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How prepared is the Turkish Hotel Industry for “Generation Z” as their guests and employees

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Abstract

The following study will make reference to the research and analysis of Generation Z*’ profile and to find out how well the industry is prepared to serve the needs and expectations of *GEN Z; both as guests and employees of their establishment. The aim is to help the hotel industry to be a trend setter rather than a follower in the rapidly changing demands and expectations of the people who have started to shape the world in this very moment.

Objective of the Research

The intention of the study is to list the behavior patterns of GEN Z along with their expectations and interactions in daily activities. The research indicates that GEN Z, with their technological abilities and expectations as guests and/or employees will ultimately dictate services offered by the tourism hotel industry. The study will investigate current services offered by the hotels and the degree of connection between the needs and expectations of GEN Z. The findings will be analyzed and recommendations will be shared in the SUGGESTION section.

The study is an argumentative research conducted to test a hypothesis of “The Turkish hotel industry is not prepared for the needs and expectations of GEN Z”.

Keywords: Snapchat, Instagram, WhatsApp, Foursquare, Swarm, Facebook, Messenger, Twitter, YouTube, Pinterest, Smart- phones, tablets, laptops, Big data, Data mining, Data Analytics

Introduction

The research will be carried out by analyzing the traits of GEN Z. While the current services offered by the hotels to the guests as well as the general format of the workforce of the hotel industry. The aim is to find out and list the required services and potential expectations of GEN Z as a guest and an employee from the hotel industry.

The methodology of the research will be:

Analysis of GEN Z

Defining of Generation Z, underlining the characteristics of Generation Z and highlighting differences from previous generation the Millennial’s

Analysis of current services offered to guests at hotels

Sales & reservation systems specifically software applications, Room designs & technological equipment, General ambiance and atmosphere, both in meeting rooms, banqueting and food & beverage outlets, as well as the Gym, spa, pool and other recreational areas.

GEN Z’s expectations from work

Analysis of current employment conditions

Work conditions and environment, Career opportunities and advancement, Application of advanced technological equipment (software/hardware), Motivation, coaching, building company/brand loyalty.

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Literature Review

Analysis of GEN Z

Generation Z

Gen Z's; they are roughly categorized as those born after 1996. They are soon to become the fastest growing electoral and consumer group, with the first wave of Centennials due to graduate and join the workforce in 2017. Gen Z's are actually the future customers, colleagues and employers.

Gen Zs have been described as the first generation of true digital natives. Why? Because they've been born into an age where smartphones, video calls and social networks are inherent, to the point where they don't even consider them technology anymore.

They are more pragmatic:

Gen Z's are more risk averse than their predecessors. This is true on a number of issues from finance to disabling geotags on their Instagram.

They are tech trendsetters

Understanding how they experience and use technology is the only way to develop productive work practices. Don't make the mistake of assuming that advanced reach on social media will be adequate.

They are more entrepreneurial

Like their appetite for the newest technologies, Gen Z's are always looking to evolve and develop to their full potential. They want to upskill, learn more and learn fast. How will you satisfy their need for growth?

They are less traditional

Their determination of gender and sexuality is less definite than their older counterparts. Consider the effect this will have on your company literature or your incentive and benefit schemes.

They have shorter attention spans

Gen Z's have an average attention span of 8 seconds so if you don't have them at hello, you don't have them. Gen Z or I-Generation will be increasingly more difficult to engage long term. They demand instant gratification and are intolerant of disturbances such as pop-ups or loading times.

<https://info.jobbio.com/gen-z-ebook/>

Today's 16-year-olds — part of Generation Z — live in a world that's very different from 10 years ago. Unlike Millennials, Gen Z has never known the peace and prosperity of the 1990s, only the Great Recession and the war on terror. As a result, Gen Z is conscientious,

Attitudes & Behaviors; Realists. Product of hard times,

global conflict and economic woes that both they and their Gen X parents experienced during formative years.

Where does Gen Z go to learn skills?

It's not just college. In fact, 85% of Gen Z watched at least one online video in the past week to learn a new skill. While we don't know how much of this viewing is done on YouTube, it paints a picture of how integral the digital world is to the life of Gen Z—even in seemingly simple things like learning a new skill—and how this might translate into trust, even trust in advertisements.

Ratings and reviews can close the sale with Gen Z

You've probably guessed that Gen Z puts a lot of confidence in online ratings and reviews—even though it is second to the influence of family and friends. When asked whether Gen Z used online ratings and reviews in the past 30 days to make certain purchases, their customer pathway is clear. Whether it's to buy a product online (72%), purchase an item (78%), pick a movie (69%), decide not to purchase an item (66%), or eat at a restaurant (53%), Gen Z has strongly integrated online ratings and reviews into the fabric of their consumer decision-making (right after the influence of Mom, Dad, and friends!). 52% of Gen Z even uses ratings and reviews while shopping at a retail store to comparison shop or price match online while physically in the store.

<http://3pur2814p18t46fuop22hvvu.wpengine.netdna-cdn.com/wp-content/uploads/2017/04/The-State-of-Gen-Z-2017-White-Paper-c-2017-The-Center-for-Generational-Kinetics.pdf>

True Digital Natives;

25% actively connected within 5 minutes of waking up
 73% connected within an hour or less of waking up
 70% use YouTube, making it the top social media site, followed by Facebook, Instagram and Snapchat
 68% agree that face to face interaction is important
 68% shopping online are as comfortable as offline
 Gen Z's may be young, but the economic conditions of their time have deeply affected their spending habits. Today, they influence \$200 billion in annual spending power annually on parental or household purchases just in the US. By 2020, their purchasing power will equal the GDP of some small countries. However, they're by nature more cautious spenders, less likely to be influenced by prestige and more likely to be influenced by safety and practicality peppered with technology. They'll never be, go or do without technology. It's in their DNA.

<https://agameautotrader.com/agame/pdf/2016-gen-z-study-autotrader-kbb.pdf>

Millennials	Gen Z
Tech Savvy: 2 Screens Share All	Tech Innate: 5 Screens Share cautiously
Armchair Activist	Active Volunteers
Multi-cultural Tolerance	Togetherness
Immature	Mature
Communicate with Text	Communicate with Images/video
Share Stuff	Make Stuff
Have Low Confidence	Have Humility
Now Focused	Future Focused
Optimists	Realists
Want to be Discovered	Want to Work for Success
Team Orientation	Collective Conscious

Previous generations had a much more relaxed attitude towards timeliness. Generation Z, not so much. Maybe it's because of increased Internet speeds, but Gen Z wants to have "Their problem solved before they know they have one". And they want that information/video/photo to be delivered—to their phones—before they even realize they want it. Get it done! Now!

Generation Z is the most socially and economically diverse generation in history, and they want to be addressed as individuals, not "teenagers" or "girls," etc. The good news: "They welcome personalized marketing".

Generation Z's attention span is short and they use as many as five different screens during the day.

Focus on short messages, front-loaded with enough attention-grabbers and "click bait" to entice even the most distracted minds.

This generation is much less active than previous generations. In some cases, sport is viewed as a tool for health instead of play and gaming may have replaced outdoor activities.

Five preferred number of screens for multitasking (TV, Phone, Laptop, Desktop, IPOD, or other portable music player)

Ask a Gen Z'er how the homework is going. In one hand she holds a smart phone on which she is managing multiple Facebook conversations. It also buzzes quietly when a text or Snapchat message comes through. She is viewing a YouTube video on her tablet. And a sitcom is playing on a laptop. "It's going great," she says. You wonder how anyone can get anything done with all this multitasking.

<https://emp-help-images.s3.amazonaws.com/summit%20presentations/generation%20Z.pdf>

Analysis of current services offered to guests at hotels Sales & reservation systems specifically software applications

All hotels require a structured sales office with agents handling corporate, travel trade-leisure, incentives, OTA's (e-commerce as well as GDS business). The hotel income arrives through these channels (segments) highlighted above. In order to carry out these chores, every day on a real time basis the Sales & Marketing office has to be equipped with effective software programs as Property Management System (PMS) to generate maximum yields. Through the system the hotel can link itself to the channels (segments) and disclose rates and send quotations to potential business taking place in the city or in the neighborhood. The PMS is considered as the main door of the hotel opening to the whole world. An example for PMS module is; Oracle-Opera-Micros Fidelio <https://www.oracle.com/industries/hospitality/products/opera-property-services/index.html>

The link between PMS to the channels above is possible through "Central Reservation System" (CRM). Even if the hotel is a standalone property it can link itself to a CRM module offered by companies against commissions from reservations. On the other hand if the hotel is managed or franchised by international chains the CRM is provided as part of the business agreement.

Although with managed and franchised hotels these activities are handled from the cluster office, it can make a hotel more vulnerable and depended on the operating company. The hotels sales team will have to oversee the

seamless transition of issues related to sales and marketing of the property. The rate structure, room types, the dynamics behind central reservation system should be managed by the Sales & Marketing manager. There are other software programs which is needed to check out competition; (occupancy levels and rate changes in a given day, week or a month). An example for this is the "STR", which provides data identifying property market share and performance against competition.

<https://www.strglobal.com/about>

Front Office (reservations & receptionist) including the Revenue Manager must receive a detailed training on Property Management System (PMS) OPERA – ON Q – MAESTRO - HOTELOGIX – MSI Cloud PMS or other software platforms that the hotel is using. There are also some local reservation software programs used and available on the market; ELEKTRA, ASYASOFT and MOD. The central reservations as well as business coming from the cluster office must be tracked down on a daily basis as their rate and sales strategy can vary according to the source. Hence the rate parity must be honored throughout all channels. Billing process should be handled timely and without any problems. This section involves balancing with the Accounting department using applicable software such as FIDELIO – SAP – NAVISION. Cancellations, Late check-ins, VIP's and all other detailed chores must be followed by this department. Need to be proactive and monitor all aspects of guest while on the property. Direct link to the Guest Relations and Concierge must be maintained 24 hours a day. Anticipating guest's needs is the motto of this department and should be managed accordingly.

Guest Relations, preferably, placed at a visible section of the lobby guest relations office should be at service day & night. The idea behind this is to isolate the guest from busy areas & personnel to deal with the issues in a more relaxed and quite atmosphere. The concierge staff should also play an interactive role in guest relations. Guest satisfaction system must be utilized to its fullest. REVINATE software allows guest comments regarding the hotel. The system should be checked daily to track down guest comments both from TripAdvisor and Booking.com. Furthermore an In-house tracking system of guest satisfaction can be applied by guest service attendants through interviews of guests during their stay and at the time of check-out. Interactive and cellular devices such as I-pads, I-phones and android's can be used to send questionnaires to guests automatically. In-house upselling and promotions can be sent to guest through same tools. "WEB VALET".

The short summary of departmental tasks and software used by the sales, front office and guest relations are widely used in the Turkish hotel industry today. Selling of a commodity is about having a good and a reliable product to begin with. However, the successful selling of any product depends on the tools and methods used to convince buyers. There is an old saying which is a golden rule for a successful sale "Seeing is believing". Another words with the advancement of technology it is now more important than ever to sell a product by using visual instruments and equipment. Whether it is a 3-D video or an advanced movie-clip available on you-tube or snapchat or other applications will increase the selling of rooms, filling empty beds, restaurants and bars with made to order food and entertainment highlights of the facility in general. The

use of technology can be implemented for all potential segments of the hotel. Regardless of being a corporate business, travel trade, incentive or MICE business. Most specifically it will be successful on selling the hotel through the on-line channels. Whether using smart-phones, tablets, laptops, with ever-growing applications such as Snapchat, Instagram, WhatsApp, Foursquare, Swarm, Facebook, Messenger, Twitter, YouTube, Pinterest it should be noted that the old way of just selling beds-rooms for the sake of high occupancies and room rates should move towards selling of a story for guests away from home to experience a memorable evening or a day, a week-end or even a week, offering genuine hospitality right from the beginning to the end. This is the ultimate challenge for hotels world-wide.

It is clear that a typical GEN Z is in communication with 3-5 devices such as smart-phones, tablets, pads, laptops etc. Hence, GEN Z can obtain all necessary information regarding places of interest, sight-seeing, theaters' cinema tickets, concerts, and road-traffic information supplied by the receptionist, guest service attendant, and butler or concierge in a tip of a finger. The hotels should be aware of the vast information available to the guest and prepare ahead of time to handle guests requests as taxi, limousine, pre-paid tickets etc.

Room designs & technological equipment

Although room sizes and designs vary according to the hotel category it can easily be grouped under the following categories; economy, mid-scale, extended stay and luxury. The size of a room including a bathroom area and an entrance hall starts anywhere from 18sqm - 35sqm and over. All though the size is an important factor for guests offering more luxury and prestigious living area as well as providing an ample area for personal belongings and luggage content, it is not the decisive factor in choosing a room. The room design is more important which enables the guest to use the room more efficiently. In a hotel room the biggest piece of furniture is the bed and its box, by placing this piece of the puzzle correctly will allow an effective flow of the guest between the all other furnishings within the room. In a normal room the fixed furniture consists of a wardrobe, minibar closet, dresser and a work-table. While there are two night stands on both sides of the headboard, two pieces of armchairs with reading lamps positioned on top or on the wall. A small coffee table is usually placed in between the armchairs. The floor is usually covered with wall to wall wooden parquets or with carpets depending on the concept. A luggage stand, an upright full length mirror, wall paintings, center lamp, TV console (usually wall mounted), sheer curtains and black-outs and all upholstery for the bed and chairs are placed accordingly in the room. There is a chair in front of the dresser-work table with a mirror, which is used for dual purpose for ladies as a vanity table.

The bathroom can range from 4sqm– 8sqm in size with non-slip flooring and equipped with minimum a shower, washbasin with a vanity, toilet, towel racks and other equipment. The items above are maintained almost in all hotel rooms for the comfort of the guest. Depending on the availability of the space all fixed and movable furniture can be reduced in amounts and in measurement.

What makes a room effective has a lot to do with how the room is equipped with devices of modern day

communication and technology. One of the most important issues of today is to supply the guest with high connection internet where they can download files, movies problem-free. Although some hotels charge for this service while offering just a connection to handle –emails and emergency issues free of charge. However, as technology develops guest need speedy access without having to pay additional fees.

Although most hotels are equipped with an interactive TV which will enable the guest to watch movies and other entertainment features such as games, videos and shows while also conveniently check-out without ever going to the reservation desk. This application should also be available both on smart-phones and tablets where, should the guest wish to do all chores on their personal device he/she can do as they please. Needless to say the entrance to the room is secured and monitored through a key-card personally coded for the guest, however the data can be sent through an application directly to smart-phone or tablet even before guest's arrival to the hotel.

The comfort of the room in terms of heating, lighting etc. is usually handled with a wall-mounted device or a remote control stick placed on the night stand or working desk. The control device application can also be loaded to guest's smart-phone or tablet for more personalized service. Same applications for minibar consumption, room service menu and ordering of food & beverages as well as all concierge and butler services can be downloaded to guest's smart-phone or tablets. One other important application is to develop a visual hotline application between the guest and front office staff. Currently this is done through an ordinary phone line or the guest need to go down to the reception to have a face to face dialog with staff. With this new application guest will have an active video conversation through the smart-phone or tablet connected to the front office.

With the advancement of technology and development of new software and hardware devices it is now possible more than ever to attain guest satisfaction and loyalty. Although it sounds like an easy task for the hotels and the management team, this is only possible by placing the guest in the middle of the daily operation. All data and information regarding guests cannot be centralized and decoded from hotels servers and data bank. The current application creates delays as the data is not being processed immediately and even at times long after the guest leaves the hotel. Rather the hotels focus should be on real-time, on-line communication with the guest while they are on the premises and require attention. The new technology will enable the hotel to be active and take immediate action regarding guest's needs and by fine tuning the system departmentally the problems regarding miscommunication, delays, third party misunderstandings will start to decrease. Since GEN Z carry and use minimum of 3 to 5 devices at one time, it is absolutely necessary to have charge plugs, cords, extensions for smart phones, tablets, pads, lap tops. Hotels should also consider placing devices as pods, docs and other supporting equipment. TV and monitor connection HDMI cables, Projector connection equipment and applications should be readily available for instant usage. These equipment's should not only be in rooms or meeting facilities but in all outlets regarding indoor and outdoor facilities. The automatic, sensor systems should detect guest through QR codes or other applications. The

guest should be able to enter and receive service at the spa, gym, car park without having to wait to be identified by a security staff or receptionist.

Big Data

Sensors are all around us. From what we eat to the cars we drive to the cell phone calls we make and credit cards we swipe, we are generating data at a prodigious rates on everything we do. All this machine-generated data follows us like a trail of digital breadcrumbs. This trail is already being mined by companies trying to sell you more stuff and by governments concerned with improving health or preventing crime or building a new school ... you name it.

And it isn't like this is being done against our will as the conspiracy theorists might believe. Whenever we buy something using a supermarket loyalty card or sign up for a smartphone or surf a website that we've registered on, we've already agreed to hand over this information. The tradeoff is, hopefully, better service and custom-tailored experiences like Amazon's recommendation engine or coupons from the grocery store you will actually use.

As we move forward into the world of big data, personalized experiences will get more, well, personal -- to the point that if your favorite companies are not anticipating your needs instead of just reacting to them, you may feel they "don't care" and will opt for a competitor who does.

This is why, aside from selling you more stuff, companies are also very interested in keeping you as a customer. Big data allows them to do this more efficiently than ever before. They want to know you, they want to understand you and your behaviors so they can better meet your needs.

<http://www.inside-erp.com/research/the-not-so-distant-future-of-big-data-26545?R=ResearchRecommended&sp=cm&lsid=7>

General ambiance and atmosphere, in meeting rooms, food & beverage outlets

Some of the well-known hotel chains are continuously working to create the hotel of the future with innovative ideas which shape the design and usage of hotels facilities. A good example of this is the Intercontinental Hotel Group, Holliday Inn brand "Open-Lobby Concept". There are similar projects on the market designed and operated by other international chains such as, "Alof" by Sheraton Hotels, "Indigo" and "Tru" by Hilton Hotels, "Courtyard" by Marriott's, "Element" by Starwood and "Vib" by Best Western Hotels.

The concept of "Open lobby" by Holiday Inn, involves three elements, 1. Design 2. Food& Beverage 3. Service; The design of the "Open Lobby Concept" is more like an all-in-one concept, where guest can eat/drink, have fun, relax, connect and be in transition in an area where there is no visible boundaries. All these facilities are located on the ground floor at the entrance and scattered around the reception area and connected to the lobby with a Media lounge, game & Pop-up area, e-bar to connect on-line, a café serving drinks and snacks, 24/7 to guests with take-away service to the rooms.

<http://hospitalityawards.com/en/the-winners/hospitality-awards/hospitality-awards/best-innovation-public-area/holiday-inn-open-lobby-concept/>

The life styles of GEN Z is pretty similar to the concept above. The product design is very practical and offers

hassle-free usage of all facilities of the hotel.

The meeting rooms are also designed comfortably allowing attendants to eat/drink without leaving the room with fresh served meals, cookies coffee, tea and drinks.

A restaurant is also placed at the Lobby floor facing the main entrance which serves breakfast, lunch and dinner throughout the day. The restaurant is divided with partitions allowing to serve large number of guests yet when divided feels causey and personal for smaller groups at the same time. Some of the restaurants have an open kitchen concept where the cooks acutely prepare and serve in an open atmosphere. The idea of an open concept is to bring all guests to one location, with all transition happing in one area which makes the place like the hub or center of a market where all things are exchanged by hotel occupants.

One other area of personal service to guests while at the hotel can be delivered by connecting hotels F&B menu and ordering system (Oracle's OPERA Micros software) with guest's smart-phones, tablets and pads to capture the data of guest eating habits and prepare a custom tailored menu for each guest individually. Furthermore the personal menu can be directly available for the guest through the TV monitor in his/her room allowing them to order the custom tailored menu to consume in the room without having to visit the restaurant or the bar. The opportunities are endless where by accessing the personal data of the guest from health information to shopping habits, favorite music's, books, hobbies, foods, countries of visit etc. The hotel can prepare a custom tailored venue for the guest and make valuable recommendations on related topics above.

Gym, spa, pool and other recreational areas.

Currently guest are using these areas by room-key cards for entrance or the classic way of identifying him/herself to receptionists and concerned staff. For many years these facilities have been sacred for most hotels and outlets as such has been reserved solely for hotel guest usage. For any hotel it is important to up-hold guest privacy and confidentiality hence, it has been a general rule not to accept non-hotel guests to these facilities. Generally the entrances of these facilities are been screened off and are reachable with private elevators with coded keycards issued to guests for their protection. As highlighted above future applications can be integrated with automatic sensor systems which can detect guest through QR codes or other new technological applications. Hotels aim is to service these facilities to guests allowing maximum protection against non-hotel occupants and employees. Also to bypass the security staff or receptionists for having to identify oneself when using the outlet. The fitness machine manufacturers are building smart machines and gadgets which can store the exercise data and recent health details of a quest on a memory-data stick. This valuable information can be used by the machine itself or by the Personal Trainer in the gym to guide the guest accordingly while staying at the hotel. Techno Gym, Precor, Cybex and Life Fitness are the leading production companies of gym and exercise equipment. The direct connection of machines to smart-phones, tablets and pads should be devised to give personal service to the hotel guest. Furthermore gear-fit wrist worn devices should also be hooked directly to the machines in the gym for direct access as well as to the TV monitor in the rooms to allow guests to follow custom

tailored morning exercise programs while in the room without ever making a journey to the gym area. Techno Gym has developed in-room exercise programs with Oracle's OPERA property management system, which identifies the guest upon check-in and services the program directly through the TV monitor in the guest room for their perusal.

GEN Z's Expectations from Work

In our national study we found that 77% of Gen Z (people ages 14 to 21) currently earns their own spending money through freelance work, a part time job, or earned allowance. This is a powerful finding because we discovered that the percentage of Gen Z members who are earning and spending money is about the same as the Millennials we surveyed, who are ten years older!

When we asked members of Gen Z what they think are the two most important skills for succeeding in the workforce, they answered:

- Communication (57%)
- Problem-solving (49%)

The two skills Gen Z said they wished they were stronger in are:

- Public Speaking (50%)
- Communication Skills (45%)

This presents a clear area where employers, parents, and educators can help Gen Z become more confident and successful in the workforce through training and preparation.

When we asked Gen Z what they most want in a job, the answers were right in line with their generational characteristics and life stage. Nearly half of Gen Z says they would be most excited to apply for a job with a: 1) fun work environment (47%) and 2) flexible work schedule (44%). These two responses trumped all others, including paid time off, promotion opportunities, and job training.

Gen Z is expecting money from multiple sources to fund their retirement. More than half of Gen Z (52%) plan to use personal savings for retirement, 28% will continue to work in some form after retirement, such as freelance, part time, or contract work, and 26% believe they will receive government assistance.

In the study we found that Gen Z is already thinking about debt, defined as money that is owed or due on a purchase that has already been made, such as credit cards, student loans, home mortgage, etc. In fact, 29% of Gen Z believes that personal debt should be reserved for a few select items and 23% believe personal debt should be avoided at all costs.

<http://3pur2814p18t46fuop22hvvu.wengine.netdna-cdn.com/wp-content/uploads/2017/04/The-State-of-Gen-Z-2017-White-Paper-c-2017-The-Center-for-Generational-Kinetics.pdf>

Intercontinental Group, Merlin on-line program

The International Hotel Group's Merlin intranet system provides a single, global interface allowing IHG employees at all IHG-brand hotels to access certain IHG information systems. Employees, known as "colleagues" within the company, use this system to access business intelligence and employee resources.

A team of more than 200 IHG employees developed Merlin

to allow hotels to access up-to-the-minute information on each other's business performances. Owners and general managers can compare key metrics among all IHG hotels for use in business decision making. Employees working in human resources have access to information about employees at each IHG hotel around the world. Employees at IHG corporate have timely access to information compiled from the various IHG hotel brands.

The Merlin system features a large library of resources for employees, including information about training opportunities and job openings. Employees can use Merlin to access internal IHG universities, such as the IHG Agent University for booking agents, to learn about course offerings, access study materials and complete courses. Registered Merlin users can access information from internal work terminals via the Internet and with smartphone apps. Employees can use the Merlin system to access IHG's Friends and Family program, which allows employees to book hotel stays at discounted rates.

<https://www.reference.com/business-finance/services-offered-ihg-merlin-bdf9969e995ee443>

This industry leading, on-line portal offers wide information needed for management & employees on internet. The portal covers manuals and real time applications for sales, revenue management, front office, food & beverage, housekeeping, Maintenance, purchasing as well as a companywide intranet for all employees to share information. The distinct advantage is the training and self-education application where employees are rewarded certificates for all areas and subjects of hotel management and up keeping. The on-line portal also has all manuals regarding Guest applications such as Loyalty program, and Guest Service satisfaction module. All Brand Service Standards as well as concept designs and specifications are some of the topics kept and regularly updated by the system. The system can be accessed through smart-phones, tablets, etc. Since GEN Z is a costumed to using and learning things on-line through tablets and smart-phones or other devices. Hence, a hotel company with such technological infrastructure will be able to motivate and increase employment success.

As mentioned above in the analysis section GEN Z s have shorter attention spans, anything which is long and mundane will probably cause them to lose interest. Hence, management should review tasks and also clear disturbances such as pop-ups or loading times. It is also important to allow them to use their own devices at work to complete daily chores. The findings listed on the GEN Z's expectations from work section clearly indicates that they plan to retire and are planning to use their personal savings for retirement. At the same time they are very careful about taking loans and if at all avoided at all costs. The hotels should offer a friendly and fun type of work environment, while coach and invest in their careers, be open and motive them to be socially active and like the work and the company they work for.

Analysis of current employment conditions

Majority of the hotels offer a base salary for the employee. Each employee is entitled to benefit from the national social security system covering basic health and retirement plan. Some of the five star hotels provide a monthly transportation fee to & from the hotel. Food at work is also provided with two coffee breaks during the work. The

shifts are eight hours and working more is compensated with over-time pay.

Working for branded multinational hotel chains is important as career advancement and training is within their mission. Also the advantage to move to other cities or countries has a potential to widen employees future career. Hotel & company-wide social and environmental projects are important such as “Go Green”, “Waste Management”, “Energy Efficiency” etc.

The employee of the month, and staff celebrations

(birthdays, staff party) are important motivators to enhance team-work and disclose information on hotel performance on a monthly basis.

Currently at hotel, a classic office set-up is in existence; which may need to change as most of all work can-will be done through smartphones, tablets etc. A communal office space may be more feasible for service departments, while administrative departments can keep their office space. This would allow the allocation of more guest areas or employee facilities as well as storage areas etc.

Summary of Findings

GEN Z As GUESTS	GEN Z As EMPLOYEES
GENZ’s Traits	GENZ’s Traits
Advance technological minds	Fun working environment
Ability to follow & use five different devices at one time	Influenced by family & friends & on-line ratings in decision making
Ability to filter information through immense data	Earns money during college from a part time work
Disclose pragmatic approach	Wants to avoid taking loans
Trendsetters	Believes in timely retirement
Less traditional	Use personal funds for retirement
Learn skills on-line	Wants to be successful
Less span of attention	Need to be more social
Future Focused	To be trained in communication skills
Realists	To be trained in public speaking
Want to work for success	Active volunteers
Collective conscious	Communicate through images/video
Career minded	Learn from internet

The table above indicates development and/or improvement areas for hotels in order to offer better and customized services to GEN Z’s, as their guests & employees. It is important to analyze if the hotel already devised programs dealing with specific traits above. A hotel/company unaware of these indicators should start and develop the change program needed for the next generation of guests and employees. On the other hand, the establishments which are already dealing with these issues can look into improvement of existing conditions. In this respect improvement would mean to up-grade current conditions to maximum levels.

Suggestions

The first couple of suggestions are for the owners and/or operators to make a list of the current conditions they offer to guests as a product and services. Through the analysis of GEN Z traits and future business, a “change management” would be imminent in the work-place. To make the change sustainable, the existing management & staff need to be convinced of the development and improvement of product, service and business conditions. Rest of the suggestions concern mostly the physical layout and new technological equipment and devices needed in the hotel. However, as stated above meeting or even exceeding physical and technological requirements does not guarantee the mental readiness for the future business. Hence Management and staff are key factors to be convinced and trained for the new business ahead.

1. Owners/operators to analyze current stage of hotels and their status in regards to the needs & expectations of GEN Z. Understand the product in hand and develop/or improve for the next generation.
2. Educate and train management & staff for the needed changes in the product and services.

3. The behavior patterns of existing employees to be fine-tuned with the minds and behavior patterns of the next generation guests.
4. The reason for the product change to be clearly identified and shared with existing employees.
5. Work with business partners (Oracle (Opera, Micros, PMS), CRS, SAP, CRM, Navision, Siemens, Mitsubishi, Alcatel, VingCard, Meyer, Tulip etc., for developing custom tailored software packages accessible and sharable with smartphones and tablets etc.
6. Be a trendsetter as a company who is involved in social and environmental projects as GEN Z’s are “Active volunteers”, Future Focused” and have “Collective Conscious”.
7. Notify availability and selling of rooms to be more customized by sharing hotel information on-line with guests smart-phones and tablets. Selling of hotel rooms should include other activities and benefits for the guest.
8. Check-in & Check-out procedures to be completed through QR codes and personal applications available on smart-phones and tablets
9. Room designs to be integrated with the multitasking skills of GEN Z (TV, Phone, Laptop, Desktop, IPOD, or other portable music player).
10. Access to facilities (rooms, meeting facilities, Spa & gym, car park) should be user friendly for smart-phones and tablets.
11. Social areas of hotel should be integrated with one-another, the lobby is the most convenient location which would become the hub of all activities and transition. Needless to say that all technological equipment and devices with supporting equipment should be available for GEN Z.

12. Customized food & beverage menus should be developed and made accessible through smart-phones and tablets.
 13. Use of personal data in gym, spa, restaurants and bars to be initiated and linked with hotels CRM program
 14. Guest satisfaction to be traced while guest is on the premises and notified through smart-phone or tablets immediately with corrective actions taken.
 15. Guest should be given information on activities and actions taken in the hotel as well as happenings in the neighborhood and town. Reservations and tickets to events should be supplied to guests through smartphone application even when they are away from the hotel.
 16. Install all HR programs including training and education portals on the internet readily available for GEN Z.
 17. Supply GEN Z with the latest technological working equipment to effectively conclude tasks.
 18. Allow GEN Z to use his/her personal smartphone, tablet & laptop/pc in the work place, by giving access from hotels data base.
8. <http://hospitalityawards.com/en/the-winners/hospitality-awards/hospitality-awards/best-innovation-public-area/holiday-inn-open-lobby-concept/>
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Conclusion

The recently opened branded hotels as well as the ones to be opened have an advantage over stand-alone properties. This is due to the fact that new hotels always use the latest technology in building, construction, interior design and furnishings as well as all other aspects of hotel opening projects. They are equipped with the latest technological software-hardware and applications on the market. In this respect they have an enormous physical advantage over their competitors. However, in order to achieve maximum benefit from this situation they also need to achieve maximum mental advantage “managements understanding of change” for new business and guest needs & expectations.

A hotel generally goes through a refurbishing and construction cycle, on an average of 5 to 7 years. Hence, the stand-alone properties can implement structural changes needed to facilitate new devices and equipment vital for GENZ. However this method is more costly than building a new project from star-up.

The study conducted proves the hypothesis of; “The Turkish hotel industry is not prepared for the needs and expectations of GEN Z” in parallel with the content in the suggestions section.

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