From Service to Experience; understanding the role of people in the tourism business

Professor Nigel Hemmington
Themes

- **Hospitable Experiences**
  (Hemmington 2007)

- **Psychology of Flow**
  (Csikszentmihalyi 1990)

- **Co-Creation**
  (Prahala & Ramaswamy 2004)
References

• Campbell-Smith, G. (1967), Marketing the Meal Experience, University of Surrey, Guildford.
References (cont.)


• Moir, J. (2005), Are you ready to order?, Telegraph Weekend, December 31, p20.


The most profitable substances in the World
(Smith 2002, Harris 1996)

- Chewing gum 21%
- Heroin 500%
- Kalashnikov AK47 1,000%
- Coffee 1,600%
- Flowers 7,000%
- Popcorn 10,000%

“Pas d’hospitalité”
Jacques Derrida January 17 1996

“Question d’ étranger”
Jacques Derrida January 10 1996
Hospitality

- focus on industrial activity
- focus on food, drink and accommodation
- focus on service
- service industry?
Definitions of Hospitality

“A contemporaneous human exchange, which is voluntarily entered into, and designed to enhance the mutual well being of the parties concerned through the provision of accommodation, and/or food, and/or drink”

Brotherton 1999
We are the music makers,
And we are the dreamers of dreams

Arthur O’Shaugnessy 1844-81
“Customers do not buy service delivery, they buy experiences; they do not buy service quality, they buy memories; they do not buy food and drink, they buy meal experiences; they do not buy events or functions, they buy occasions”

Hemmington 2007
Today’s consumers are looking for experiences; experiences that are personal, memorable and add value to their lives.
Defining Hospitality

“friendly and generous reception of guests or strangers”
Oxford English Dictionary 2002

“entertaining strangers and guests kindly and without reward: showing kindness: generous: bountiful”
Chambers English Dictionary 2001

“Generosity in this circumstance is proof of greatness”
Visser 1991
“hospitality requires the guest to feel that the host is being hospitable through feelings of generosity, a desire to please and a genuine regard for the guest as an individual”

Lashley 2000

“it is concerned with more than food, drink and shelter …. Traditionally the most important responsibility of all was the guest’s safety - hospitality was a kind of sanctuary”

Telfer 2000
But is Hospitality something more?

- Hospitality in the private & social domains (Lashley 2000)
- Hospitality as behaviour - hospitableness (Telfer 2000)
- Hospitality as performance (Darke & Gurney 2000, Crang 1994, Gillespie 1994)
- Hospitality as experience (Hemmington 2003)
“A Moveable Feast”
Hospitable Tourism Experiences
Creating Hospitable Tourism Experiences

<table>
<thead>
<tr>
<th>Services</th>
<th>Hospitable Tourism</th>
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<tr>
<td>Customers</td>
<td>Guests</td>
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<td>Staff</td>
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<td>Delivered on demand</td>
<td>Lots of little surprises</td>
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<td>Facts/information</td>
<td>Stories/dreams</td>
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<td>Host led</td>
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<td>Memorable</td>
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<td>Security of goods and</td>
<td>Security of strangers</td>
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Flow Experiences
Csikszentmihalyi 1990

- Happiness
- “process of total involvement in life”
- “optimal experience”
- “the best moments of our lives”
- “the state in which people are so involved in an activity that nothing else seems to matter: the experience itself is so enjoyable that people will do it even at great cost for the sheer sake of doing it”
- Involves stretch/difficult/worthwhile
- Autotelic experiences – intrinsic pleasures
Where is it achieved?

- Art
- Sport
- Games
- Hobbies
- Exercise
- Reading
- Comedy/laughter
- Work?
Key Components of Flow

Csikszentmihalyi 1990

1. Challenge & Skills
2. Concentration and absorption
3. Clear goals & rules
4. Immediate feedback
5. Deep involvement - escape
6. Sense of control
7. Loss of self-consciousness – “go with the flow”
8. Transformation of time – “time flies”
Co-Creation


- Friends
- Staff – cast
- Management – hosts
- Segmentation
- Experience Spaces (Zeldin 2008)

http://www.oxfordmuse.com/projects/projects.htm#8
A New Conceptual Model?

Flow Experiences
- Challenge
- Concentration
- Clear Goals
- Feedback
- Deep involvement
- Control
- Loss self-consciousness
- Transformation time

Hospitality
- Host
- Generosity
- Lots of little surprises
- Theatre
- Guest
- Security
- Host led
- Performance

Hospitable Tourism Experiences

Co-creation
- Friends
- Cast
- Antagonists
- Social Intercourse
- Performers
- Hosts
- Segmentation
- Experience Spaces
We are the music makers
and we are the dreamers of dreams
Yet we are the movers and shakers
Of the world forever, it seems

O'Shaugnessy 1844-1881
A new approach to HR in Tourism

- Staff as cast, as performers
- Create challenging aspirational jobs
- Create “Flow” working experiences
- Recruit outgoing, enthusiastic people (emotional labour)
- Leadership is critical – inspiration NOT control
- Avoid scripts, use screen play and scenarios
- Empower – lots of little surprises
- Promote industry as challenging, creative and inspired