In Search of Unicorns. Hotel Startups Successes: What’s in the Water in Amsterdam?

Although the scope of innovation in hotels departs from the narrower, technology-driven innovation dominant in the tech sector, the hospitality industry has developed its own “startup thinking” in search of the next “unicorn”. Developing genuinely innovative concepts and embedding them within a hotel’s concept, positioning, and operations presents its own sets of challenges. Are Brands now relying on a more nimble entrepreneurial generation to experiment (and often fail) and develop new concepts, essentially outsourcing their R&D?

The hotel industry always morphs its offerings to cater to the ever-changing whims of the guests, and nowhere is that phenomenon more evident than in the rash of new brand launches in recent years.

In this Council meeting, we will hear from the key players of the highly successful “startup hotels” of Amsterdam.

08:30 Networking Breakfast

09:00 Welcome from Co-Chairs

• Introduction of Members and Guests
• Review of Program for the Day
• Review of ULI Council Member Expectations (see back page of your agenda)
• Discussion re: Suggestions for Future Council and Concurrent Meeting Programs
• Discussion of Member engagement

09:30 Booking dot com

Travel booking behaviour has changed substantially over the past two decades, evolving into a fast-paced, last-minute booking environment. Booking Holdings is the world’s leading provider of online travel & related services, in more than 230 countries with the mission of helping people experience the world. Has Booking become more than an OTA? In this session we will consider the game-changing practices in the way people travel and how many hotels have changed, adapted, or died. We will also explore what the future holds from the perspective of this iconic OTA.

Speaker: Carmen HUI, Booking dot com

10:15 Who is Your Tribe?
'Instead of more stuff, the world needs smarter solutions...’ This statement has always been Zoku’s broader vision. Zoku means family, tribe, or clan in Japanese and as such, helped craft a business/living environment that feels like home while also offering both professional services.

In this session, we will hear Marc Jongerius share the Zoku experience and insight as well as challenges of the Zoku Experience. Mark will tour us around the property also. (I am not sure we have time to visit?)

When we come back from the visit we will hear from:

Bianca Bradsorp, who will talk about her “tribe”, the woman traveller
Alexander Goad of City ID, who will tell us about their “tribe”

A panel Q&A will follow

Speaker:
Marc Jongerius
Bianca Bradsorp
Alexander Goad

11:30 Take a Walk on The Wild Side – Staying Relevant in a changing market

We will hear about Citizen M. how they started in Amsterdam and are now conquering the world.....and how they keep relevant after their success...

Speaker:
Meindert Jan Tjoeng Citizen M - Confirmed

12:30 Lunch and Learn – Knowledge Mile
Maarten Tepstra

14:00 It's all looking blurry now? Perfect! Blurring Demographics and blurring the lines in hospitality.

In a space that has since been self-described as “obsessively re-designed as a giant playground for travelers, mobile professionals, creative nomads, students, and local change-makers,” we will hear about how Student Hotel started. As we explore their key challenges, and the blur this brand creates between housing and hotel, we will also look at their new shared office concept, and what it means to build a brand based on blurring traditional demographics..

Peter Heule and Steven Smit, will share Yays. Where travellers get to feel like locals —with a little help from their concierge, and the Yays Neighbourhood Guide in their pocket. They will also address some of the regulatory issues that blurring lines and demographics create, in a global market.

Pieter vanTilburg, of CityHub will share how they are Pioneer in the lifestyle economy segment, CityHub aims to create a global network of smart hotels designed for the curious and savvy nomads looking for the comfort of a hotel with the sense of community and affordability of a hostel.

Igor Sancisi from Sweets, will share their radically different way to experience Amsterdam. 28 iconic bridge houses transformed into independent hotel suites on Amsterdam’s canals.
Loek van Doorn, Hotel Jansen, which offers hotel rooms and short-stay accommodation to visitors, students, graduates and young professionals in Amsterdam.

After short presentations we will open up to questions in a rapid fire panel discussion.

**Speaker:**
Frank Uffen
Pieter van Tilburg
Peter Heule and Steven Smit
Igor Sancisi
Loek van Doorn

**15:15**
**You want money for what? Financing the Startups**

The entire definition of traditional luxury is being shaken-up, by the guests, but also by the investment community. As the blurring of boundaries continues, from an investor perspective, do the informality of guest service levels and the flexibility around product specifications potentially make lifestyle hotels a more compelling proposition? Driven by potentially lower overall investment and higher operating margins than classical luxury hotels, are these start-ups easier to finance.

**Speaker:**
Jos Van Oort Bouwinvest
Martijn Vos APG

**16:00**
**What’s in a Brand?**
Mark Severs will share some insight on life and branding and hotels and design… and fun.

**16:30**
**Close**

**19:30**
**ULI Europe Conference Dinner***

*Please note the ULI Europe Conference Dinner is not included in your Product Council Meeting registration. In order to attend the dinner, you will need to register to attend the ULI Europe Conference by clicking here.*
ULI’S PRIORITIES

1. Promoting Intelligent Densification and Urbanisation
   • What are the most responsible ways to provide cost-effective housing for a rapidly increasing global population that is becoming increasingly urbanised?
   • How can we advance the understanding of the relationship between a high-quality of life and the built environment to create high-quality, appropriately-priced density that is attractive to users?
   • What is the relationship between a thriving economy and a thriving city (and vice versa)-the relationship between a dynamic society and the built environment?

2. Creating Resilient Communities
   • What are the best new business models in the real estate and land use industry and how can we support their development?
   • How can we best adapt and reuse existing real estate while eliminating obsolete space to create thriving communities?
   • How can we influence land use leaders locally and around the world as they reshape the process of community building and developing both social and physical infrastructure?

3. Understanding Demand and Market Forces
   • How can we best understand the demand (quantity, type, price, and location of the need) for real estate and discover what the market wants short-term versus what the market needs long-term?
   • How can we help balance local, regional, national, and global interests as well as public and private interests in terms of how they affect land use decisions and development?
   • How will changing technology influence building and buildings, and how will people’s use of technology influence how they interact with the physical environment?

4. Connecting Capital and Real Estate Through Value
   • How can we best generate value in the built environment that is greater than its cost?
   • What are the best ways to ensure the attractiveness of real estate as an investment as institutional capital allocators continue to change and become more global?
   • What is the most effective way to demonstrate and explain the relationship between investment in public projects and amenities and the impact on real estate value?

5. Integrating Energy, Resources, and Uses
   • How can we best reduce the negative impact of the built environment on our natural resources and climate?
   • What are the best ways to use the world’s energy resources and protect the built environment from volatile and unpredictable conditions?
   • How will trends in energy and resources impact the future best use of land?

EUROPEAN COUNCILS: MEMBER PRINCIPLE
Thank you for joining a European Council. We hope you will agree that the value of the Council experience is determined by the quality and participation of its members and to protect this status we have outlined ten principles of Council membership which we hope will help you and others get the best from your Council membership.

1. **OPEN, HONEST DIALOGUE**: Come to Council meetings ready to participate openly and honestly with specific, detailed information and experience from your current real estate practice.

2. **CONFIDENTIALITY**: Everything discussed within a Council is kept completely confidential by all Council members. This is the foundation that makes open and honest sharing of detailed information and experience possible. Violation of this principle will result in immediate expulsion from your Council.

3. **REAL DEALS, REAL NUMBERS**: The key to truly valuable interaction between the Council members is the sharing of real deals and real numbers, successes as well as lesson learned.

4. **RESPECT FOR OTHERS**: Help make discussions productive and high value by respecting the views and opinions of your fellow council members, even if you don’t necessarily share them.

5. **NO SELF PROMOTION**: Council members are all highly successful real estate professionals. Self-promotion and pitching do not add value for your fellow council members. Keep your presentations and discussions aimed at delivering real take home value for your peers, not your business.

6. **NO CELL PHONES OR BLACKBERRIES**: It should go without saying that you cannot be fully engaged in your council while checking your email. Councils will have breaks designed to allow members to check in and stay connected.

7. **ATTEND EVERY MEETING AND ATTEND ALL DAY**: Of course, we recognise there will be exceptions to this but as a Council member you have been chosen for the value your unique background and experience brings to the Council. Missing a Council meeting therefore reduces the value for every member of your Council.

8. **RECRUIT THE BRIGHTEST AND THE BEST**: You will often come into contact with new leaders in the industry who have exciting new products, ideas and best practice that would add value to your Council. Please refer these new leaders as guests to your Council, sponsor them for Council membership and work with your Council leadership to help them become future members of your Council.

9. **PARTicipate in ULI and ULI Leadership**: Council members are expected to be active participants in ULI’s mission of providing leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. Your involvement in ULI provides excellent opportunities to network and to learn both within and beyond the boundaries of your industry segment.

10. **CONTRIBUTE TO ULI AT A NATIONAL COUNCIL LEVEL**: Your experience at a pan-European level will be of interest at a domestic level. Please contact your National Council Chair to see how your input could best be utilised to help real estate professionals in your local market.