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A New Hospitality Marketing Perspective on the Emergence of “Lifestyle Hotels”

Jun-ichiro Tokue [※]

Abstract

Hotels in Japan have long been grouped under two categories: city hotels and business hotels. While the former are relatively expensive, have a large number of guest rooms, and include a variety of French and Chinese and Japanese restaurants and bars as well as meeting rooms and huge banquet halls, the latter are relatively low-priced facilities that only have guest rooms or basic rooms destined to meals.

However, the category of lifestyle hotels, which is different from both, has been growing rapidly in Japan in the last few years. Instead of the above two categories, price categories such as luxury, upscale, mid-price, economy, budget are being adopted, but the emergence of lifestyle hotels has also caused the deepening of market segmentation.

In this paper, I examine the current situation in this field and consider it from the viewpoint of marketing.

Keywords: Lifestyle Hotels, City Hotels, Business Hotels, Market Segmentation, Psychographic Factor

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1. Introduction: Background and Purpose of Research

In recent years, the emergence of lifestyle hotels has attracted the public’s attention. Although a clear definition is not widely shared, these hotels are classified according to a different standard.

In Japan, the lodging industry has traditionally been divided into Japanese-style inns and Western-style hotels, with relatively high-priced facilities located in urban areas being city hotels, relatively low-priced facilities being business hotels, and the facilities located near tourist spots or in resort areas having been classified as resort hotels. In addition, hotels located in urban areas were roughly divided into full-service types that include accommodation, food and beverage services, and banquets, while business hotels were only for accommodation or offered a limited food and beverage service. In other words, the classification reflected the venue’s range of services and price range.

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Overseas, hotels were further divided based on a five-level classification. Recently, a more detailed seven-level classification has been used. In this way, the central axis of hotel classification was traditionally categorized based on location and price range both domestically and overseas.

On the other hand, in recent years, the categories that have been rapidly expanding are those whose hotels cannot be clearly distinguished by location and price range or services—such as the ones with particular design and regional characteristics. The expression “lifestyle hotels” is used by media featuring these facilities and is becoming increasingly common as a term that refers to this category.

The purpose of this study is to review the background of its emergence from the viewpoint of marketing theory and to examine its significance in the hotel market.

2. What Are Lifestyle Hotels?

2.1 Previous research on hotel classification

Since the term has come into use only recently, few studies have included domestic and overseas research; on the other hand, as mentioned in the previous section, some accumulated research on hotel classification and many studies on market segmentation exist, which will be discussed later.

Notable considerations must be made regarding classification. As mentioned, hotels in Japan were traditionally classified into two categories. Further, industry groups were divided into the Japan Hotel Association, the All Japan City Hotel Federation, and inn groups, with major hotel chains also labeling “hotels” the high-price range venues and “inns” the low-price range ones. However, diversification has progressed since the 1990s, and discrepancies have arisen in the conventional classification methods. As a result, in recent years, classifications have been made according to the overseas five-step classification (Iijima, 2011, p.42).

Such overseas classification comprised five levels, from luxury to budget. For example, Kitamura (2016) conducted a detailed survey of hotel ratings around the world, reporting a wide range of survey results—from joint rating standards in Vietnam, Laos, and Cambodia to Thailand, Malaysia, Philippines, India, South Korea, China, France, the United Kingdom, the United States, New Zealand, Australia, and Germany. At the same time, countries other than the United States have also mentioned that governments and government agencies are involved in the rating. In fact, a survey of governments and groups in 108 countries by the United Nations World Tourism Organization and the International Hotel and Restaurant Association found that 83 countries rated their hotels, particularly in 70 countries (Kitamura, 2016, pp.84–132).

However, although these studies do not mention classifications other than those by price range, a deeper analysis beyond academic research has revealed some interesting reports.

At Jones Lang LaSalle Co., Ltd. (hereinafter “JLL”), which is a comprehensive real estate business that has a great influence on hotels in Japan, the emerging power of lifestyle hotels has been attracting attention. Their elements are summarized as follow:

- Boutique hotel-likeness: uniqueness, stylishness, and comfort.
- Design hotel-likeness: they have a design.
- Lounge functions as a third place: providing a place that is neither home nor work.

According to JLL, “The concept of a lifestyle hotel was born in the United States in the early 90s,” and in the situation where “oversupply is expected [...] I have a specific taste, not just a sense of grade”. It was then decided to develop a hotel that would be different from the existing ones. In other words, with the

hotel market going through a period of growth and entering a maturity stage, further growth would be pursued by developing a hotel unlike any other in the industry’s mature stage.

JLL points to Andaz Tokyo and Hyatt Centric Ginza by Hyatt Hotels, TRUNK HOTEL by Take & Give Needs, MUJI Hotel by MUJI and UDS, and Intergate Hotels by Sankei Building as unique facilities with two elements. New facilities such as the ACE Hotel and mega chains are seeing a steady increase in similar venues—all of them characterized by “conceptual make-up that emphasizes design characteristics that distinguish them from existing hotels and third-place community functions.”⁽¹⁾

As only a limited number of studies have examined lifestyle hotels, I will analyze the current status of this category.

2.2 Current status of lifestyle hotels in Japan

The term is often found in architectural magazines and hobby magazines, although it has not been extensively discussed in academic books and papers.

The Hyatt Centric Ginza mentioned in JLL is also published in *Good Design Hotel* (pp.22–27), which has also reported on several other interesting cases.

For example, the chain SHARE HOTELS is operated by Ribita Co., Ltd. under the concept of “a local encounter”: two in Kanazawa, one in Hakodate, one in Tokyo, and one in Kyoto. The company was originally developing a share-house business; however, since the activity in the common area was appreciated, it was decided to develop a hotel in order to realize a more open shared space. At its first venue, HATCHi Kanazawa (opened in March 2016), they secured accommodation by devising guest rooms and made a profit while holding events that utilized local products (*Good Design Hotel* pp.6–9).

WIRED HOTEL ASAKUSA, opened in April 2017 by Cafe Company and comprising 30 rooms, is also featured in *Good Design Hotel* (pp.84–89) as well as in *Shop Architecture* (January 2018 issue, pp.58–62). The company has experience in food and beverage services, but it is a new entry into the hotel market.

The same book lists other new entrants, such as Kyo Onsen, opened in April 2018 by Wacoal and comprising only one room; The Millennials Kyoto by Global Agents, which was opened in July 2017 and comprises 152 pods; HOSOO RESIDENCE, opened in July 2017 and also comprising one room; HIRAMATSU HOTELS & RESORTS by Hiramatsu (Kashikojima, Atami, Hakone Sengokuhara, Okinawa Ginoza), and Hotel Koe by Koe, which was opened in February 2018 and features 10 rooms. The entry from the industry is introduced. Even though they are in different industries, they are adjacent or related industries such as the food and beverage service industry and the textile industry; themes are set for each hotel by making use of their respective specialty areas and are characterized by a focus on community creation. is there. Indeed, it shows the elements claimed by JLL.

Furthermore, *Casa Brutus* included a special feature called “Lifestyle Hotel” in its September 2018 issue. Some venues share styles that did not exist before. Examples of these were Umitota, opened in April 2018 in Toshima, Kagawa Prefecture with only one room and surrounded by the sea and rice fields (pp. 26–33); the society by Yoshitaka Nojiri, the founder of Take and Give Needs, which was featured with the JLL TRUNK HOTEL, opened in May 2017 with 15 rooms (pp. 42–47) and its concept of “socializing”; and Hakone Hon-box, with the theme of books, opened in August 2018 and featuring 18 rooms (pp.52–55).

These concept-oriented facilities have many influences, and dormitory types, hostel types, guesthouses, and even lodging facilities have been created in this way. What is then important is not only the characteristic hardware design but also having a unique concept, and marketing is planned with the

aim to draw the public to it.

2.3 Current status of lifestyle hotels overseas

As JLL mentioned, the trend of lifestyle hotels is emerging particularly among global mega chains. As of 2020, Hilton Hotels (hereinafter Hilton) owns 18 brands, including one exclusive marketing relationship:

<ul style="list-style-type: none"> • Waldorf=Astoria Collections • LXR • Conrad • Canopy • Signia Hilton • Hilton • Curio Collection • Double Tree by Hilton • Tapestry Collection 	<ul style="list-style-type: none"> • Embassy Suites • Tempo • Motto • Hilton Garden Inn • Hampton • Tru • Homewood Suites • Home 2 • Hilton Grand Vacations
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Among the brands listed here, on Hilton's website Canopy is referred to as "a new hotel with a close connection to the area. You can enjoy your own stay"; Curio Collection as "a collection of unique hotels for travelers seeking charm" or "curious, local charm"; Tru as "a simple, lively, revolutionary new brand. We offer a price that satisfies customers who want to enjoy themselves to the fullest, and who value the connection with people." Hilton itself provides a glimpse into the direction of lifestyle hotels, although Curio Collection appears to be a customer contract for an independent hotel.

The InterContinental Hotels Group (hereinafter InterContinental) currently owns 14 brands, including regional brands:

<ul style="list-style-type: none"> • InterContinental • Kimpton Hotels & Restaurants • Regent • Hotel Indigo • Crowne Plaza • Hualuxe Hotels & Resorts • Holiday Inn 	<ul style="list-style-type: none"> • Holiday Inn Express • avid • Staybridge Suites • Even Hotels • Holiday Inn Club Vacations • Candlewood Suites • VOCO
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Of these, the following three brands are considered close to lifestyle hotels: (1) Kimpton Hotels and Restaurants, which is based on the concept of "a hotel stay full of individuality". The company's homepage labels it "the first boutique hotel in the United States" and mentions the "epoch-making meeting and event facilities, bold and playful design"; (2) Hotel Indigo, for "[e]njoying trips that have never been visited, meeting new people, and satisfying the curiosity of people who are excited about new ideas," is defined as a "a stylish and lively boutique hotel that spreads from the hotel entrance," with

the aim of “[i]ncorporating diverse cultures from all over the world and making each hotel shine with individuality.” Finally, EVEN Hotels offers unique services such as “supporting the lifestyle of travelers who want healthier and more enjoyable travel destinations.”

Marriott International (hereinafter Marriott), which is considered to be one of the largest chains in the world, owns 30 brands, including the BVLGARI hotels:

<p>[Luxury]</p> <ul style="list-style-type: none"> • Edition • The Ritz-Carlton • The Luxury Collection • St. Regis • W Hotels • J. W. Marriott 	<p>[Select]</p> <ul style="list-style-type: none"> • Courtyard • Four Points • Springhill Suites • Fairfield • Protea Hotels • AC Hotels • Aloft • Moxy
<p>[Premium]</p> <ul style="list-style-type: none"> • Marriott • Sheraton • Marriott Vacation Club • Delta Hotels • Westin • Meridien • Renaissance Hotels • Autograph Collection Hotels • Tribute Portfolio • Design Hotels • Gaylord Hotels 	<p>[Long Stay]</p> <ul style="list-style-type: none"> • Homes & Villas • Residence Inn • TownePlace Suites • Marriott Executive Apartments • Element

Although several aspects appear to be similar to lifestyle hotels, it is worth mentioning that the existence of the chain W, developed by Starwood Hotels & Resorts Worldwide (hereinafter Starwood) and acquired in 2016, is remarkable. It opened in New York as the first in-house brand after Starwood acquired Westin Hotels & Resorts and IIT Sheraton Corporation in 1998, and it was widely discussed because of its high design and unique concept. As of 2018, the number of its venues has reached 56 worldwide. In addition, EDITION has “[e]xtraordinary [s]tyle and [e]xceptional [s]ervice,” and the AUTOGRAPH Collection has the slogan “Boutique Hotels that are Unique in Design and Thoughtful in Spirit.” DESIGN HOTELS originally started as a consortium and then formed a partnership with Starwood.

Lastly, it is worth mentioning the Hyatt Hotels (hereinafter Hyatt) by first addressing the Pritzker Prize, which is awarded to “living architects who have made a meaningful and consistent contribution to humanity and the environment through architecture.” This is also known as the Nobel Prize of the architectural world, and it is regarded as an honor along with the RIBA Gold Medal, awarded by the

Royal British Institute of Architects, and the AIA Gold Medal, awarded by the American Institute of Architects.

The Pritzker Prize was created in 1979 by the Hyatt Foundation, which was operated by the Pritzker family. The Hyatt chain has become a global hotel chain due to its commitment to architecture and interior decoration. Compared to companies such as Hilton and Sheraton, which had started earlier, it was difficult for Hyatt to grow without some features. It is architecture and design, and this commitment was shown in the world's first hotel with an atrium, the Hyatt Regency Atlanta, which opened in 1967.

It can then be said that Hyatt originally had a strong commitment to design. In fact, according to the company's brand definition, it has its own "lifestyle" feature that cannot be found in other chains; ANdAZ, HYATT CENTRIC, and UNBOUND Collection are listed in this category.

<p>[Timeless Portfolio]</p> <ul style="list-style-type: none"> • Park Hyatt • MiRAVAL • Grand Hyatt • Hyatt Regency • Hyatt • Hyatt Zilara / Hyatt Ziva • Hyatt Place • Hyatt house • UrCove by Hyatt • Hyatt Residence Club 	<p>[Boundless Portfolio]</p> <ul style="list-style-type: none"> • ANdAZ • ALiLA • Thompson Hotels • Hyatt Centric • Caption <p>[Independent Collections]</p> <ul style="list-style-type: none"> • Unbound Collection by Hyatt • Destination Hotels • joie de vivre
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However, since lifestyle hotels are generally small, smaller chains and those that specialize in them are leading the way, rather than mega chains. This is especially true overseas.

In its May 2014 issue, *Casa Brutus* provided more information on the situation overseas. Santa Maria do Bouro by Eduardo Souto de Moura (2011 Pritzker Prize winner), Hotel Therme Vals by Peter Zumthor (2009 Prize winner), and Jean Nouvel (2008) are facilities that focus on design, and many independent hotels, such as Le Saint-James, have been introduced in the same year. In each case, the architect has won the Pritzker Award.

Focusing on what is believed to be the driving force of lifestyle hotels, the issue also features Sean McPherson's New York The Maritime Hotel (opened in 2003, comprising 125 rooms) and The Bowery Hotel (opened in 2007, comprising 135 rooms) as well as The Marlton Hotel (opened in 1900 and renovated in 2013, comprising 107 rooms) and Wythe Hotel in New York (opened in 2012, comprising 72 rooms).

3. Background of the Emergence of Lifestyle Hotels

3.1 Status of hotels in overseas cities

From the above, it is understood that lifestyle hotels emerged as a global trend in the 1990s and increased rapidly in the 2000s. What was their background? Kirishiki (1991) conducted an examination, stating that in the United States, since the 1960s, urban hotels have grown to meet increasing and

diversified needs. As a symbol representing this sense of scale, they generally presented an atrium resembling that realized by Hyatt in 1967; in fact, although The Hyatt Regency Atlanta is said to have been the first hotel with an atrium, this feature became increasingly popular in hotels that opened in the 1980s. In the book, Grand Hyatt New York (1,407 guest rooms), Atlanta Marriott Marquis (1,674 guest rooms), New York Marriott Marquis (1,887 guest rooms), and others are mentioned as large-scale and city-representative hotels.

On the other hand, hotels with different features appeared in the late 1980s. Although the number of guest rooms was reduced, they maintained the design and added the restaurant. The book mentions Campton Place (now Taj Hotels Resorts & Palaces, affiliated with Taj Campton Place) and Mandarin Oriental in San Francisco and the Los Angeles Checkers Hotel (currently Hilton Checkers Los Angeles). It is said that all of them comprise 100–200 rooms but also have a strong affiliation (pp. 23) as some are now integrated into big hotel chains. Including the above, the following hotels are addressed by the book:

- The Willard Inter-Continental (Washington DC: 395 rooms)
- Park Hyatt Washington, DC (Washington DC: 225 rooms)
- Vista International Hotel Washington, DC (Washington DC: 398 rooms)
- J. W. Marriott Hotel (Washington DC: 773 rooms)
- The Palmer House & Towers (Chicago: 1,600 rooms)
- Marriott Suites Chicago O' Hare (Chicago: 256 rooms)
- The Drake (Chicago: 535 rooms)
- Boston Marriott Copley Place (Boston 1,147 rooms)
- Waldorf = Astoria & Towers (New York: 1,525 rooms)
- Hotel Inter-Continental New York (New York: 692 rooms)
- Grand Hyatt New York (New York: 1,407 rooms)
- Vista International Hotel New York (New York: 829 rooms)
- New York Marriott Marquis (New York: 1,887 rooms)
- Four Seasons Hotel Philadelphia (Philadelphia: 377 rooms)
- Atlanta Marriott Marquis (Atlanta: 1,674 rooms)
- Hotel Meridien New Orleans (New Orleans: 505 rooms)
- Campton Place Hotel (San Francisco, 126 rooms)
- Mandarin Oriental San Francisco (San Francisco, 160 rooms)
- Checkers Hotel (Los Angeles): 190 rooms
- Hotel Meridien Newport Beach (Newport Beach: 440 rooms)

Since this was a transitional period, the luxury hotel is also addressed in the same book. Among the above, ■ represents a so-called "grand hotel," that is, a sumptuous hotel that opened in the early 1900s, and □ is a modern hotel that opened in the late 1900s. It is interesting that many of the latter facilities employed well-known designers to achieve designs that had not been available to hotels up to that point.

It is then understood that, around the 1980s, the United States tended to divide venues either into the two categories of "large-scale and high-class" and "small-scale and low-price" or into the five categories based on price range.

3.2 Status of resort hotels outside Japan

Resort hotels, including those outside the United States, were addressed by Kirishiki (1990). However, even in the mega resorts in Hawaii and Florida and on the Gold Coast, which are the main ones, it is difficult to perceive a high design and a particular concept.

In the 1990s, “small luxury” resorts such as Aman Resorts, Six Senses Resort & Spa, and Banyan Tree Hotels & Resorts appeared. In each case, the facility had a particular theme and business model that were very different from their predecessors.

In terms of this kind of contribution to the design of resort hotels, the influence of Sri Lankan architect Jeffrey Bawa cannot be overlooked. Bawa is said to have had a great influence on Aman Resorts, which later became a global resort chain; according to Yamaguchi (2013), many of their designers came up with the idea of an “infinity pool” that integrates with the surrounding landscape (pp.33–34). Bawa’s representative works include Lunuganga, No.11, The Blue Water (Figure 1, photographed by the author), Heritance Kandalama (Figure 2), Heritance Ahungalla (Figure 3), and Jetwing Lighthouse (Figure 4). All these hotels are in harmony with the nature of Sri Lanka.

Figure 1: The Blue Water



Figure 2: Heritance Kandalama



Figure 3: Heritance Ahungalla



Figure 4: Jetwing Lighthouse



3.3 The situation in Japan

The abovementioned attempts at sticking to design and concept became apparent in Japan in the 1990s. First, let us consider the example of Hotel Il Palazzo, which opened in 1989 in Hakata and was designed by several architects and designers inspired by Aldo Rossi. The area around the Haruyoshi district was not necessarily a good location for a hotel; thus, its theme was that of the “entertainment

hotel" with multiple bars and event spaces (Jasmac Commercial Facility Research Institute [1995], pp.83–89). Jasmac, who manages and operates the hotel, has since opened the Otaru Hotel following the renovation of the building, which used to be a bank.

Il Palazzo is still managed and operated by Jasmac, but the Otaru Hotel is owned by Tobishima Construction Co., Ltd., and, due to the bankruptcy of the company, it will be separated from Jasmac.

In addition, according to Shibata (1993), the Hakone Hotel (pp.138–145) by Hideto Horiike City and the Architectural Institute and Hotel Kawahisa (pp.159–164) by Nagata and Kitano Architectural Institute are mentioned. The Hakone Hotel is a famous Fujiya hotel that opened in 1923 and rebuilt anew in 1992, while Hotel Kawakyu was founded in 1949 and rebuilt in 1991. All have an architect's sensibility at the forefront, and their design is extremely high.

In this context, CLASKA (20 rooms) which opened in 2003 after renovating an old hotel, has emerged as a characteristic venue where architects and artists have set themes for each guest room and renovated them; after the renovation, they maintained good performance.

In the chain, the new brand developed by the existing chain, in opposition to the "specialized accommodation" or "accommodation-based" one focuses mainly on accommodation, has a high design and narrow concept. There is. This applies to Remm by Hankyu Hanshin Daiichi Hotels and Hotel Tokyu Bizfort by Tokyu Hotels; in addition, Mitsui Garden Hotel Ueno by Mitsui Fudosan Hotel Management utilizes the location of Ueno, which is also home to the Tokyo University of the Arts, and decorates the facility with artwork. Moreover, the company has since then built a concept similar to that of the Celestine brand.

Looking at domestic and overseas cases, a certain differentiation based on design and concept that is not limited to the conventional classification of hotels is being sought and developed into what is defined a "lifestyle hotel."

4. Market Definition and Market Segmentation of Lifestyle Hotels

In this chapter, we change the viewpoint slightly and proceed from the perspective of market segmentation in marketing theory.

According to Kotler and Keller, subdivision variables in market segmentation are generally four: geographic variables, demographic variables, psychographic variables, and behavioral variables. Geographic variables are subdivided into geographical units such as countries, states, regions, counties, and cities. Demographic variables are subdivided according to age, household size, gender, income, occupation, education level, religion, race, generation, nationality, and so on (Onzo [2008], pp.305–315).

Geographic variables are rarely used in the hospitality industry. First, most of the guests come from outside the area that they are located in, while customers of food and drink services are often resident in the neighborhood, and banquet customers come from various areas, rendering a geographical division difficult. That is the background. Rather, this location has come to the fore in terms of product strategy as the definition of the market.

Demographic variables have been mainstream until now, and the hotel market in Japan has been subdivided according to income and reasonability for a long time, as mentioned above.

It can be said that this classification was convenient during the growth period because consumers can reduce the amount of information processing, and businesses can pursue efficiency by deploying similar facilities. However, when the market reaches the maturity stage, consumers are often dissatisfied with

the previous facilities because they have accumulated consumption experience, and the business side seeks a further subdivision to respond to it. In this case, the same subdivision variable can be adopted to narrow it down, but it is also possible to adopt other variables.

The subdivision by psychographic variables tries to understand consumers using psychology, classifying by psychological aspect, personality, lifestyle, values, and more (pp. 315–317). Kotler introduced the framework of Values and Lifestyles (VALS) by SRI Consulting Business Intelligence (SRIC-BI), which divides groups that are blessed with resources from those that are not and discusses the characteristics of each (pp. 315–317).

Resource-rich groups:

1. Innovative, successful, well-educated, active, “stand on” types, with high self-esteem, preferring relatively upscale, niche-oriented products and services.
2. Motivated by discerning, discerning, satisfying, and reflective types, with ideal and value order, knowledge, and sense of responsibility, focusing on product durability, functionality, and value.
3. Achieving, successful, goal-oriented types, with an emphasis on work and family, preferring expensive products that can appeal to others when successful.
4. Experienced, young, passionate, impulsive, seeking diversity, and excitement, spending a relatively large percentage of income on fashion, entertainment, and dating.

Resource-poor groups:

1. Follower types, conservative, laid back, and respects tradition, with a belief that matches reality, preferring familiar domestic products and old-fashioned brands.
2. Hard-working types, sensitive to times, like to enjoy themselves but are economically constrained, preferring stylish products that match wealthy people.
3. Creator types, realistic, grounded, satisfied, preferring to work by themselves and favoring domestic products for practical or functional purposes.
4. Survivors, older, passive, and worried about change, with a high loyalty to their favorite brand.

The subdivision by behavioral variables is based on knowledge, attitude, usage, and reaction to products (pp.317–322).

From this point of view, it is precisely the “lifestyle hotel” that has attempted to subdivide the market through “lifestyle” or “value” in the subdivision by psychographic variables. In the past, only innovators in VALS may have adopted new types of hotels; looking at the current lifestyle hotels, however, it is clear that this is not always the case as target groups that are “resource-poor” are also emerging.

From a superficial perspective, a lifestyle hotel is often considered an “extremely new hotel,” but from a marketing perspective, it is rather a change or addition of subdivision variables. This is why marketing plays a significant role in the hotel market.

5. In Addition

This study argued that the hotel market has transformed through the chance or addition of variables. However, it must also be remembered that, in the background, entrepreneurs exist who boldly challenged these “changing variables.”

Lifestyle hotels may not have spread so far without Aman Resorts’ founder Adrian Zecka; Ian Schrager, who opened Morgans, Loyaltan, & Paramount; Alex Calderwood, who opened a series of ACE Hotels; and Mitsuhiro Kuzuwa, who worked on Il Palazzo. ACE Hotels has been in continuous operation

since 1999 in Seattle, 2007 in Portland, 2009 in Palm Springs and New York, 2013 in Panama and London, and 2014 in Los Angeles, but its founder, Alex Calderwood, died in 2013. At that time, many customers sent their condolences, which provided a glimpse into the lifestyle variable of the marketplace comprising people who paid homage to the founder.

In addition, although not covered in this study, the consortium had also prioritized lifestyle to appeal to customers. Further consideration of these factors will enable a more detailed market analysis.

[note]

(1) The above description of JLL is from "JLL Insight-Insight: Different from the existing hotels by three likeliness "Reasons for the increase in 'Lifestyle hotels' that continue to open stores in Japan (2018.04.26): <https://insights.jlljapan.jp/post/173311639766/> (accessed August 1, 2019).

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