar and a cozy lounge. Combines British style with Valais warmth. The best of both worlds: uncomplicated, cozy and stylish.	Style	Natural wood, woven rugs, warm tones, rounded furniture, floral décor – convey security and hospitality. Soft light creates an inviting atmosphere.	Regional welcome drink, e.g. a glass of Valais wine in an elegant wine glass. “Wohnstuba” decorated seasonally, lighting adjusted to the time of day.	Pillows with softly flowing volant – pure white, playful, made of 100% cotton – harmoniously integrated into the room’s feel.	The granola is presented in a silver bowl from the owner’s family silver – a stylish, authentic detail embedded in a lovingly arranged buffet landscape with engraved buffet labels in handwritten script. Handcrafted, homemade, genuine.	

Hotel Impact-Toolbox

Who is behind it

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Design | www.design-journey.com

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Please note:

The English version of this Toolbox contains selected content and does not reflect the full scope of the original German edition of the "[Hotel Impact-Toolbox](#)".

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Status:

July 2025

HOTEL IMPACT-TOOLBOX

READY FOR CHANGE

**THINK AHEAD. APPLY. CREATE.
WISHING YOU EVERY SUCCESS!**