Hospitality
Experience Index℠

82%
of people go to hotels to have fun

69%
of business travelers also do leisure-related activities during their stay

58%
of Baby Boomers choose hotels based on places they've stayed before

41%
of people use hotels as a place to work somewhere quiet

38%
of business travelers share their hotel experience on social media

26%
of hotels have iPad check-in available

2018 UNITED STATES

Gensler **RESEARCH** INSTITUTE

What makes a hotel experience great?

Today's great hotels offer far more than just a place to sleep. Our research provides insight into the myriad factors affecting the guest experience with hotels today, and reveals the factors that matter most—from design features to elements of service, technology, and marketing. Gensler's Hospitality Experience Index is the culmination of a multiyear, mixed-methods research effort leveraging ethnographic research and a 1,200-person survey to find patterns in how we interact with hotel environments.

Conducted across a wide range of space types, Gensler's Experience Index℠ is a framework and methodology for understanding experience and how we interact with physical space. In relation to other space types studied in our Experience Index research, hotels rank among the highest in providing a great experience and exceeding customer expectations. In this report, we highlight places where hotels are doing well, and help identify potential areas for improvement.

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Gensler's Experience Framework

Precedent research has proven the role that product, brand, and service quality play in creating a great experience; and a separate body of research also explores the role specific design factors play in the quality of an experience. These studies, however, are often limited to retail or consumer-focused environments, and do not offer a comprehensive picture for how the design and qualities of physical space are explored alongside other experience factors.

Gensler's Experience Framework seeks to fill that gap by exploring and codifying all the elements that build to create a great experience. We explored these factors across a wide range of spaces—retail, workplace, public space, and hospitality—to uncover both common findings and specific insights related to each type of place.

We organized all the factors that create an experience into four groups that serve as a framework for holistic discussions of great experiences: the intentions behind an experience, or our experience modes; the expectations a guest or visitor brings to that experience; the interactions they have while in the space; and the qualities of the physical space itself.

INTENTION

At the heart of understanding experience is understanding users' intention and mindset—from the decision points behind a hotel booking, to their goals and activities during their stay. Five core intentions, our "experience modes," offer a framework for understanding how users are engaging with hotels today.

TASK

Task mode is when a user has something specific they are trying to accomplish. Users are typically very focused and direct.

Needing a place to stay for the night

SOCIAL

In social mode, people's main intention is engaging with other people. Social mode is frequently combined with other modes.

Celebrating a special occasion

ENTERTAINMENT

Entertainment mode describes the moments when people are looking to be entertained and brought away from "everyday life."

Having fun

DISCOVERY

In discovery mode, people do not have a concrete plan. They are often killing time, and so are likely to wander.

Going on an adventure

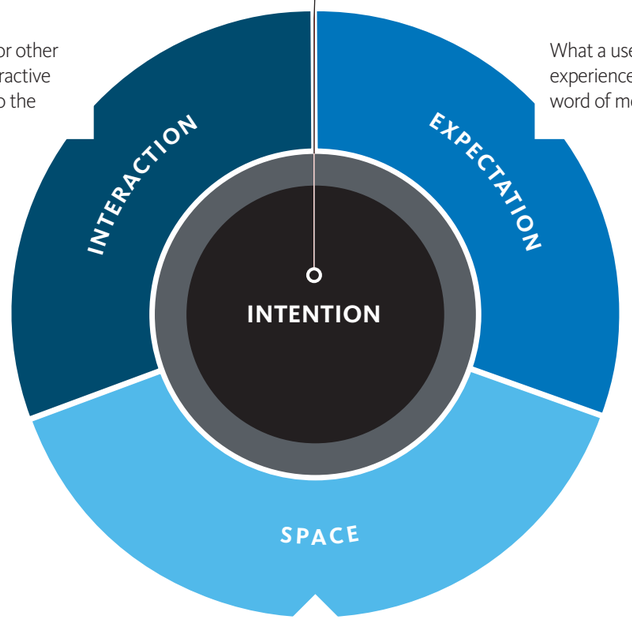
ASPIRATION

Aspiration mode describes the experiences through which users seek to grow, expand, or be connected to a larger purpose.

Seeking personal growth

Whether with technology, staff, or other visitors/users, the social and interactive experiences of a place are core to the overall experience.

What a user expects when embarking on an experience is often based on prior experience, word of mouth, or brand equity.



The qualities of the physical environment—from ease of navigation to materials, furnishings, and amenities—frame our experience.

Today's hotels are the embodiment of our everything/everywhere lifestyles.

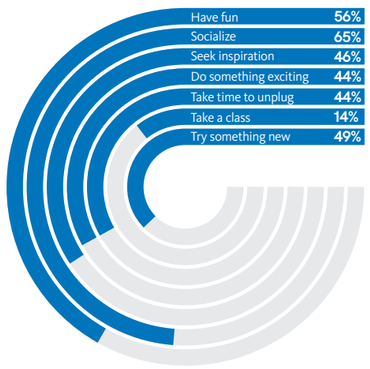
Hotels and hospitality spaces have long been at the vanguard of design and lifestyle trends, inspiring aesthetics that permeate our homes and workplaces. And the same proves true when we look at the activities that today's hotels are supporting. Whether guests are traveling for business or leisure, hotels are supporting a wide range of activities—from the traditional work trip or vacation, to places to hang out, socialize, host or attend meetings, get inspired, take a break, or just work away from the office.

The challenge for hoteliers: accommodating this increasingly wide range of intentions and activities while maintaining individuality and authenticity in a market permeated by choice. The best hotels know that designing for today's everything/everywhere customer doesn't mean being everything to everyone—but it does require a new approach to understanding what guests want that goes far beyond business vs. leisure or Millennial vs. Boomer.

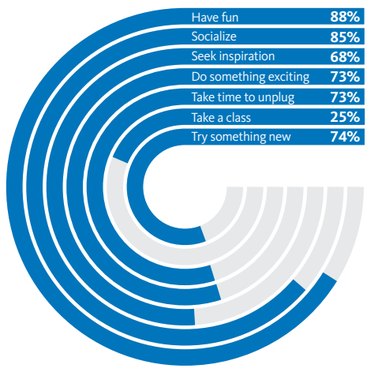
HOW OTHER SPACES COMPARE

Percent of survey respondents in each space type who report doing each activity in that space recently.

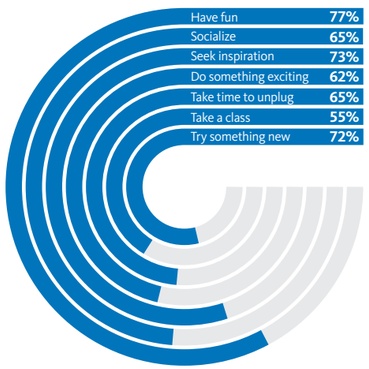
RETAIL



PUBLIC SPACE

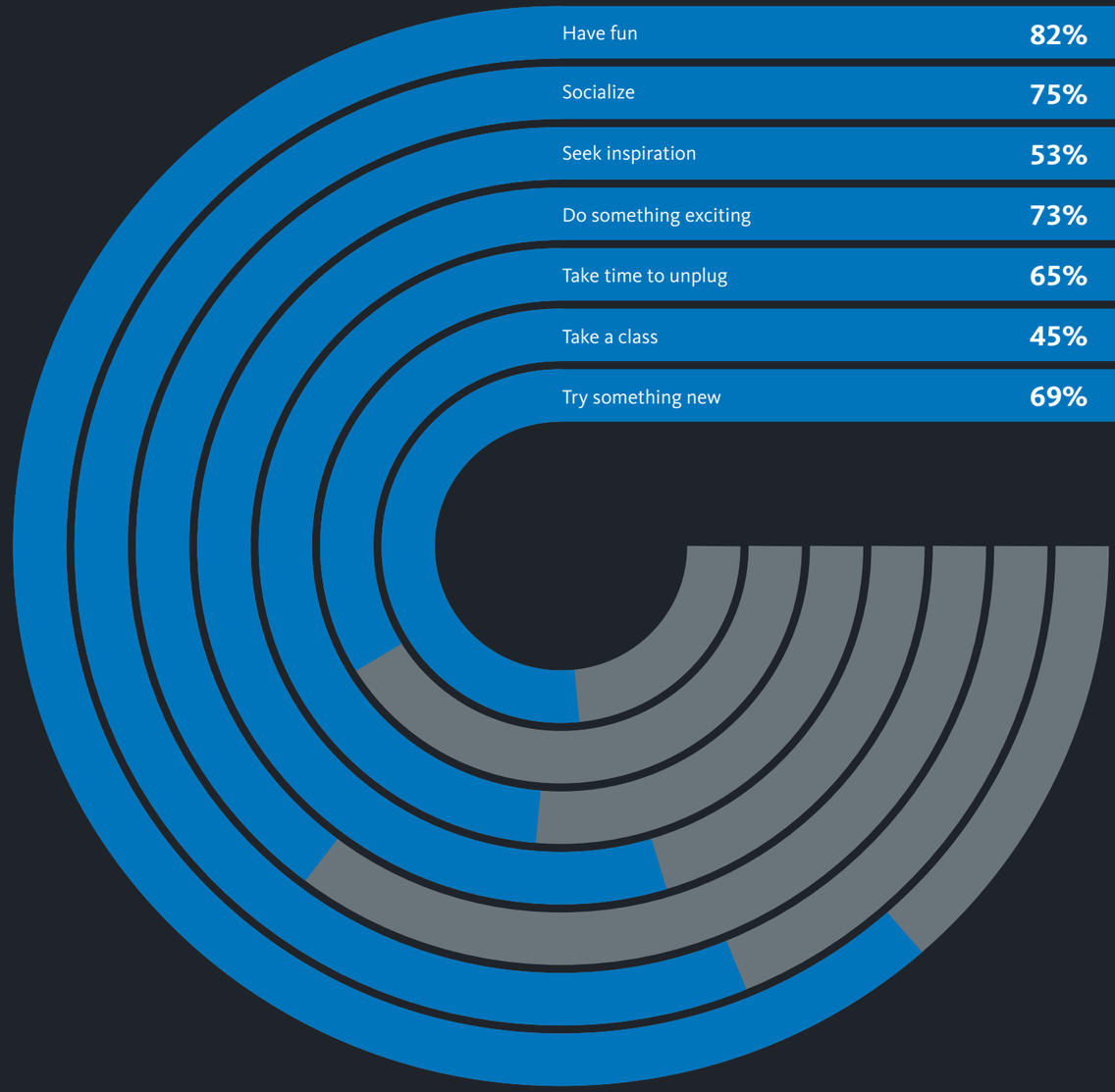


WORKPLACE



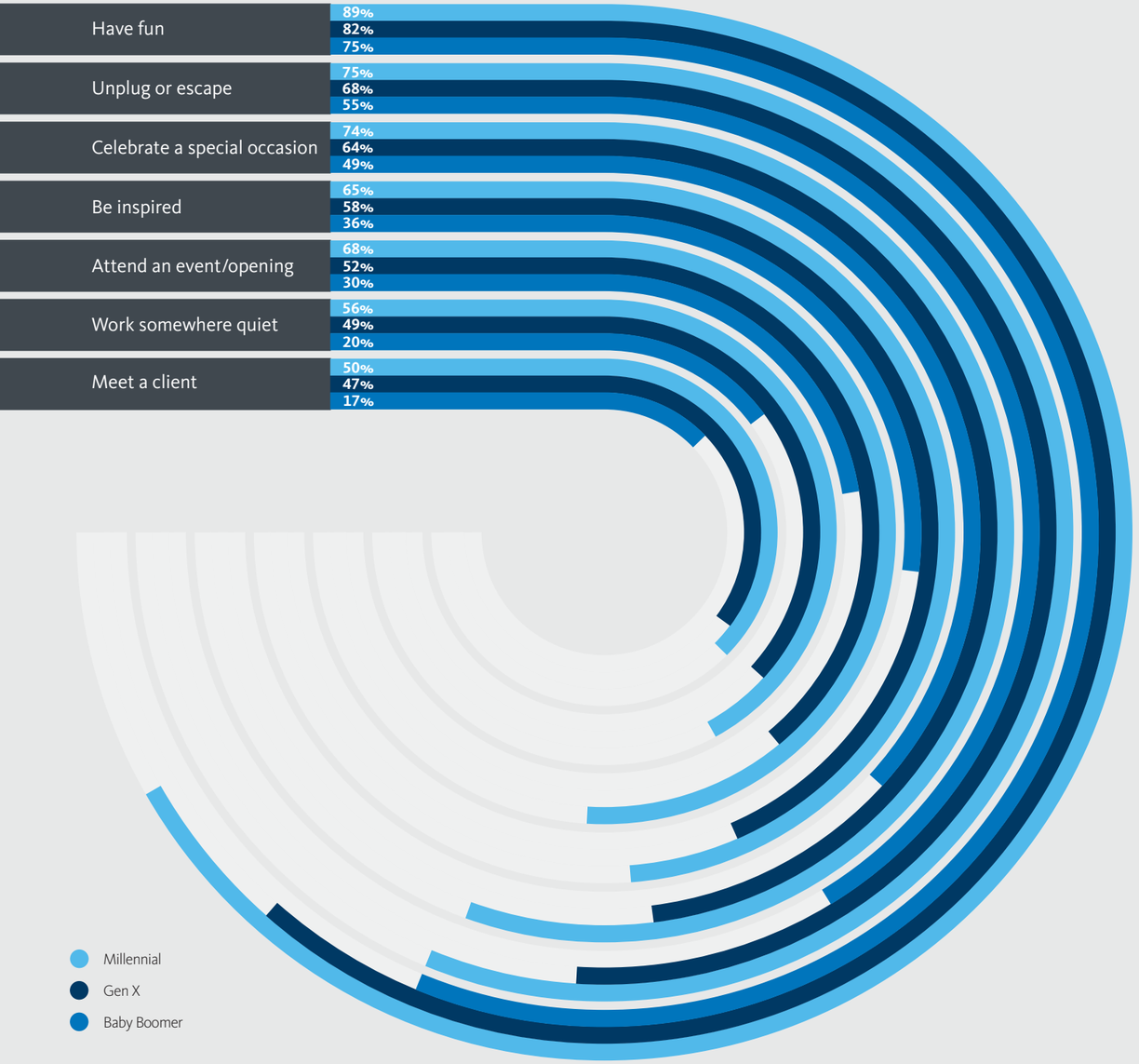
HOW PEOPLE USE HOTELS

Percent of survey respondents who report doing each activity in hotels recently.



MILLENNIALS ARE THE MOST MULTIMODAL

Younger travelers report doing a wider range of activities in hotels today than their older peers. Chart shows percent of respondents who reported doing each activity during a recent hotel visit.



2.8x

Millennials are 2.8 times more likely to use hotels as a quiet place to work than Boomers.

2.9x

Millennials are 2.9 times more likely to use hotels as a place to meet clients than Boomers.

1.8x

Millennials are 1.8 times more likely to use hotels as a place to find inspiration than Boomers.

Grand Hyatt Incheon I Incheon, South Korea.

Portman Ritz-Carlton Lobby Lounge I Shanghai, China

Key Findings

FINDING ONE

Solving task mode makes an experience good; going beyond that is what makes it great.

Hotels that offer a great experience optimize basics like comfort and safety, while integrating technology, luxury amenities, and a beautiful and aspirational aesthetic.

FINDING TWO

The best hotels support business, leisure, and the growing blur between them.

Business and leisure travelers report similar qualities of experience, but engage with hotel spaces and amenities quite differently. But our data also shows an increasing blur between the two types of travel.

FINDING THREE

Expectations are set well before guests walk in the door, and they make a big difference.

Hotel recommendations determine which hotels we pick and prime us to have a better experience. How we get those recommendations varies widely by generation.

Solving task mode makes an experience good; going beyond that is what makes it great.

First and foremost, we book hotels because we need a place to sleep while traveling—not surprisingly, if hotels don't deliver on that basic need, a great experience is unlikely. Our analysis confirms the fundamentals, most of which are straightforward: cleanliness, safety, quality/value, and warm and welcoming staff are key statistical drivers of a good hotel experience. In particular, the qualities of the hotel room are most important to travelers (though the hotel overall can also carry significant weight as hoteliers seek to broaden the quality of each guest's experience). For hotel guests, a good experience is all about "task mode": design and customer service should first accommodate the guest's primary goal before attending to a wider range of intentions. The good news is most hotels are getting the basics right—across our sample, guests rated most hotels highly on these factors.

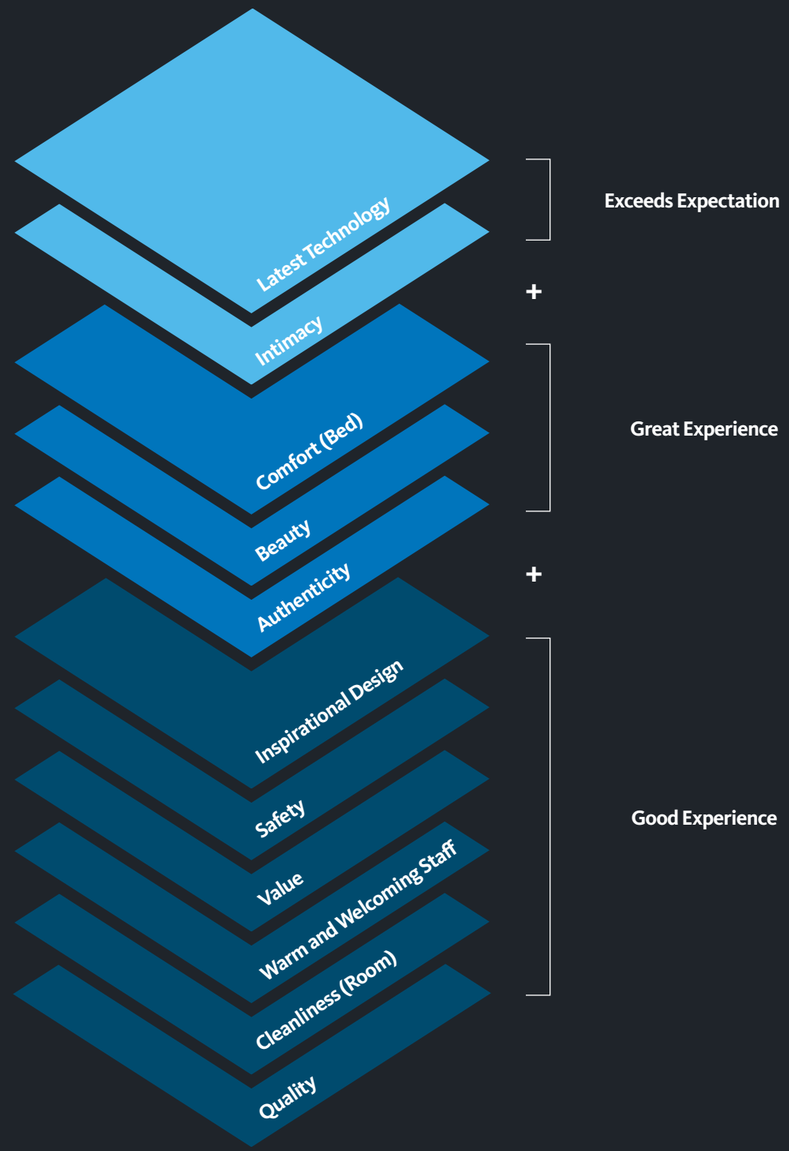
But a great task experience isn't enough. Having a design that's "inspirational" also emerges as a key driver of a good experience. And as we consider what differentiates a good exprience from a great one, the importance of authenticity and beauty grows alongside another "basic" that proves paramount to any great experience: a comfortable bed. Intimacy, or places that feel more personal and more like home, also proves to be important.

Alongside this suite of both pragmatic and ephemeral drivers of a great experience, we also see significant importance in the growing trend for hotels to offer the latest technologies—as driver of experience, and particularly as a means of elevating hotel stays beyond expectations. Users' expectations for a technology-infused hotel stay have never been higher—and keeping up with the pace of technological change is a key challenge for hoteliers. Of the survey respondents, 75 percent believed the hotel they visited recently had the "latest technology," and these hotels were significantly higher rated on experience than those without.

Getting the fundamentals right and providing an exceptional task-based experience is table stakes for hotels today—and the foundation on which they build trust with their customers to explore and engage them in broader ways. We do also see areas for improvement, particularly when we turn our attention to hotel common areas. Compared to hotel room features, common areas tend to be ranked lower by our survey respondents, representing a potential area for improvement, particularly for hotels looking to go beyond just a task-focused experience.

When basics miss the mark, "wow" moments fall flat.
When hotels don't get the fundamentals right, "wow" moments can miss the mark and be perceived as a misallocation of resources. One traveler interviewed complained about a hotel that swapped out doormats with quirky messages at different points in the day, but whose Wi-Fi didn't function properly.

CUSTOMER INSIGHT



THE STATISTICAL DRIVERS OF A GOOD, AND GREAT, EXPERIENCE

We statistically identified the most important factors to a good experience, a great experience, and an experience that exceeds expectations. These factors represent a combination of interaction, expectation, and space variables.

THE DESIGN FACTORS THAT MATTER MOST

Among the factors most predictive of a great experience, a suite of six design variables prove most important.

BEAUTY

Beauty in particular contributes to the quality of people's first impression, and is also connected to how people perceive the value of the services associated with a space—true of hotels as well as all the spaces we studied, from workplaces to retail stores. The connection to perceived value underscores an opportunity, but also a potential pitfall. Done right, people see a beautiful, well-designed space as a reflection of overall quality; but if a space feels more opulent than the brand, products, or services associated with it, excessive beauty can be seen as wasteful.

COMFORT

It's almost impossible to overestimate the importance of comfort to a great hotel experience. Numerous factors—from the comfort of the hotel bed, to the overall comfort of a hotel's furnishings and common areas—proved to be drivers of a great experience. But if there's one place to focus, it's the bed: get that wrong, and it's an uphill battle to provide a great experience.

AUTHENTICITY

Even though most people don't differentiate between the quality of expectation, interaction, and physical space when describing an experience, the alignment (or misalignment) of these features is a clear driving factor in how they will perceive an experience as a whole. In particular, places are considered to be authentic when the design reflects a broader brand or mission, when the place feels reflective of its broader neighborhood and cultural context, and when the space has a history or compelling backstory.

INTIMACY

For hotels looking to not just meet but exceed expectations, having an experience that feels intimate is a powerful differentiator. That means addressing scale in creative and targeted ways, making spaces feel more welcoming and home-like, and also creating an experience that overall feels more personal and individualized. The power of social connection can't be ignored here either—staff are a huge part of making an experience intimate.

INSPIRATION

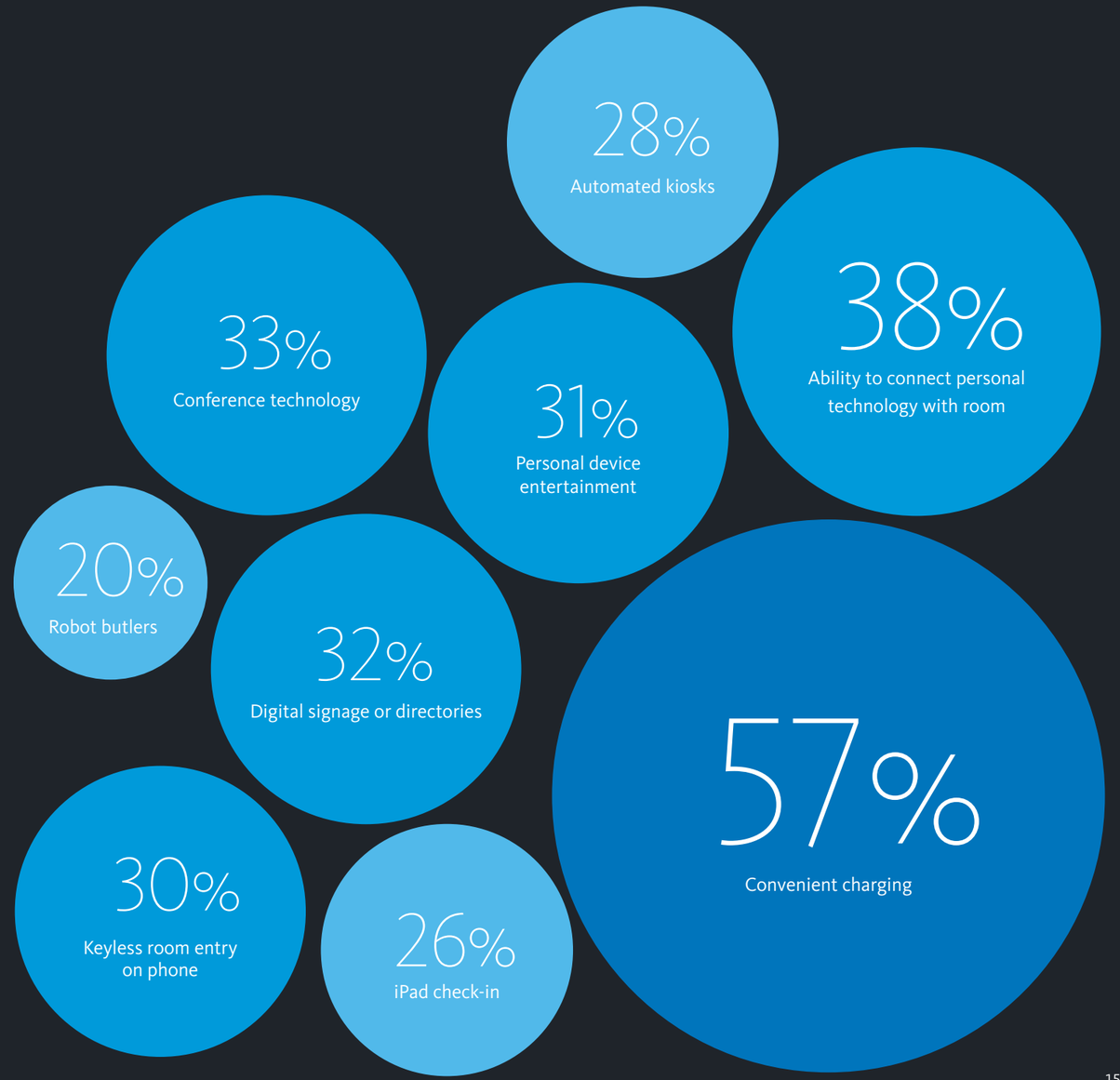
The search for inspiration is a core aspect of our behaviors and decision-making, and spaces that are designed to inspire and spur creative thinking offer some of the best experiences. This is particularly important given the large percentage of people who report going to hotels seeking inspiration. How you inspire guests and visitors is a more specific decision—it might mean connecting them to nature, exposing them to new or unexpected ideas, or creating places that support a diverse range of demographics and activities that broaden perspectives.

LATEST TECHNOLOGY

Across all of our surveys, places with the latest technology consistently offer a better experience in the eyes of our respondents. The reason appears to be twofold: for one, technology is being used to improve and streamline experiences in myriad ways, often with success. But secondly, and perhaps most importantly, guests and visitors appear to be "reading" the newness or coolness of a hotel via the technology used throughout the space and how new or innovative it is.

TECHNOLOGY IN HOTELS TODAY

As Wi-Fi becomes nearly ubiquitous, hoteliers have moved on to experimenting with more interesting technologies, ranging from digital signage/directories to automated check-in and robot butlers. Chart indicates the percent of respondents who noted their hotel had each technology.



The best hotels support business, leisure, and the growing blur between them.

As guests continue asking for more from their hotel experiences, understanding their intentions and behaviors has never been more paramount. That means meeting the needs of a variety of travelers—from business to leisure, Millennial to Boomer, and all the increasingly blurred lines in between—as well as the growing cadre of hotel visitors who are not there not to stay, but to do a wide range of other activities.

The differences between business and leisure travel are illuminating, even as our data shows they quite often mix (more than two-thirds of business travelers report also incorporating leisure activities into their most recent stay). Business and leisure travelers report similar levels of satisfaction with their overall hotel experiences and are similarly likely to have had a "great" experience during a recent stay. Business travelers are, however, more critical of the overall hotel and more likely to see their rooms as cluttered. Leisure travelers, by contrast, are more critical of spaciousness, comfort, and the ability of their room to host guests or other activities.

Business travelers are also more likely to use hotel amenities. In fact, the pool was the only amenity leisure travelers used more. For amenity usage, generational differences also prove significant—Millennials use nearly every hotel amenity at the highest frequency, and overall report doing a wider range of activities in hotels more often. This follows broader trends that show this age group as using all types of spaces for a wide range of activities—behavior that our research also links to a higher overall quality of experience.

BUSINESS VS. LEISURE

38%

of business travelers shared their experience on social media during their hotel/resort stay

25%

of leisure travelers shared their experience on social media during their hotel/resort stay

69%

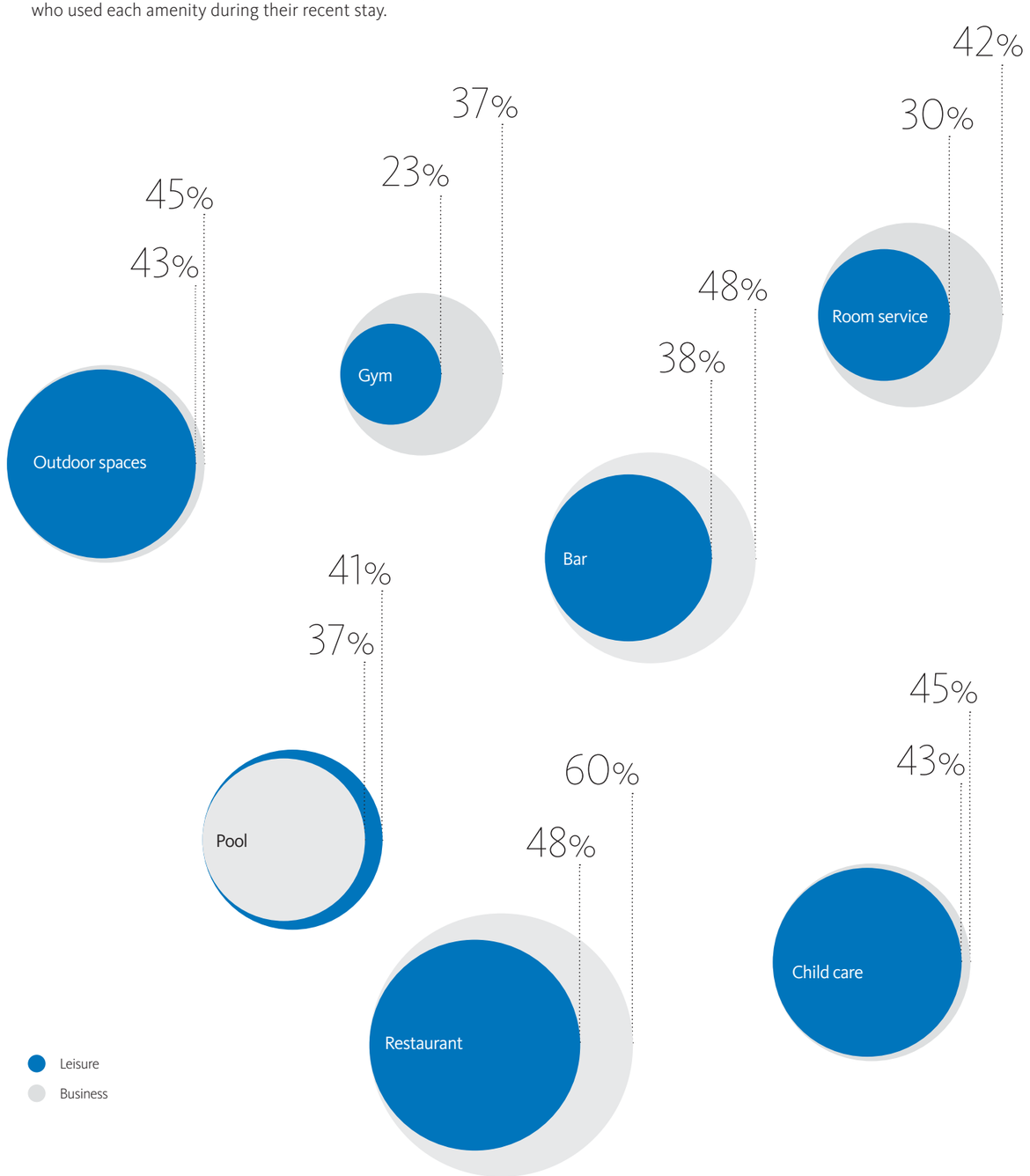
of business travelers also did leisure-related activities during their hotel/resort stay

20%

of leisure travelers also did business-related activities during their hotel/resort stay

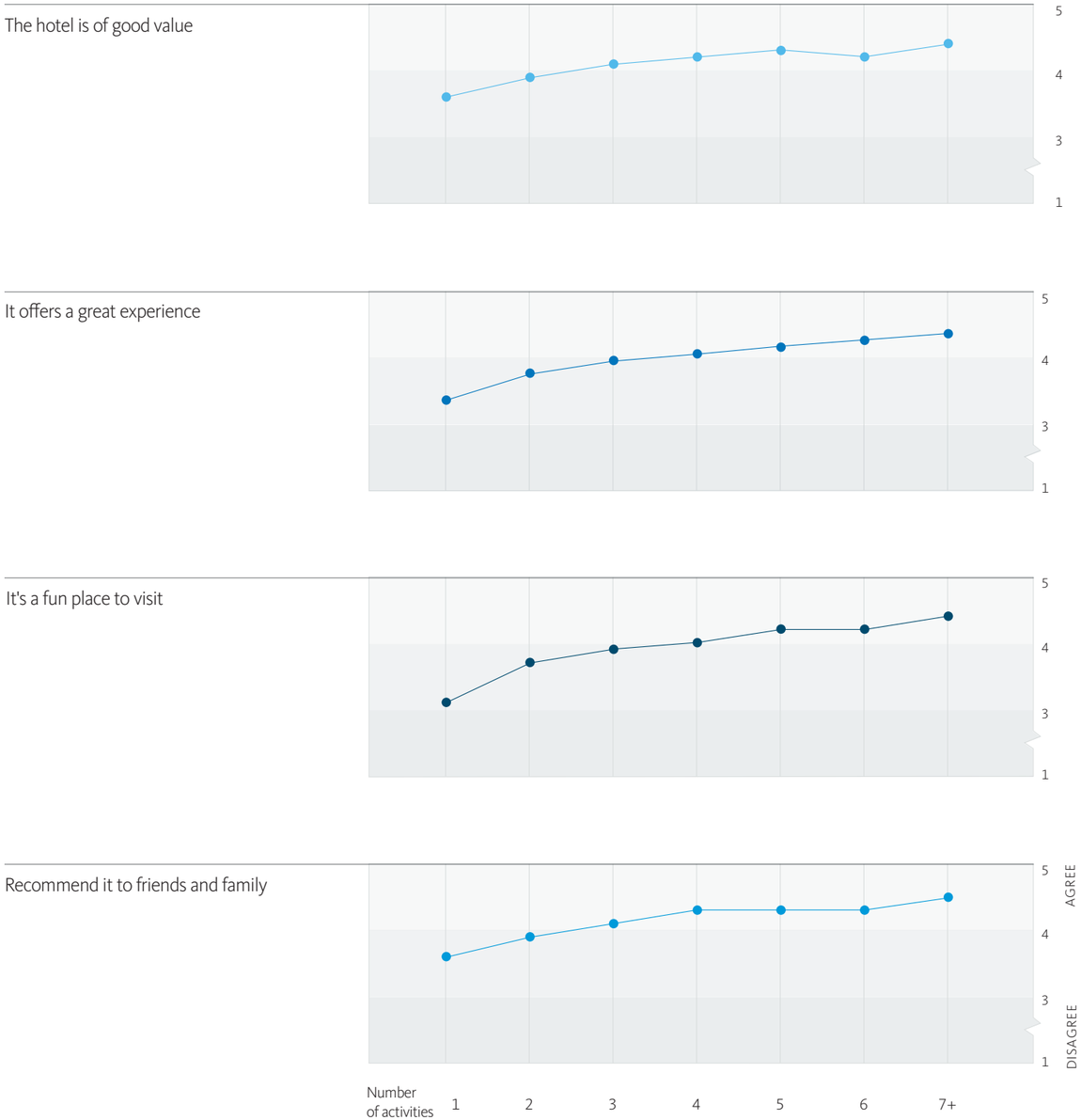
BUSINESS TRAVELERS ARE THE PRIME AUDIENCE FOR AMENITIES

Business travelers are using hotels as far more than just places to sleep. These respondents reported using hotel amenities more often for nearly every amenity type studied compared to those who visited for leisure. This chart notes the percentage of those who used each amenity during their recent stay.



THE BROADER THE EXPERIENCE, THE BETTER

The best hotels support a wide range of activities, and our data proves it. When we compare the number of activities a guest reported doing recently in a hotel with the overall rating of that hotel's experience and other key variables, a distinct pattern emerges. The more activities, the better the experience.



KEY FINDING THREE

Expectations are set well before guests walk in the door, and they make a big difference.

The process of choosing where to stay proves crucially important to how guests create the first impression they bring with them to any hotel—and those expectations have an outsized impact on the overall quality of their experience once they get there. Recommendations, online ratings, and routine are key variables that drive hotel choice. And choosing a hotel based on recommendation has other advantages: those who chose based on recommendation are more likely to report having a great experience and rate hotel attributes higher on average. A hotel's star rating also continues to hold weight. Four- and five-star hotels are consistently rated more highly by guests compared to three-star and below hotels.

When we asked respondents to note the reason why they chose a hotel, two primary reasons emerged above all else. The first is familiarity: nearly half of all survey respondents chose a hotel because they had stayed there before—a nod to the power of past experience in driving repeat business, and a challenge for hoteliers looking to attract new customers when familiarity has such an outsized influence. The second key piece of hotel choice is recommendations: 35 percent of respondents indicated that they chose a hotel because it was recommended to them by their company (21 percent) or someone else they know (14 percent). And nearly one-third of travelers reported knowing about the hotel they visited by searching online. (For leisure travelers, this recommendation balance shifts more toward individual and online recommendations.)

Similar to user utilization patterns, how people choose hotels varies by age bracket. Millennials use digital discovery significantly more as an input to decision-making: they search online or scour social media for information or high recommendations much more often than their older counterparts. On the other hand, Baby Boomers and Generation Xers are more likely to rely on what they know or have done when selecting a hotel.

1.8x

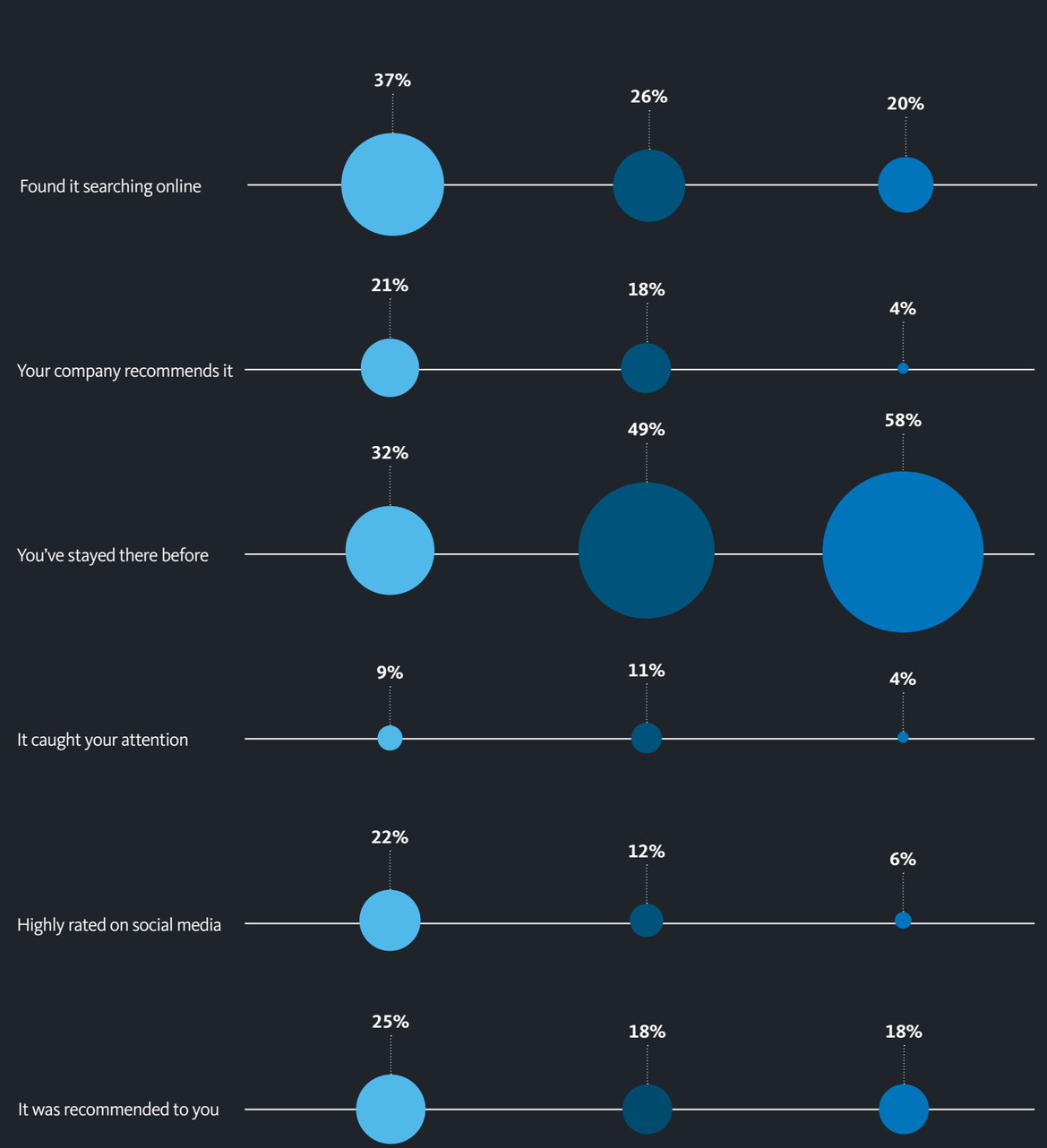
Boomers are 1.8 times more likely than Millennials to choose a hotel because they've stayed there before.

1.9x

Millennials are 1.9 times more likely than Boomers to choose a hotel because they found it searching online.

Repeat customers are more likely to ignore a poor experience in the present. To a certain extent, hotels with a legacy customer base and a history of great experiences have a leg up. We observed one interviewee who ignored poor service and cleanliness in a hotel during a recent hotel visit, while commenting on the great times he had there in the past. But as Millennials focus more on ratings than routine, the ability to rely on the past may be diminishing.

CUSTOMER INSIGHT

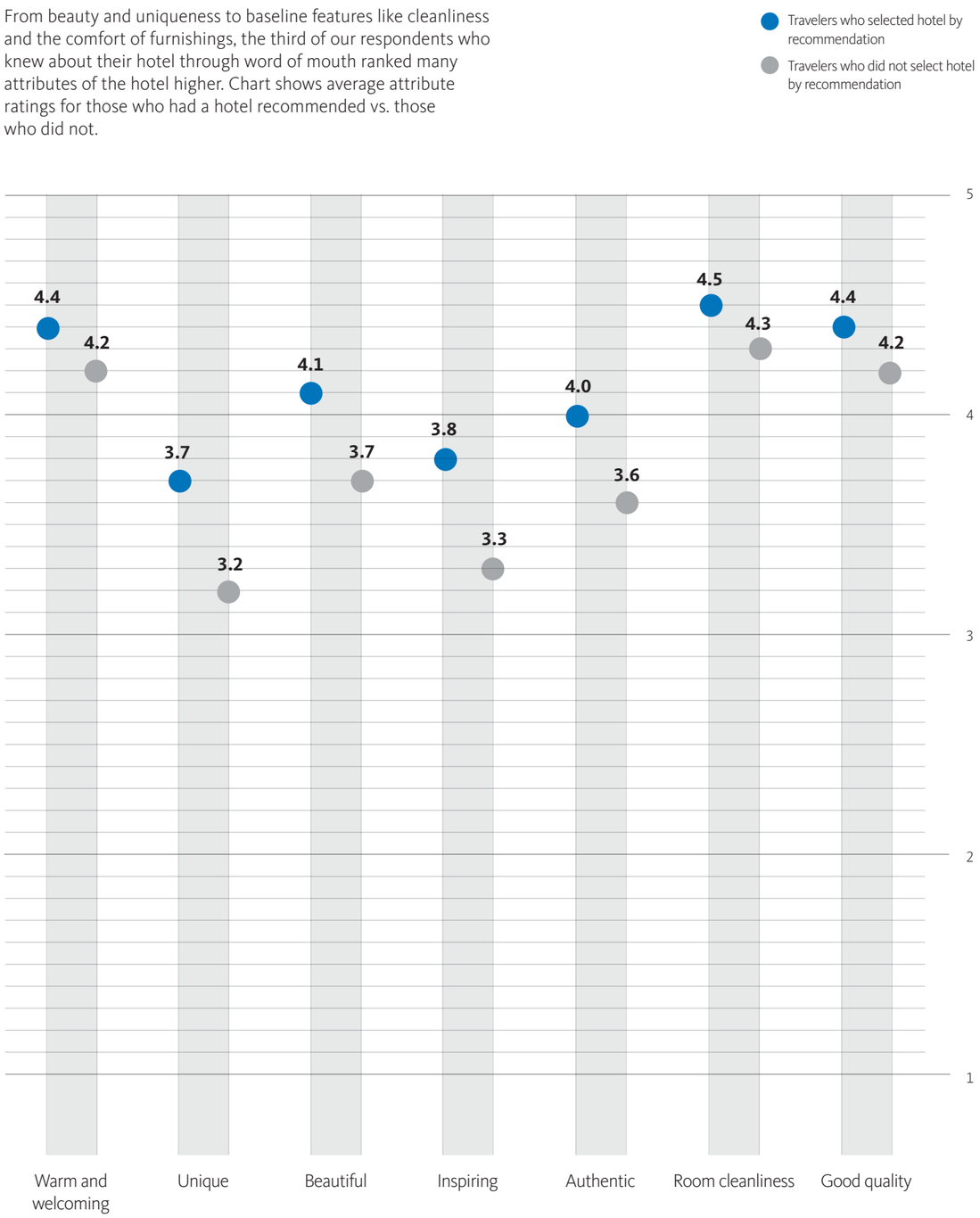


BOOMERS REPEAT, MILLENNIALS RESEARCH

The ways in which people learn about and choose hotels show interesting variations by generation—younger travelers search online, Boomers go with routine. But as a whole, the data illuminate an overall truth: past behavior and recommendations are how decisions are being made for where to stay. The chart above shows, by generation, percent of respondents who knew about the hotel for each reason.

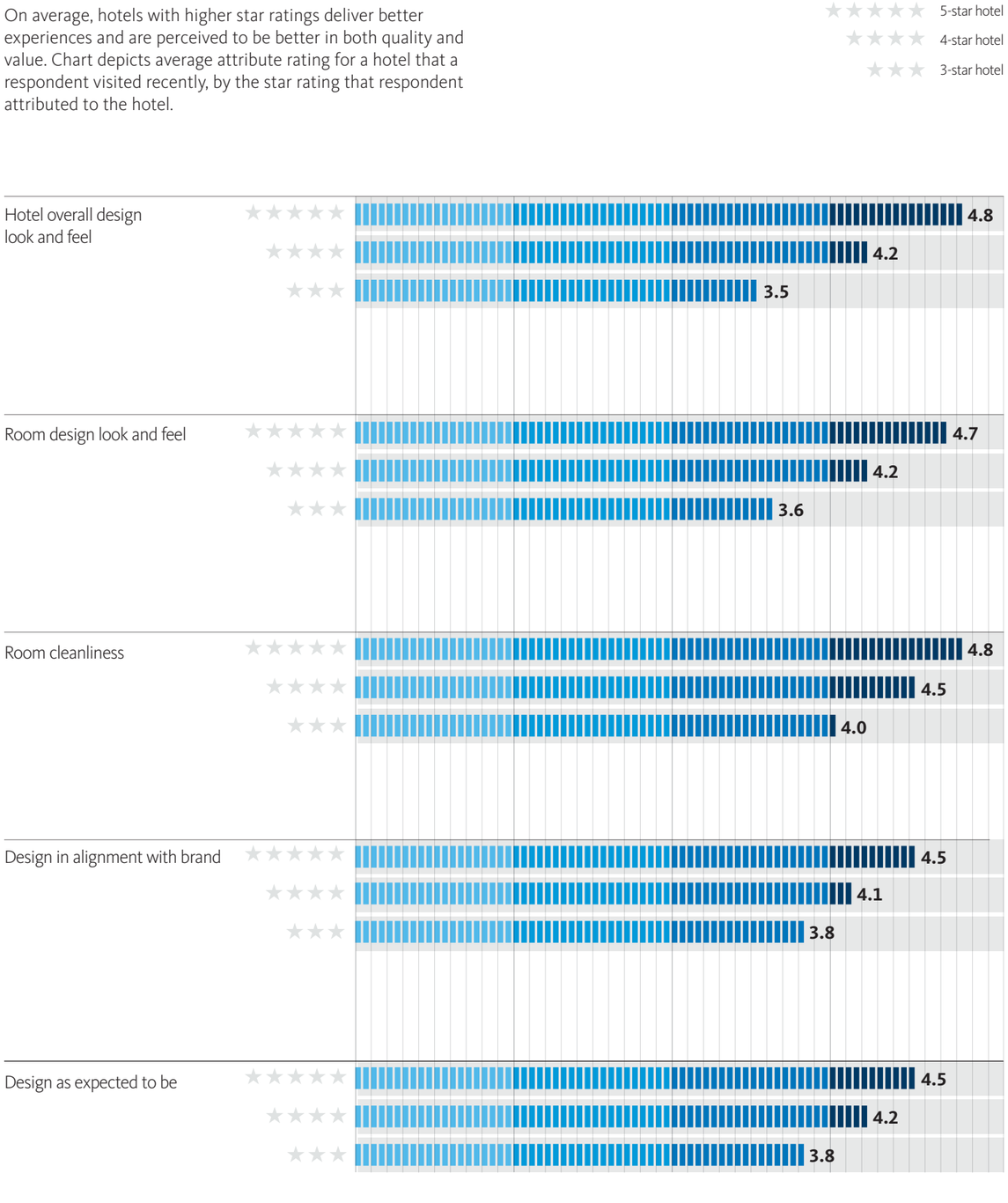
HOW RECOMMENDATIONS DRIVE FAVORABLE RATINGS

From beauty and uniqueness to baseline features like cleanliness and the comfort of furnishings, the third of our respondents who knew about their hotel through word of mouth ranked many attributes of the hotel higher. Chart shows average attribute ratings for those who had a hotel recommended vs. those who did not.



HIGHER STARS STILL OFFER A BETTER EXPERIENCE

On average, hotels with higher star ratings deliver better experiences and are perceived to be better in both quality and value. Chart depicts average attribute rating for a hotel that a respondent visited recently, by the star rating that respondent attributed to the hotel.



CONCLUSION

Designing hotels for the everything/ everywhere guest

Through the lens of Gensler's Experience Index, we are uncovering the wide range of hotel features—from technology and staff to amenities and room design—that add up to a great overall hotel experience. Acting on these findings requires a new approach to understanding and designing for target guests and visitors—one that acknowledges not only a diverse audience of users, but an increasingly wide range of activities and associated intentions those users bring with them to hotels today.

The challenge for hoteliers: accommodating this diverse range of intentions alongside more standard differentiators like business versus leisure or a user's age. By understanding how travelers in different modes and of different types interact with the hospitality environment, we can provide a more holistic experience to every visitor that meets the variety of needs great hotels deliver on today.

While intention is what the individual brings to the hotel and frames their overall experience, our research also highlights the qualities of interaction, expectation, and space as the core elements of the experience itself. Understanding how to manage and set expectations before guests arrive, then exceed those expectations once they get there, is key to creating a great hotel experience.

MAKE EVERY CUSTOMER FEEL LIKE YOUR TARGET CUSTOMER

If one thing is clear from our research, it's that rarely is anyone doing just one thing at a time anymore—and from an experiential standpoint, that's often a good thing. Business and leisure are blurring, and younger generations are bringing their always-on, mode-shifting lifestyle to the fore. But guests still expect to have comfortable, seamless, and personalized experiences in hotels. That means the best hotels need to somehow present many faces to their many audiences, without becoming generic or boring.

HAVE AN INTENTIONAL APPROACH TO GUEST INTERACTION

Warm and welcoming staff and an overall experience that feels comfortable and personal is paramount to creating a great experience. But as technology infiltrates hotels in myriad ways, and proves to have a significant impact on overall experience, the ways in which guests interact with technology should be curated carefully. Some hotels may employ an all-in technology approach with seamless check-in and other next-gen technologies—but be careful not to create a situation where technology can't be kept up to date. And given the importance of feeling welcome, don't underestimate the value of a friendly face.

TODAY'S GUEST IS TOMORROW'S BUSINESS

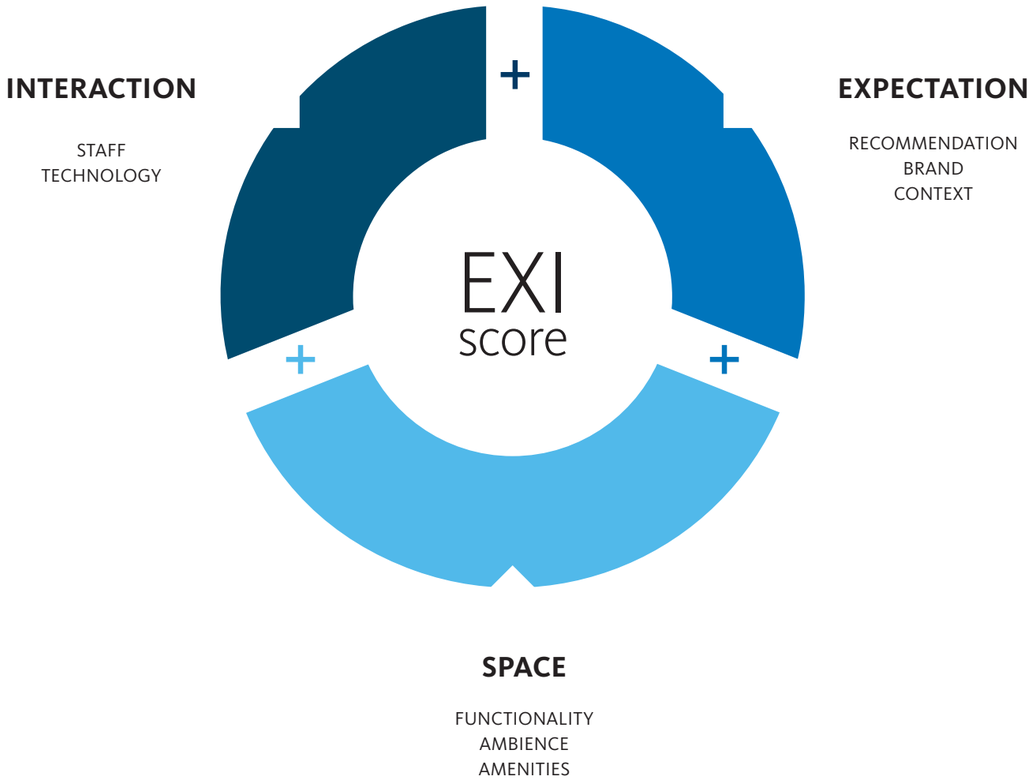
The impact of a guest's expectations on the quality of the experience they'll have, and whether they'll return or recommend a hotel to their friends, is significant. And particularly as younger generations appear to shift their decision-making processes more toward online searching and social media, hotels that offer a great experience and encourage guests to share that experience will have a leg up as they seek future customers.

MAKE THE ROOM AMAZING—THEN GO BEYOND

Among the most important factors to a great experience, a number of the variables were room-specific: a comfortable bed and a clean room are baseline, for example. But observing the behaviors of hotel guests who are most satisfied is illuminating—they're doing more activities in the hotel, and the common areas are a more important part of their experience. After getting the room right, the way to go beyond is a focus on a unique, engaging approach to hotel common areas and amenities.

The Gensler Experience Index℠ (EXI)

Gensler's hospitality EXI score represents an analytic measure of the overall quality of an in-store experience. The algorithm combines the quality of interactions, expectations, and the physical hotel spaces to create a combined score that is statistically correlated to a great experience.



HOW DOES THE EXI SCORE WORK?

A hotel is given an EXI score on a 100-point scale based on responses to an online survey of hotel guests, and calculated using our proprietary algorithm. This allows us to benchmark the quality of a specific experience against average and great experiences across the United States. Additional detailed reporting provides insights into how experience can be improved in each area measured—interaction, expectation, and physical space.

A mixed-methods approach

The ***Gensler Experience Index*** is the result of a rigorous, mixed-methods research investigation that combined qualitative, ethnographic research—30 two-hour observations and interviews with people in five markets across the US to gather insights about experience—with quantitative research that included a nationwide, panel-based survey of 4,000+ US respondents. In addition, incidence and pilot surveys were conducted to prepare for the ethnographic and survey work. This mixed-methods approach allowed us to capture the stories and contextual insights that speak to user emotions, or the "soft" side of experience, while the analytics allowed us to confirm and enhance our insights through quantitative, statistical methods.

Phase 1: Roundtables

We began our research by hosting a series of roundtables with clients across five cities: Los Angeles, New York, San Francisco, Shanghai, and Washington, DC. Our goal was to explore what companies are currently doing to create great experiences, and to understand how we might better measure and track experience and its impact on business. Our results showed that experience means different things to different people, and that we needed to develop a common language around experiential elements. This critical insight, complemented by extensive secondary research, informed development of the methods used and the domains we explored to better understand experience and the role played by design.

Phase 2: Incidence Survey

To prepare for our ethnographic work and large-scale survey, we commissioned consumer research firm DYG to conduct a telephone-based incidence survey among a nationally representative sample of 1,700 respondents across the US. The survey was designed to provide insights about people's attitudes and feelings about design and its role in creating experience. It also helped us develop a common language and definitions that could be used for subsequent phases of our study. The effort resulted in the creation of demographic and psychographic profiles of populations—or personas—that could be classified as "design enthusiasts," and, at the other extreme, "design disengaged." These profiles helped guide our recruiting efforts for the ethnographic phase of our study.

Phase 3: Ethnography

Informed by the results of the incidence survey, we conducted an ethnographic study comprised of observations and in-depth interviews with 30 people in five markets across the US. Our researchers spent two to three hours with each participant, shadowing and interviewing them at a location of their choosing. Participants who were identified as either valuing design or not caring about design were recruited to understand sentiment at the extremes of our population. The ethnographies were conducted in the following markets: New York City, Minneapolis, Raleigh, Seattle, and Los Angeles.

In order to have a broad understanding of experience, we visited a variety of locations chosen by our participants, including cultural institutions, restaurants, hotels, retail stores, and train stations. By conducting interviews on-site, we were able to observe participants in the space, and could witness behaviors and discuss emotional reactions that influenced the experience. Sites chosen by users were places they felt strongly about—either positively or negatively.

Our ethnographic work uncovered three formative insights that are central to this research. First, the language most people use to describe design and experience differs significantly from the language used by designers: people speak in terms of feelings and emotional outcomes, not about specific materials or the design factors of a space. Second, the development of our holistic framework for experience—space, intention, expectation, and interaction—and the recognition that while the impact of each is distinct, to users they are combined and hard to distinguish. And third, that the intention behind an experience acts as a frame for the experience overall, which led to the creation of our experience modes.

Phase 4: Pilot Survey

Findings from our ethnographic work were translated into a short, online pilot survey sent to 1,000 panel-based respondents in order to test the experience modes framework and the language we used to identify the modes. The data was analyzed using factor analysis to ascertain the latent variables that relate to the different intention activities. Results determined that a) the experience modes and the variety of activities they represent do exist and are occurring in a wide range of spaces, and b) there are two latent variables related to intention: "task/goal directed" and "experiential focused" intentions.

Phase 5a: Analytic Survey (Structure)

Quantitative data for Gensler's Experience Index was gathered via an online, panel-based survey of over 4,000 respondents across the US. Responses were anonymous and the sample was managed for proportional representation across age, income, race/ethnicity, and geographic distribution.

There were four surveys in total, each measuring respondents' experiences in retail, hospitality, workplace, and public space environments. Each survey contained between 1,000 and 1,300 respondents. Retail respondents were required to have visited a retail store within the past three months; hospitality and public space respondents within the past year. Workplace respondents were required to work on a full-time basis, in an office environment at least some of the time, and for a company of at least 26 people.

Retail stores included a wide range of types: department store, warehouse store, boutique/independently owned store, big box store, specialty store, brand retail store, supermarket/grocery store, pharmacy, and museum gift shop. Public spaces studied were limited to outdoor spaces, including outdoor markets, town squares, public commons, plazas, parks, gardens, and landmarks.

Phase 5b: Analytic Survey (Analysis)

Stepwise multiple linear regression, a robust inferential statistical method, was used to predict different dependent variables, such as Net Promotor Score, on the basis of various independent variables related to different aspects of human experience. Through this technique, we identified the strongest drivers of three outcome variables: likelihood to recommend the space to a friend or family member (i.e., Net Promoter Score), exceeding expectations, and having a great experience. Among the independent variables studied were ones related to technological and interpersonal interactions, product, and place.

Various descriptive statistical techniques were employed to analyze the data, such as quartile analysis (comparing top and bottom 25 percent) and segmentation technique (top 2 vs. bottom 2 ratings on a 5-point rating scale). Analysis of variance (ANOVA) and t-tests were used to test mean differences between segmented groups for statistical significance. Correlation techniques were used to assess some relationships between variables.

To test the mode/intention construct, exploratory factor analysis was used to identify various dimensions among the variety of activities related to intention. We created some variables through data reduction techniques such as factor analysis and also tested them for both reliability and validity, ensuring high standards on both. Cronbach's alpha was used to determine the reliability of the Innovation and Autonomy Indices used in the Experience Index.

Statistical analysis was conducted in-house via Gensler's internal research team with expertise in data analytics, survey design, and data visualization. The survey's margin of error is 5 percent, a standard within social science research.

About Gensler

As architects, designers, planners, and consultants, we partner with our clients on some 3,000 projects every year. These projects can be as small as a wine label or as large as a new urban district. With more than 5,000 professionals networked across 48 locations, we serve our clients as trusted advisors, combining localized expertise with global perspective wherever new opportunities arise. Our work reflects an enduring commitment to sustainability and the belief that design is one of the most powerful strategic tools for securing lasting competitive advantage.

The Gensler Research Institute supports research investigations important to our firm, our clients, and to the ongoing learning and development of Gensler professionals. Research projects are practitioner-led with involvement across the globe. Our teams bring thought leadership to the table as we seek to solve our clients' and the world's most pressing challenges by creating high-performance solutions that embrace the business and world context in which we work, enhance the human experience, and deliver game-changing innovation.

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The Gensler Research Institute is a collaborative network of researchers focused on a common goal: to generate new knowledge and develop a deeper understanding of the connection between design, business, and the human experience. Through a combination of global and local research grants, and external partnerships, we seek insights focused on solving the world's most pressing challenges. We are committed to unlocking new solutions and strategies that will define the future of design.