

SPEAKER

CLAUS SENDLINGER

FOUNDER & CEO
of Design Hotels™

9.30 AM — 10.00 AM

The New Culture of Collaboration

On a snowy Paris evening in 2008, Travis Kalanick and Garrett Camp had trouble hailing a cab. So they came up with a simple idea—tap a button, get a ride.

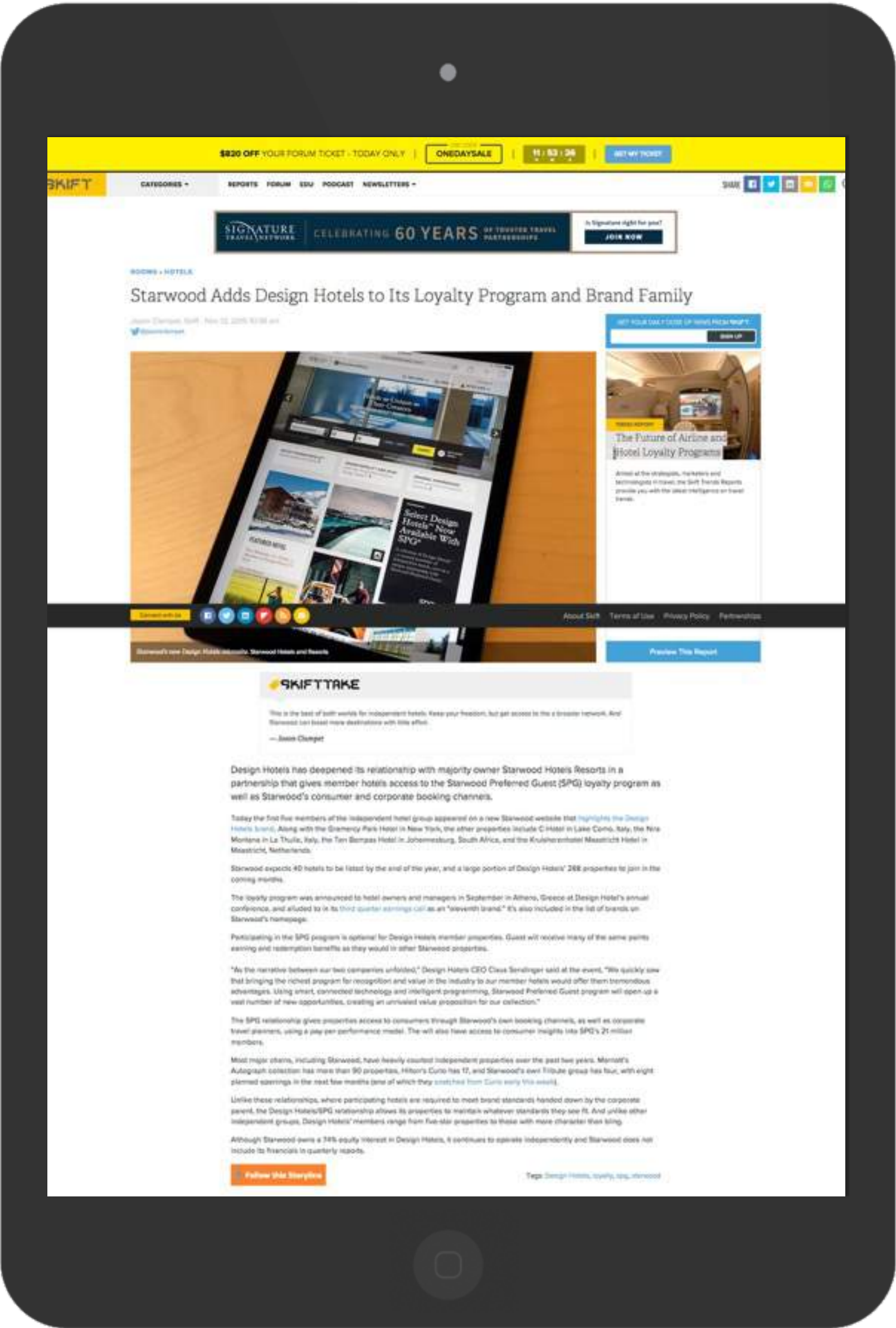
What started as an app to request premium black cars in a few metropolitan areas is now changing the logistical fabric of cities around the world. Whether it's a ride, a sandwich, or a package, we use technology to give people what they want, when they want it.

For the women and men who drive with Uber, our app represents a flexible new way to earn money. For cities, we help strengthen local economies, improve access to transportation, and make streets safer. When you make transportation as reliable as running water, everyone benefits. Especially when it's snowing outside.

A woman is walking from left to right across a room. The floor is covered in a black and white checkered tile pattern. The walls are a light, textured green and are decorated with numerous framed black and white photographs of various subjects, including people and buildings. In the foreground, there is a long, dark wooden bench. On either side of the bench, there is a tall, ornate, dark metal candelabra with multiple candle holders. The woman is wearing a dark top and dark pants, and her motion is blurred.

 **DESIGN HOTELS™**

starwood
Hotels and
Resorts



„This is the best of both worlds for independent hotels: Keep your freedom, but get access to the a broader network. And Starwood can boast more destinations with little effort.“

— JASON CLAMPET



To create an unrivaled global COMMUNITY for DESIGN,
ARCHITECTURE and CULTURE and become the DEFINITE SOURCE OF
ORIGINAL HOSPITALITY EXPERIENCES.

221

PARTICIPANTS

168

HOTELS

111

DESTINATIONS



New Arrivals

26 NEW MEMBER HOTELS
WORLDWIDE

AMERICAS



CHICAGO

HUNTER

CHATTANOOGA

SAN MIGUEL DE ALLENDE

LA PAZ

NEW IN USA

THE ROBEY Chicago



NEW IN USA

THE ROBEY

69 Rooms



NEW IN USA

THE DWELL Chattanooga



NEW IN USA



THE DWELL

16 Rooms

NEW IN USA

SCRIBNER'S CATSKILL LODGE

Hunter



NEW IN USA

SCRIBNER'S CATSKILL LODGE

38 Rooms



NEW IN MEXICO

DOS CASAS HOTEL

San Miguel de Allende



NEW IN MEXICO

DOS CASAS HOTEL

12 Rooms



NEW IN BOLIVIA

ATIX HOTEL

La Paz



NEW IN BOLIVIA

ATIX HOTEL

53 Rooms



EUROPE



COPENHAGEN

MANCHESTER

VILNIUS

PARIS

GSTAAD

ASCONA

SAINT-RAPHAËL

PIENZA

LISBON

PONTA DELGADA

MONCARAPACHO

MONFORTE

IBIZA

PALMA DE MALLORCA

SANTIAGO DO CACÉM

SERIFOS

NEW IN DENMARK

NOBIS KPH Copenhagen



NEW IN DENMARK

NOBIS KPH 75 Rooms



NEW IN UK

ODDFELLOWS ON THE PARK Manchester



NEW IN UK

ODDFELLOWS ON THE PARK

22 Rooms



NEW IN LITHUANIA



ARCHER HOTEL

Vilnius

NEW IN LITHUANIA

ARCHER HOTEL

105 Rooms



NEW IN FRANCE

LE ROCH HOTEL & SPA

Paris



NEW IN FRANCE



LE ROCH HOTEL & SPA

37 Rooms

NEW IN FRANCE

LES ROCHES ROUGES

Saint-Raphaël



NEW IN FRANCE

LES ROCHES ROUGES

50 Rooms



NEW IN SWITZERLAND



HUUS GSTAAD

Gstaad

NEW IN SWITZERLAND

HUUS GSTAAD

136 Rooms



NEW IN SWITZERLAND

GIARDINO ASCONA

Ascona



NEW IN SWITZERLAND

GIARDINO ASCONA

77 Rooms



NEW IN SPAIN

NAKAR HOTEL

Palma de Mallorca



NEW IN SPAIN

NAKAR HOTEL

57 Rooms



NEW IN SPAIN

LA GRANJA IBIZA

Ibiza



NEW IN SPAIN

LA GRANJA IBIZA

10 Rooms



NEW IN PORTUGAL

TORRE DE PALMA

Monforte



NEW IN PORTUGAL

TORRE DE PALMA

18 Rooms



NEW IN PORTUGAL

MEMMO PRINCIPE REAL

Lisbon



NEW IN PORTUGAL

MEMMO PRINCIPE REAL

41 Rooms



NEW IN PORTUGAL

ALTIS BELÉM

Lisbon



NEW IN PORTUGAL

ALTIS BELÉM

50 Rooms



NEW IN PORTUGAL

CAMINHOS DE SANTIAGO

Santiago do Cacém



NEW IN PORTUGAL

CAMINHOS DE SANTIAGO

35 Rooms



NEW IN PORTUGAL

VILA MONTE

Moncarapacho



NEW IN PORTUGAL

VILA MONTE

55 Rooms



NEW IN PORTUGAL

AZOR Ponta Delgada



NEW IN PORTUGAL

AZOR 123 Rooms



NEW IN ITALY

LA BANDITA TOWNHOUSE

Pienza



NEW IN ITALY

LA BANDITA TOWNHOUSE

12 Rooms



NEW IN GREECE

COCO-MAT ECO RESIDENCES SERIFOS Serifos



NEW IN GREECE

COCO-MAT ECO RESIDENCES SERIFOS 10 Rooms



AFRICA



NEW IN TANZANIA

ZURI ZANZIBAR

Zanzibar



NEW IN TANZANIA

ZURI ZANZIBAR

65 Rooms



NEW IN MAURITIUS

SHANTI MAURICE

Chemin Grenier



NEW IN MAURITIUS

SHANTI MAURICE

61 Rooms

अज्ञान' में रहने से ससार
'चार्ज' होता है और 'ज्ञान' में
रहने से 'विराज' हो जाता है
सिद्धि की 'मज्जा' उठाने से भयंकर
की मज्जा उठाने से भयंकर है, फिर
चाहे वह गधा ही क्यों न हो मगर
'आफ्टरऑल' क्या है ? 'भगवान' है
मनुष्यगति में आने के बाद स्व-स्वभाव
में रहकर 'विराज' (डिस्चार्ज) में
दखल न दें तो मोक्ष ही मिलता है
अन्य था दूसरी गति मिलती है

Life
isn't about
Waiting
for the storm
to pass,
it's about
learning
to dance
in the rain

YES
I'VE
MADE
MISTAKES
LIFE
DIDN'T
COME
WITH
INSTRUCTIONS



ASIA

NIIGATA

TAIPEI



NEW IN JAPAN

SATOYAMA JUJO

Niigata



NEW IN JAPAN

SATOYAMA JUJO

12 Rooms



NEW IN TAIWAN

HOTEL PROVERBS TAIPEI

Taipei

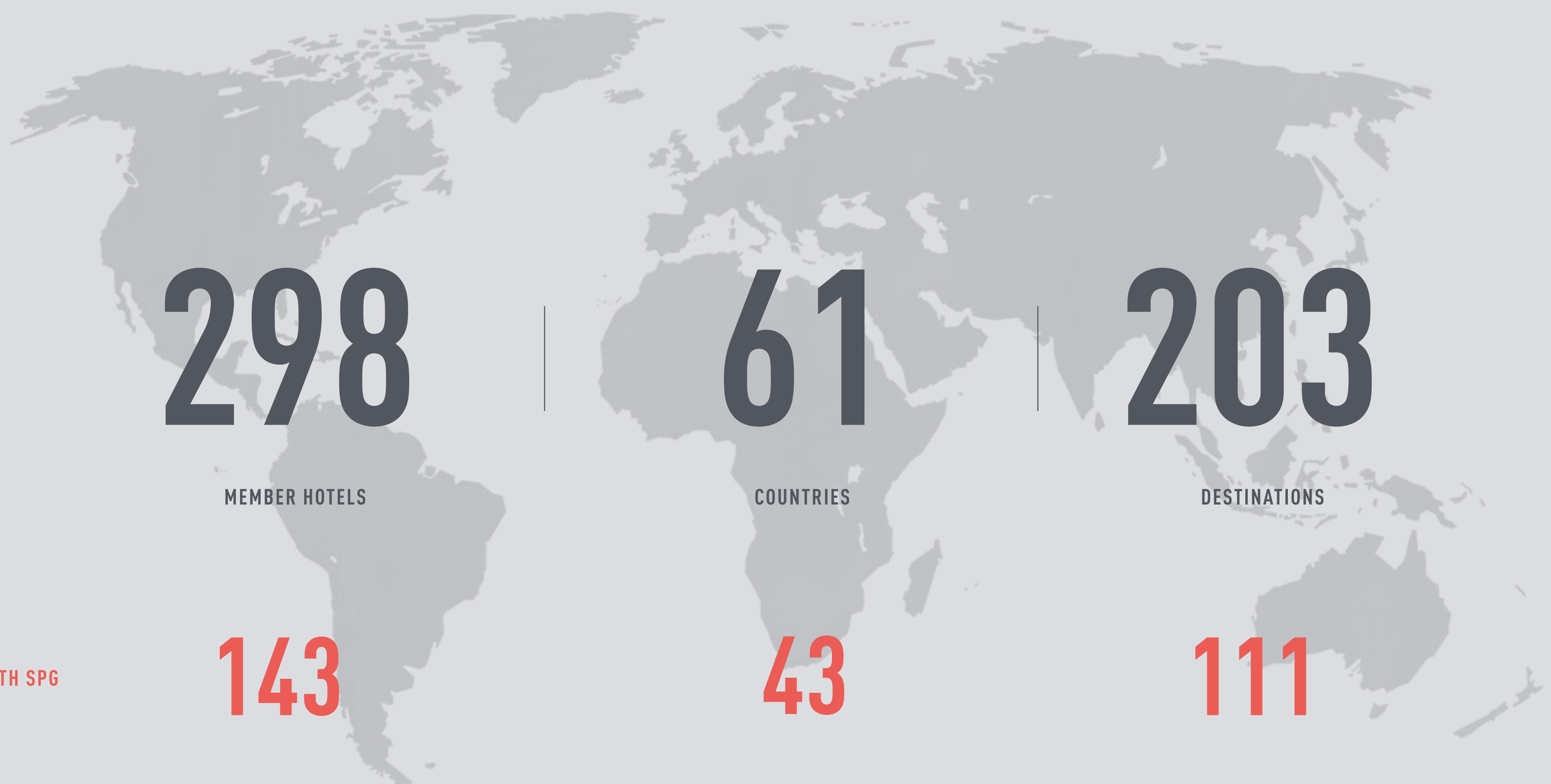


NEW IN TAIWAN

HOTEL PROVERBS TAIPEI

42 Rooms





298

MEMBER HOTELS

61

COUNTRIES

203

DESTINATIONS

143

43

111

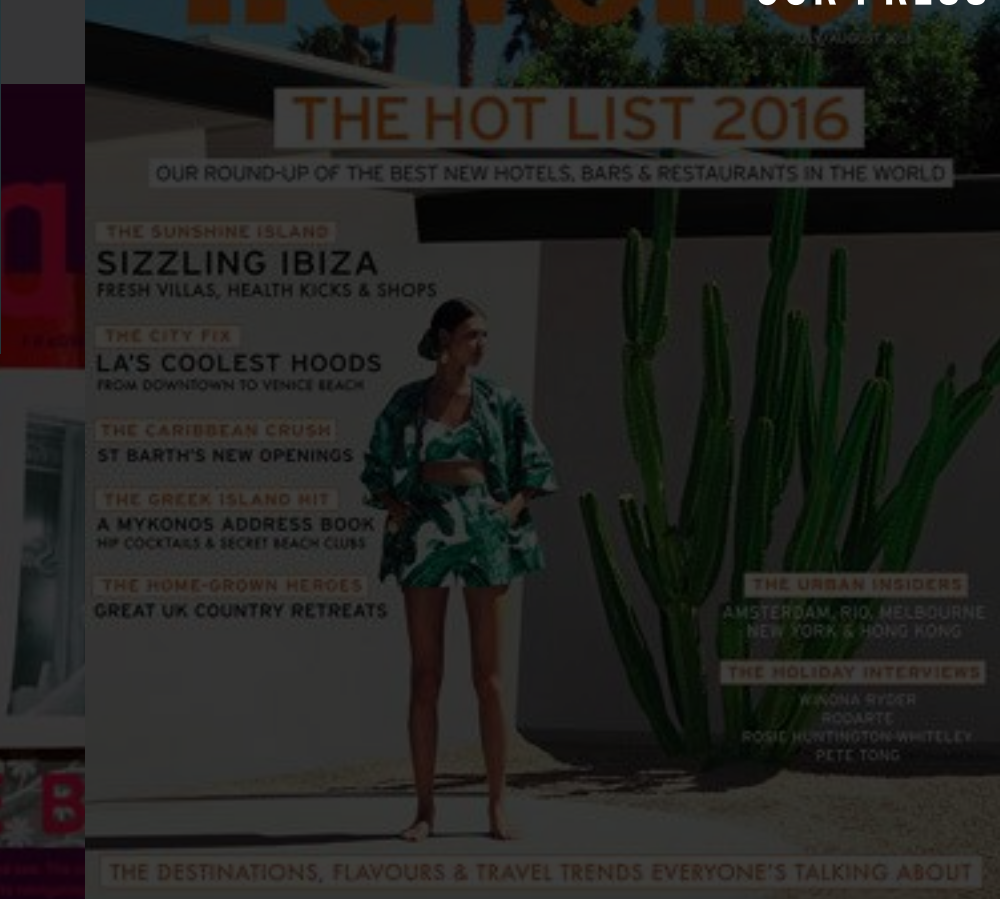
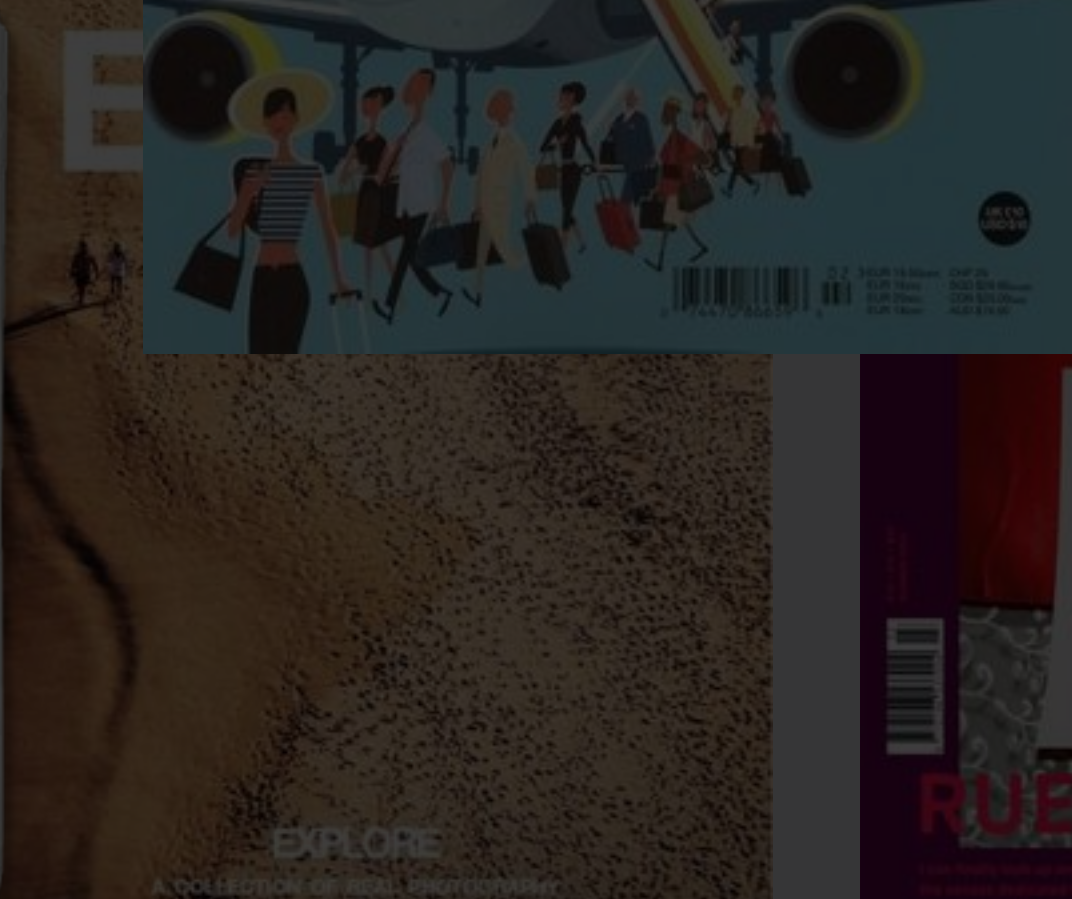
SIGNED WITH SPG





OPINION LEADERS IN MEDIA

JOURNALISTS REGISTERED IN
OUR PRESS PORTAL







EXCHANGE EVENTS

12

INTELLECTUAL DISCOURSE

*Carlos Magdalena,
aka “the Plant Messiah”*

CULINARY

*British canapés concept by
Caroline Gardiner & Alan Lucas*

PERFORMANCE

280 clients & 40 Hotels

LOCATION

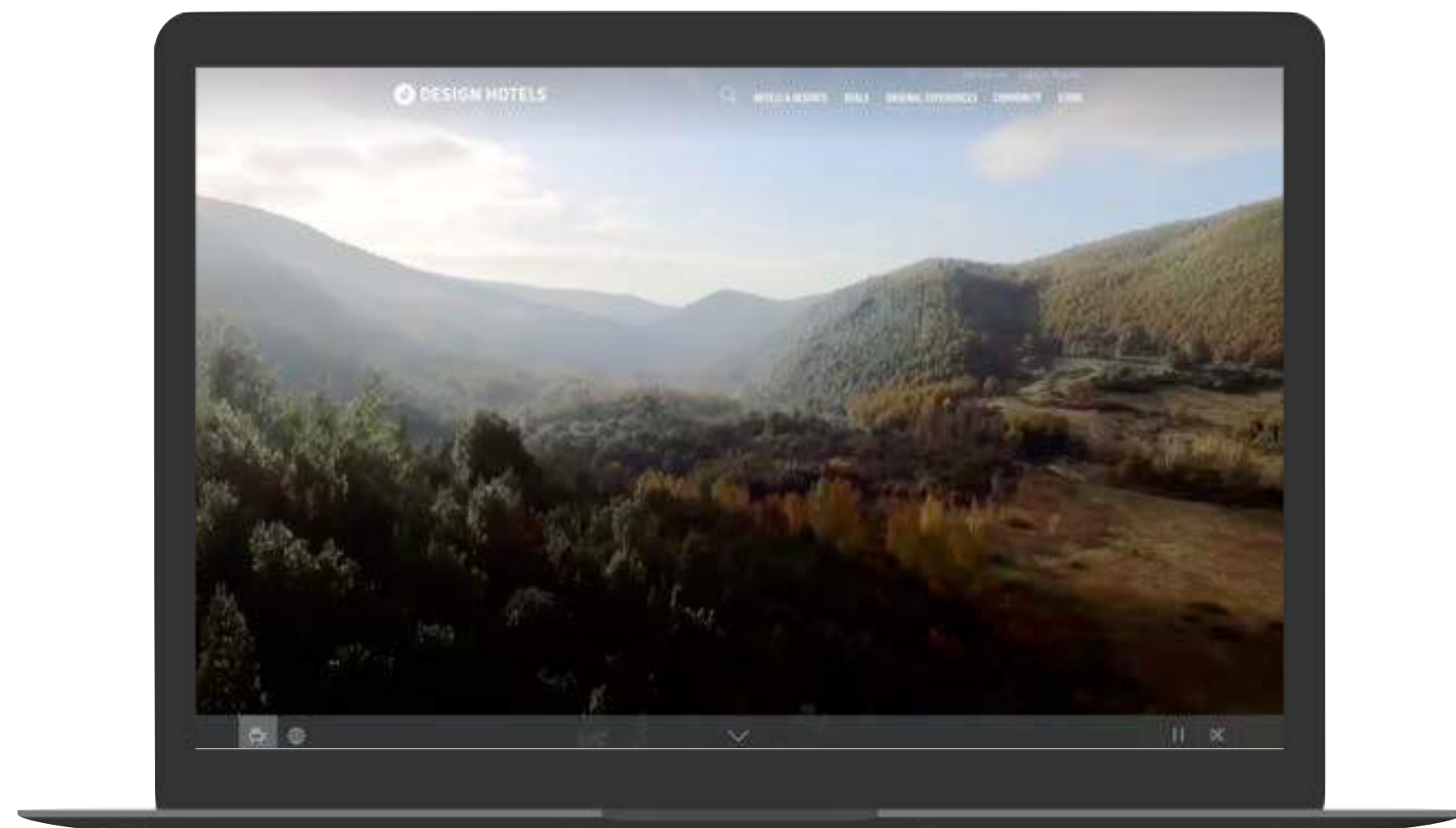
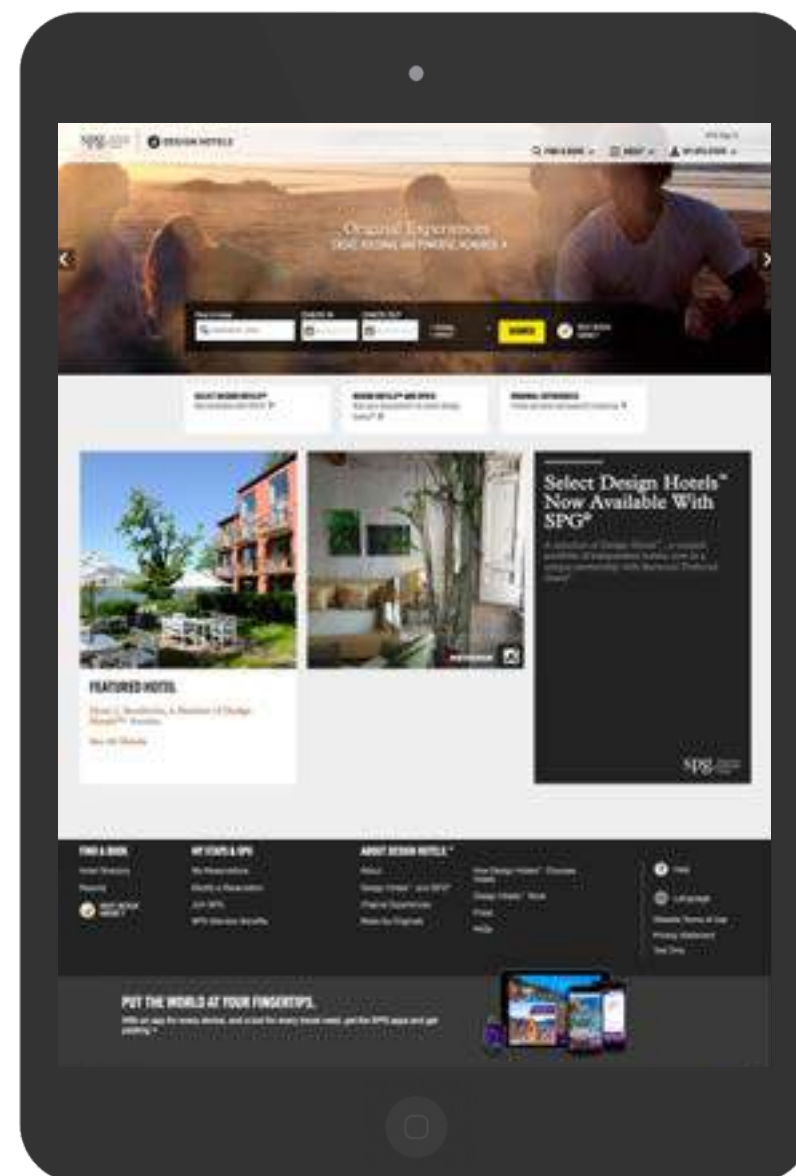
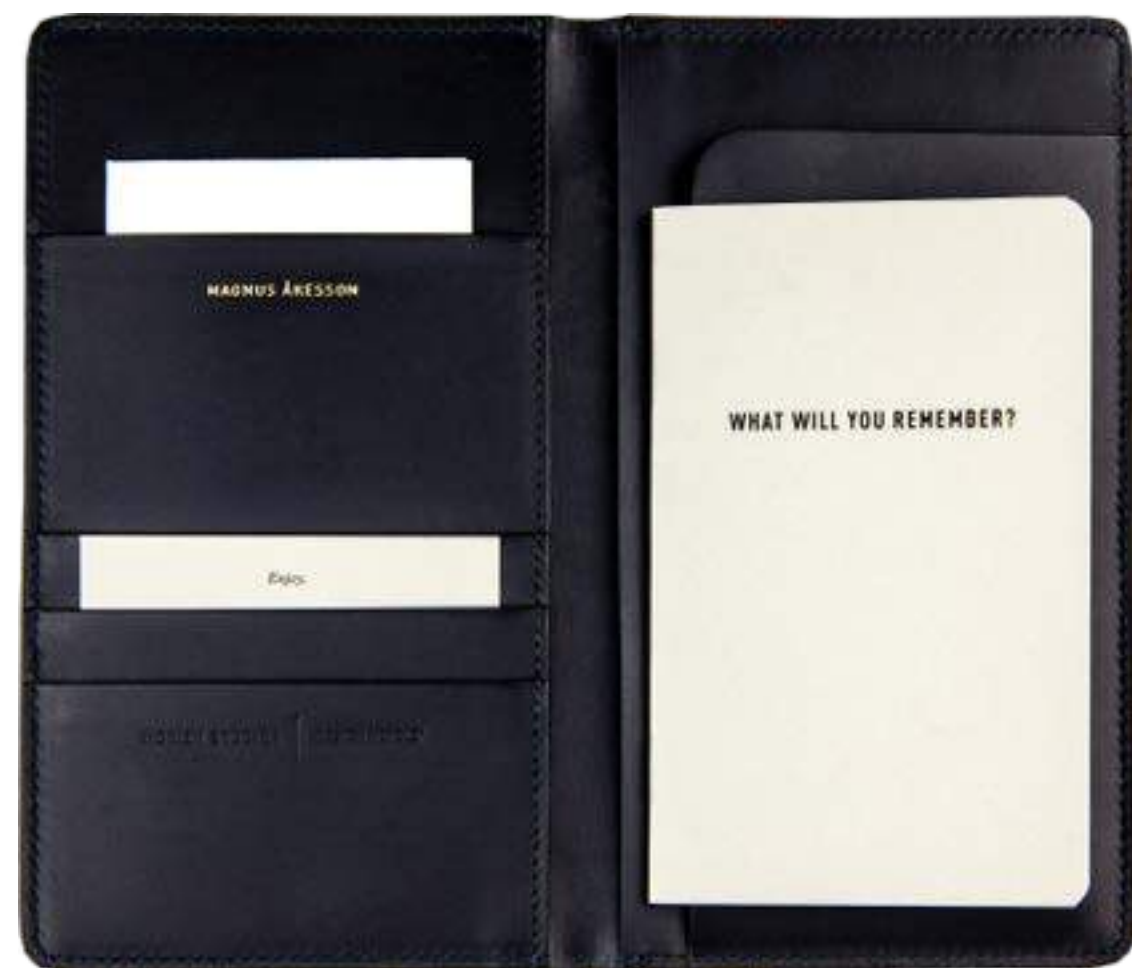
*Banking Hall,
London, UK*

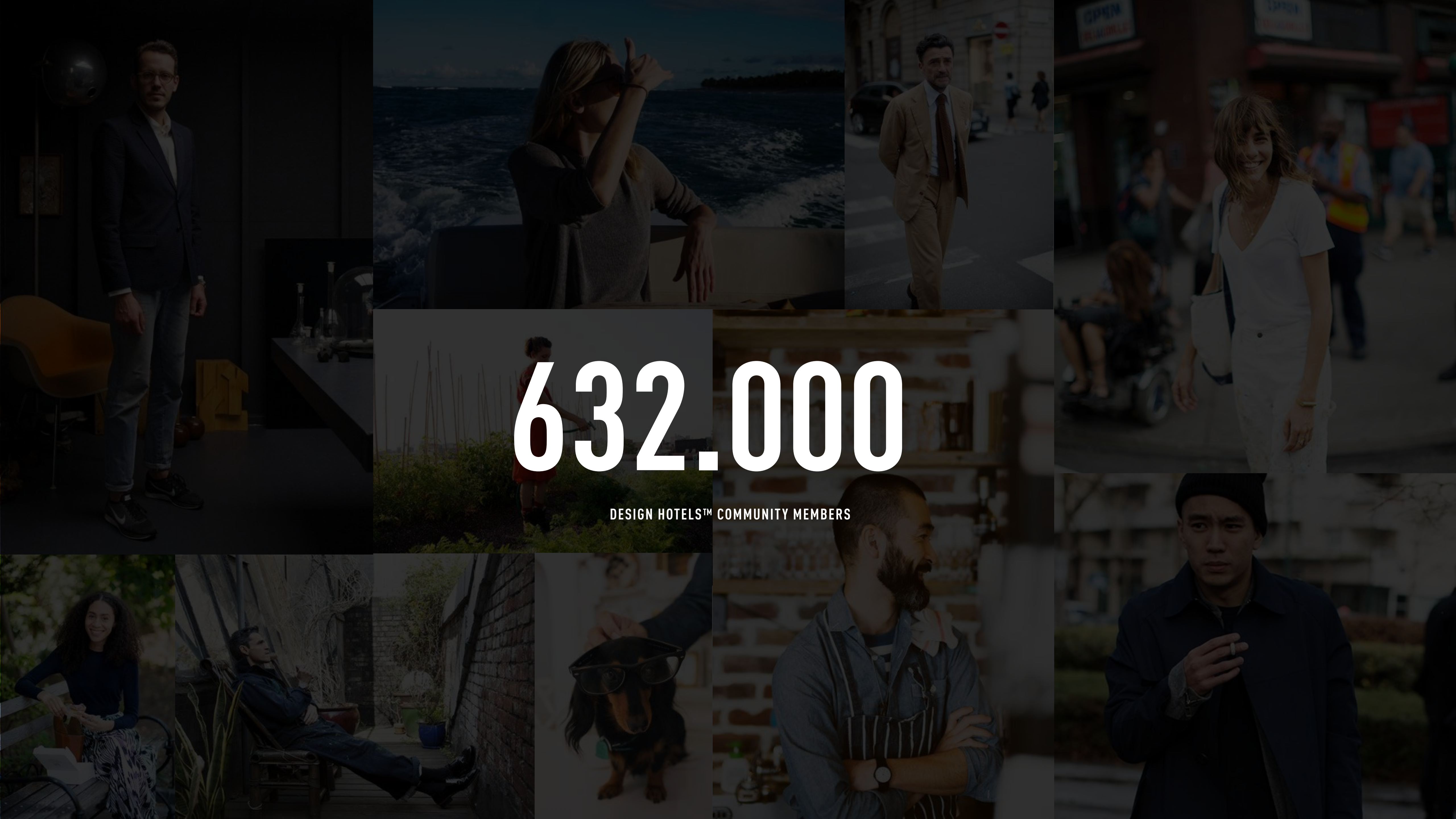


18.000 | 33.000

TRAVEL AGENCIES

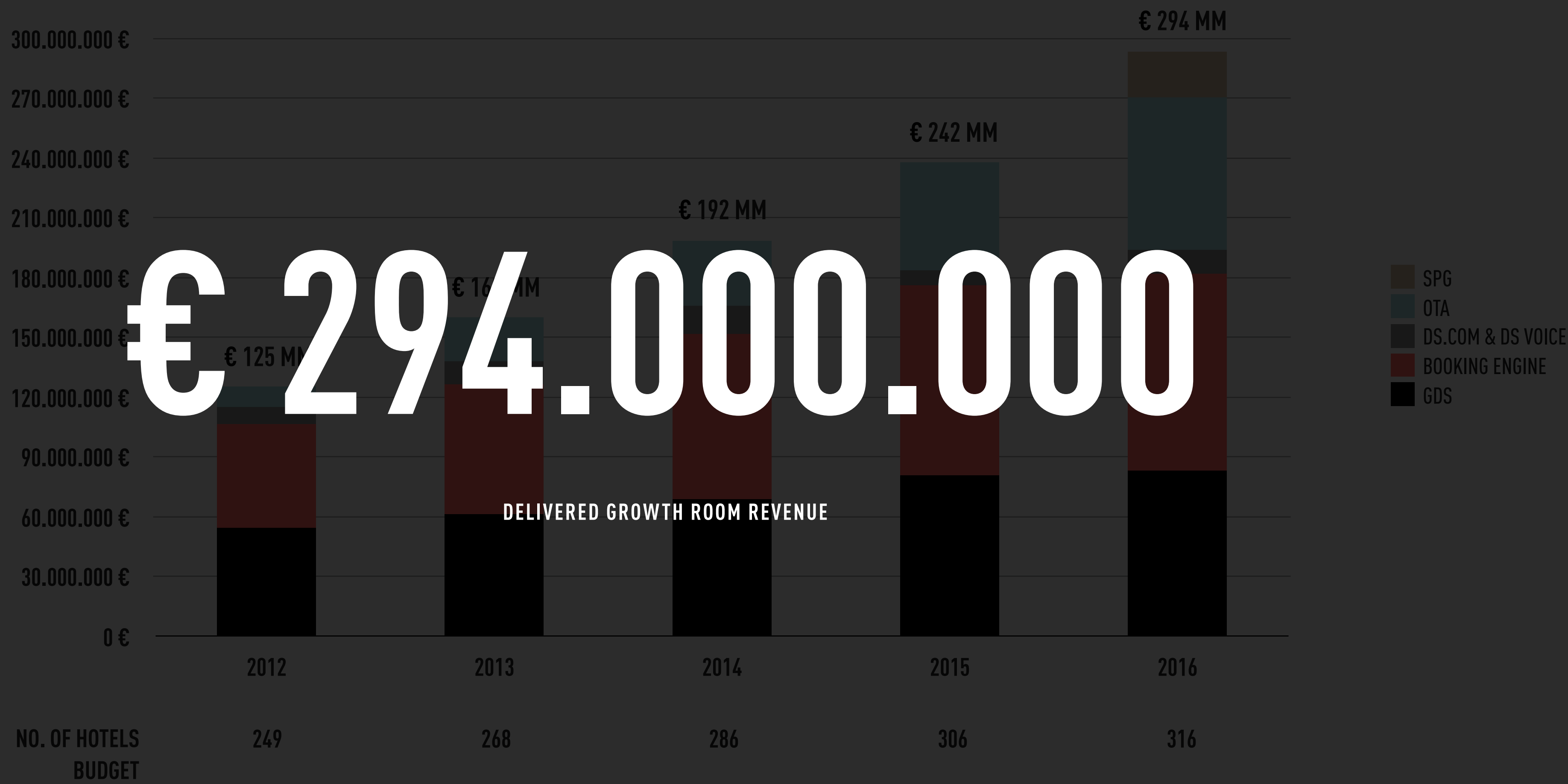
TRAVEL AGENTS





632.000

DESIGN HOTELS™ COMMUNITY MEMBERS



In an ever changing distribution landscape

VOICE
(CCC & PROPERTY)

Revenue \$230B+
Growth (-4%)

GDS
CORPORATE

Revenue \$120B
Growth 3-5%

ONLINE OTA'S

Revenue \$45B
Growth 10-15%

SEARCH
META SEARCH
NEW ENTRANT

Revenue Initiating
Growth ??

LEISURE
FIT & MASS MARKET

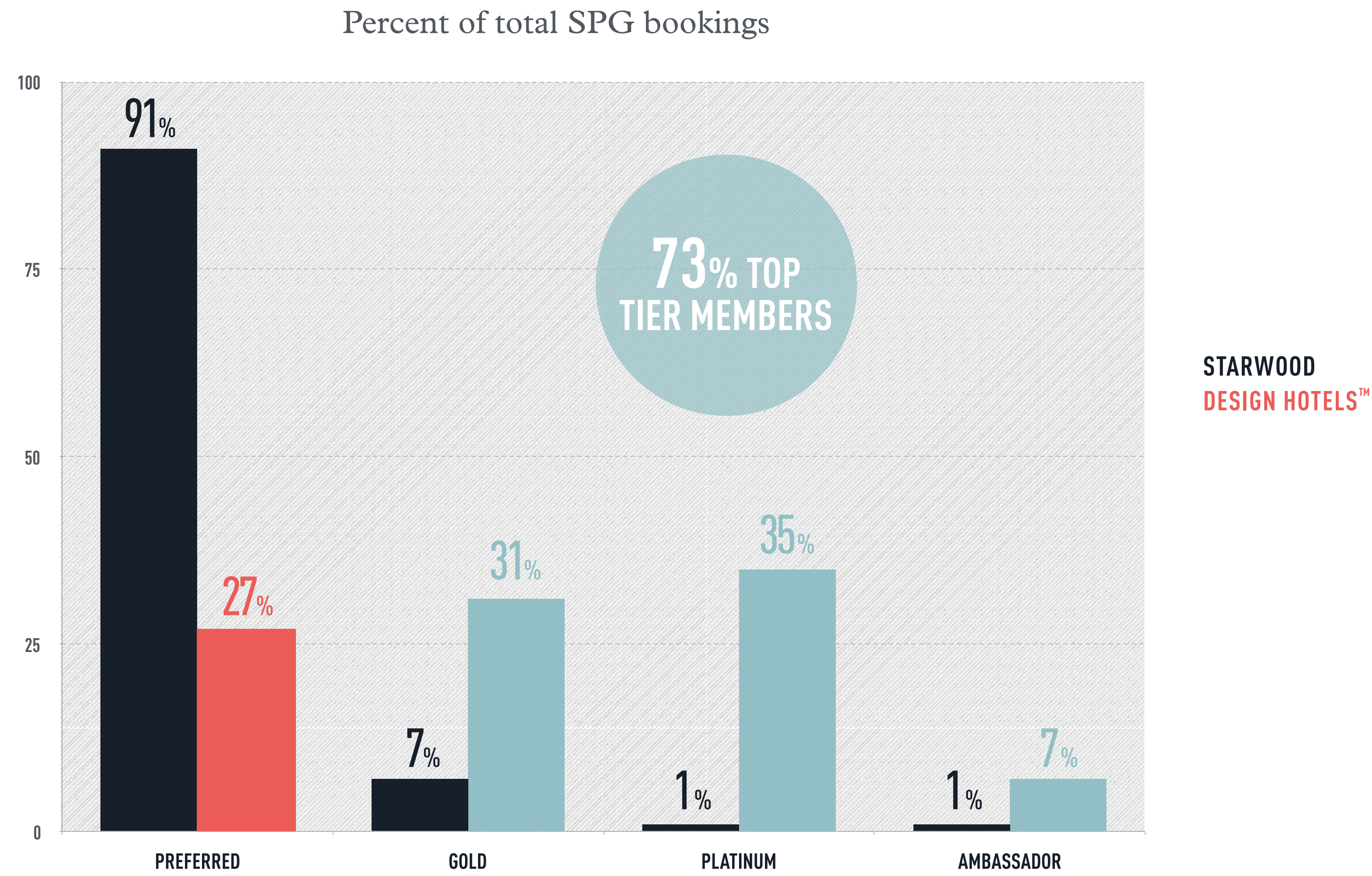
Revenue \$80B
Growth 1-3%

BRAND OR HOTEL
BOOKING ENGINE

Revenue \$115B
Growth 20%

MOBILE

Revenue \$15B
Growth 100%



SPEAKER

FELIX RADAVERO

VP GLOBAL DEVELOPMENT

of Design Hotels™

10.00 AM — 10.20 AM

Curating our Hotel Portfolio & the Value of Starwood Preferred Guest Program



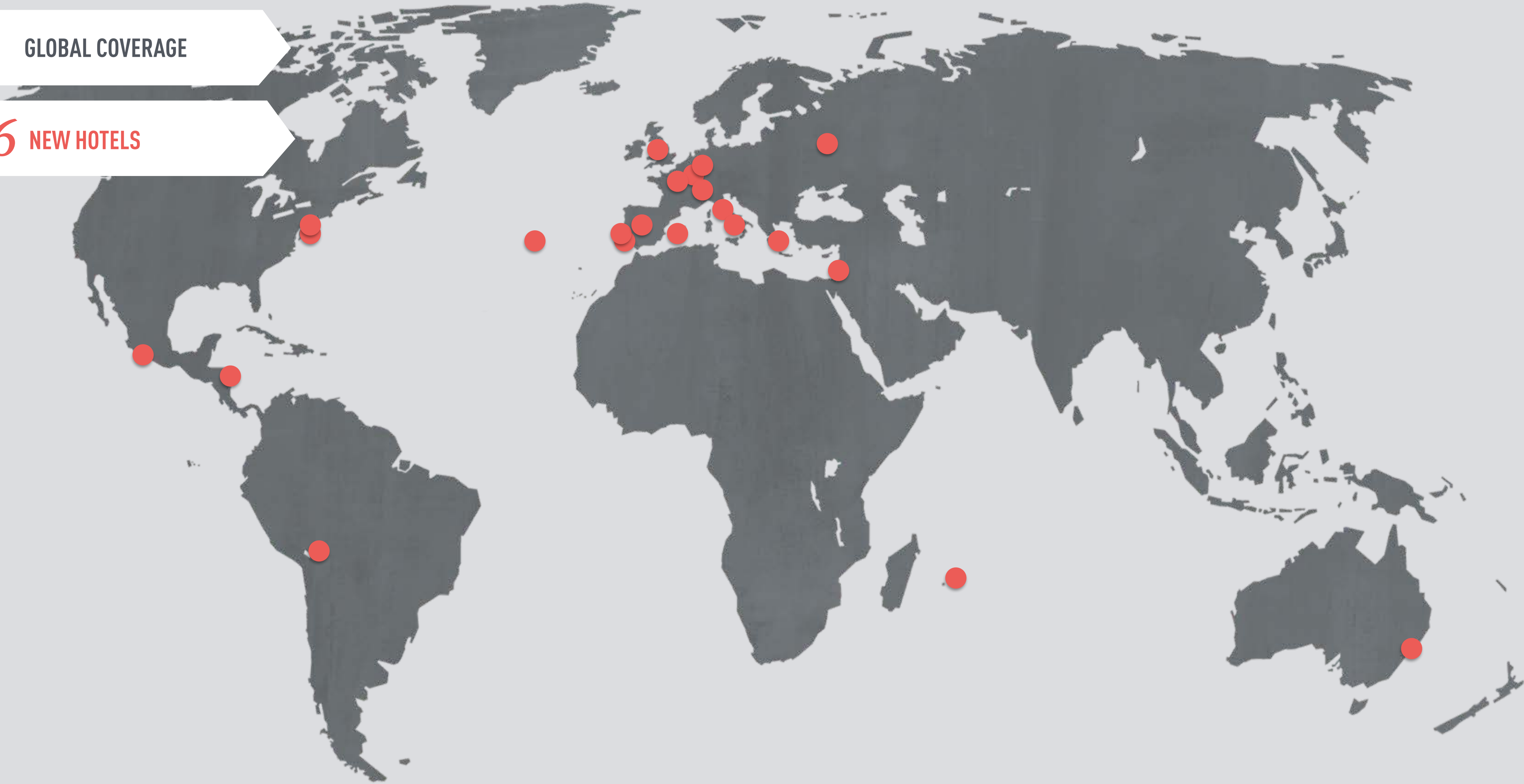
To create an unrivaled global community for design,
architecture and culture and become the
DEFINITE SOURCE OF ORIGINAL HOSPITALITY EXPERIENCES

GLOBAL COVERAGE



GLOBAL COVERAGE

26 NEW HOTELS





GLOBAL COVERAGE

NEW HOTELS

18 NEW DESTINATIONS

Zanzibar, Tanzania



GLOBAL COVERAGE

NEW HOTELS

18 NEW DESTINATIONS

Gstaad, Switzerland

GLOBAL COVERAGE

NEW HOTELS

18 NEW DESTINATIONS

Manchester, United Kingdom

An aerial photograph of a vast, terraced landscape in Mauritius. The foreground and middle ground are filled with lush green terraced fields, likely used for agriculture, separated by narrow, winding paths. The terrain is hilly and undulating. In the background, there are more hills and a distant view of the ocean under a sky with scattered white clouds.

GLOBAL COVERAGE

NEW HOTELS

18 NEW DESTINATIONS

Chemin Grenier, Mauritius

GLOBAL COVERAGE

NEW HOTELS

18 NEW DESTINATIONS

Chicago, United States of America



GLOBAL COVERAGE

NEW HOTELS

18 NEW DESTINATIONS

La Paz, Bolivia

An aerial photograph of Vilnius, Lithuania, taken from a high vantage point. The foreground is filled with dense, leafless trees in shades of brown and orange. Below the trees, a cluster of historic buildings with red-tiled roofs and white walls is visible. In the middle ground, a large, ornate church with a tall spire stands out. The background shows a wide river, likely the Neris, flowing through the city, with more buildings and hills visible in the distance under a hazy, golden sky.

GLOBAL COVERAGE

NEW HOTELS

18 NEW DESTINATIONS

Vilnius, Lithuania



GLOBAL COVERAGE

NEW HOTELS

18 NEW DESTINATIONS

Saint Raphael, France



GLOBAL COVERAGE

NEW HOTELS

18 NEW DESTINATIONS

Niigata, Japan

- GLOBAL COVERAGE
- NEW HOTELS
- NEW DESTINATIONS
- HOTEL CATEGORIES

183



CITY HOTELS

57



BEACH RESORTS

30



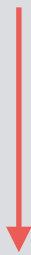
MOUNTAIN RESORTS

27



ALTERNATIVE DESTINATION

MEMBER HOTELS



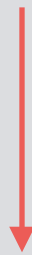
- *More demand*
- *Drive higher ADR*
- *Increase ancillary spend*
- *Increase hotel brand awareness*

DESIGN HOTELS™ COMMUNITY

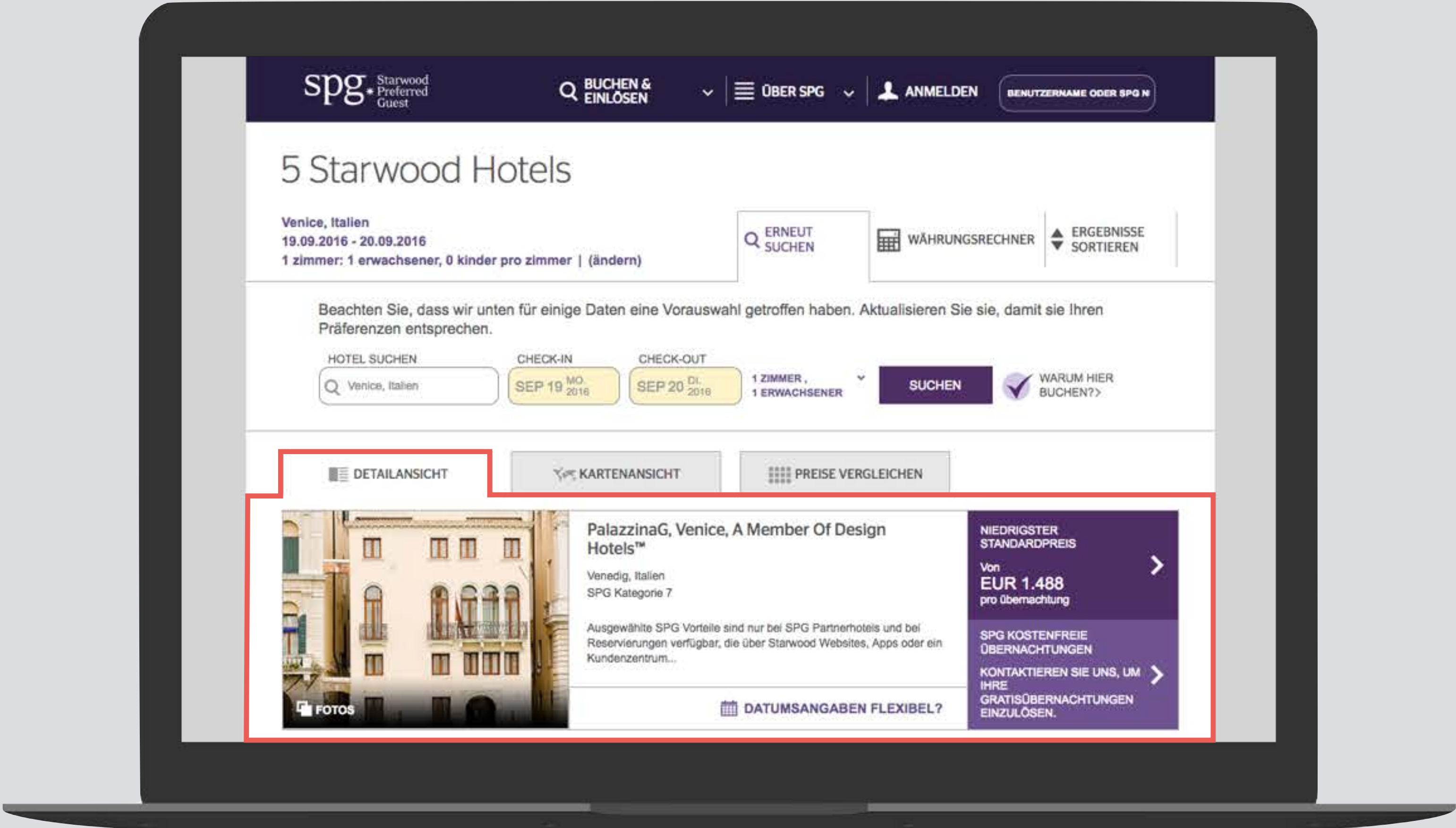


- *Recognition*
- *Earn points*
- *Redeem points*
- *Benefits*

STARWOOD PREFERRED GUEST



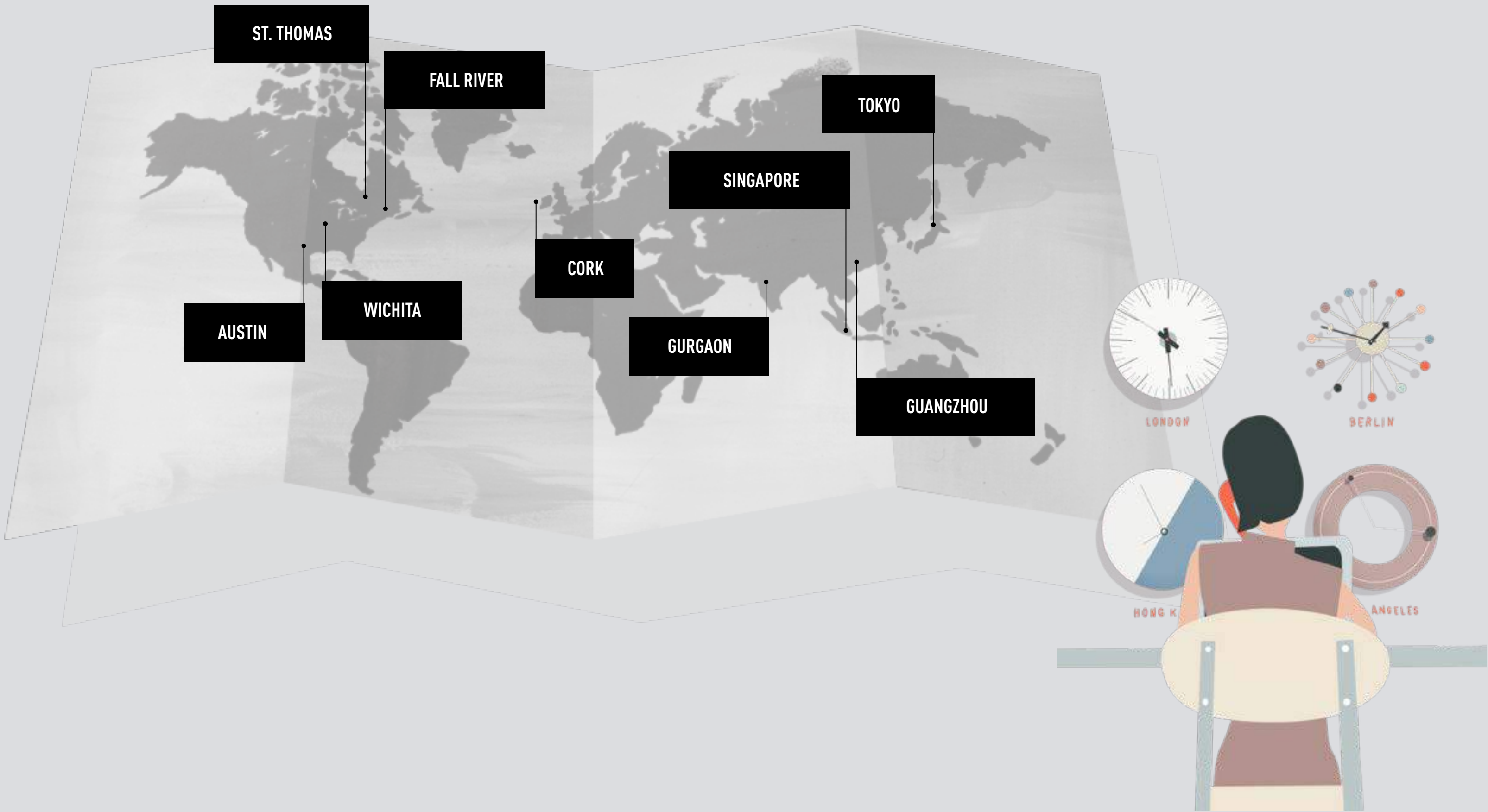
- *Original experiences*
- *New destinations*
- *Lifestyle hotels*



ACCESS TO

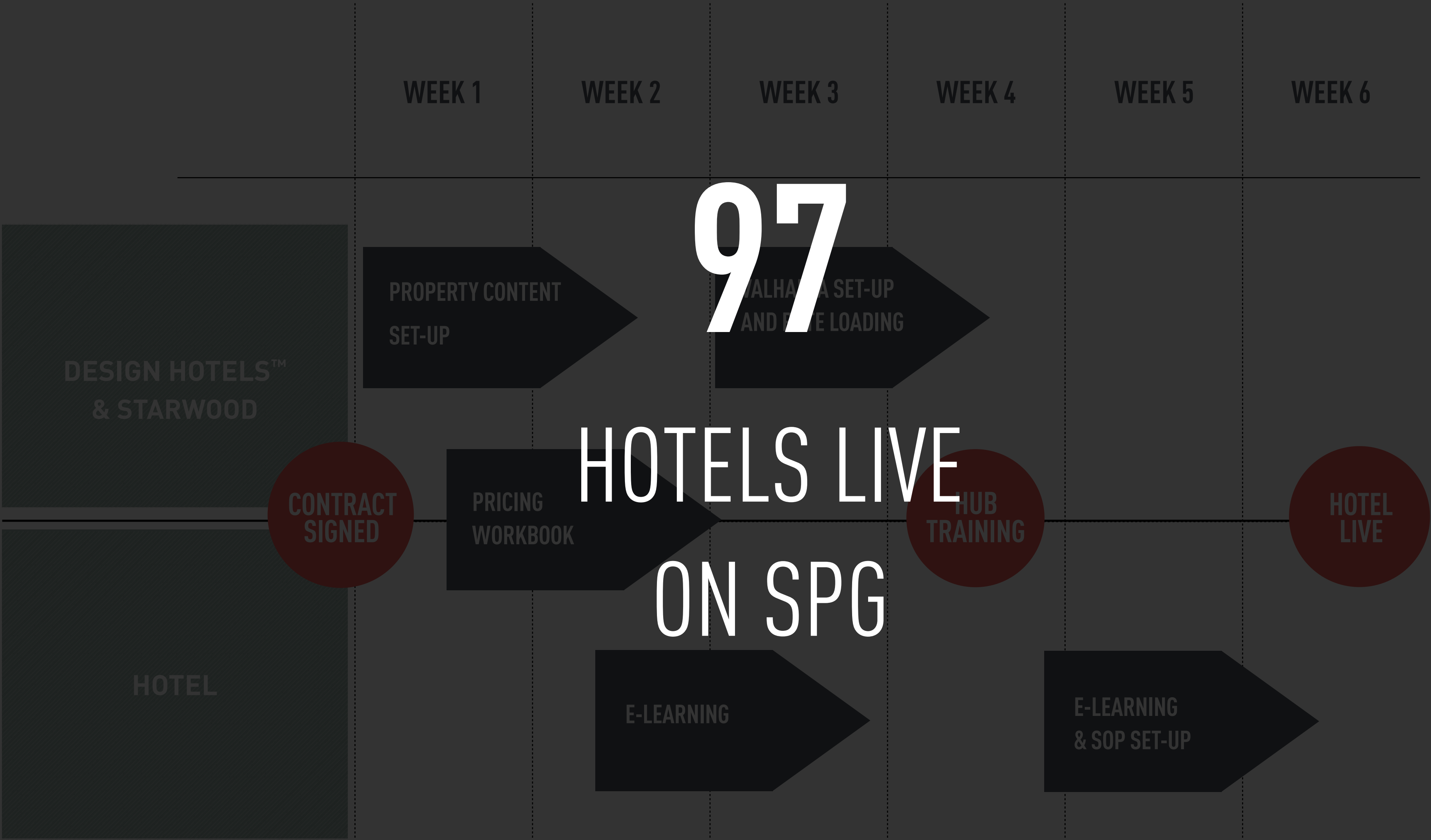
11

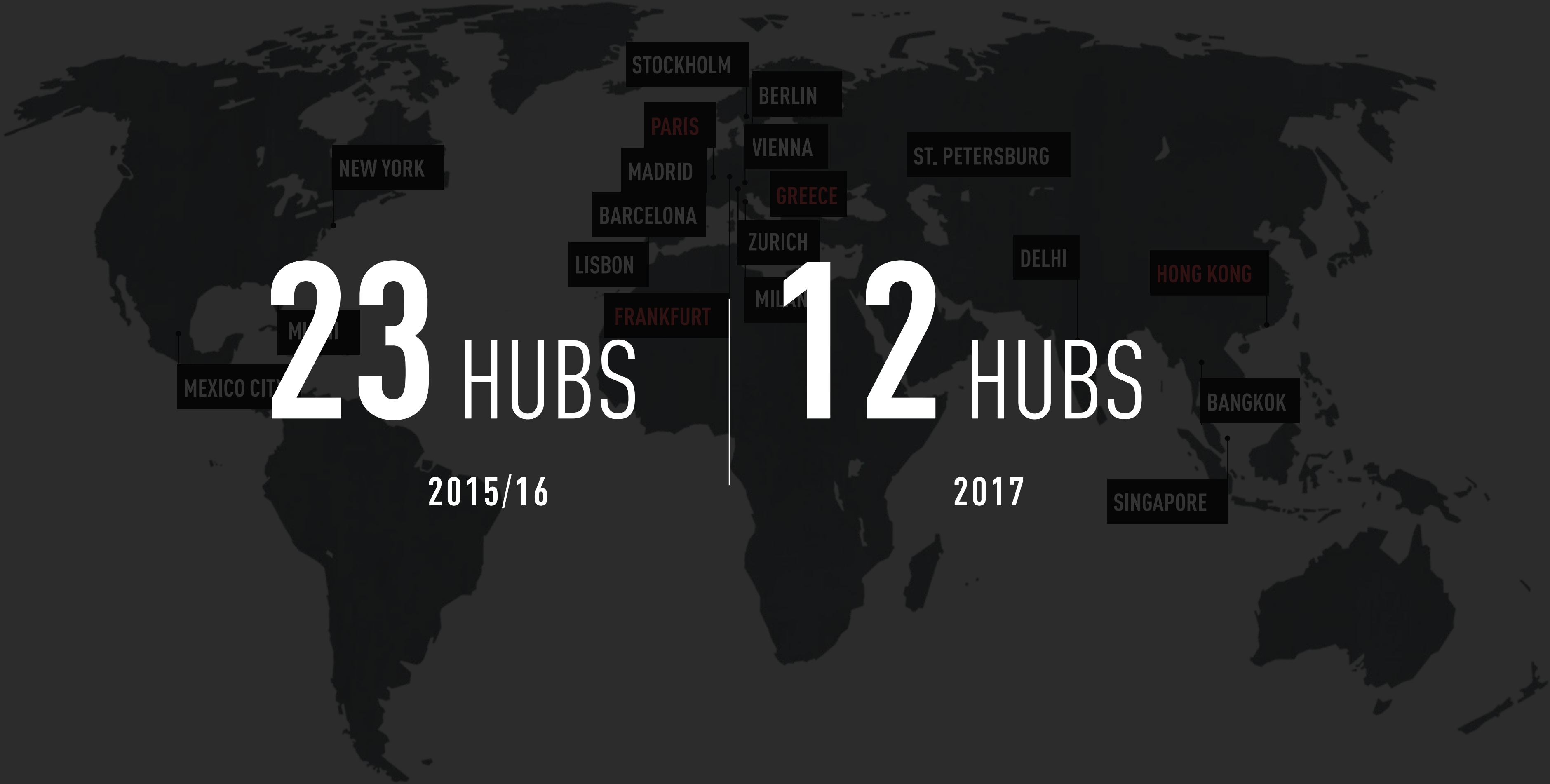
Starwood
BRANDED WEBSITES



9
CALL
CENTERS

16
LANGUAGES





SPG CASE STUDY

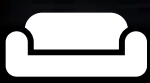
Hotel de Nell

Arrondissement de l'Opéra,
Paris, France

Live since
6TH APRIL 2016



33 Rooms



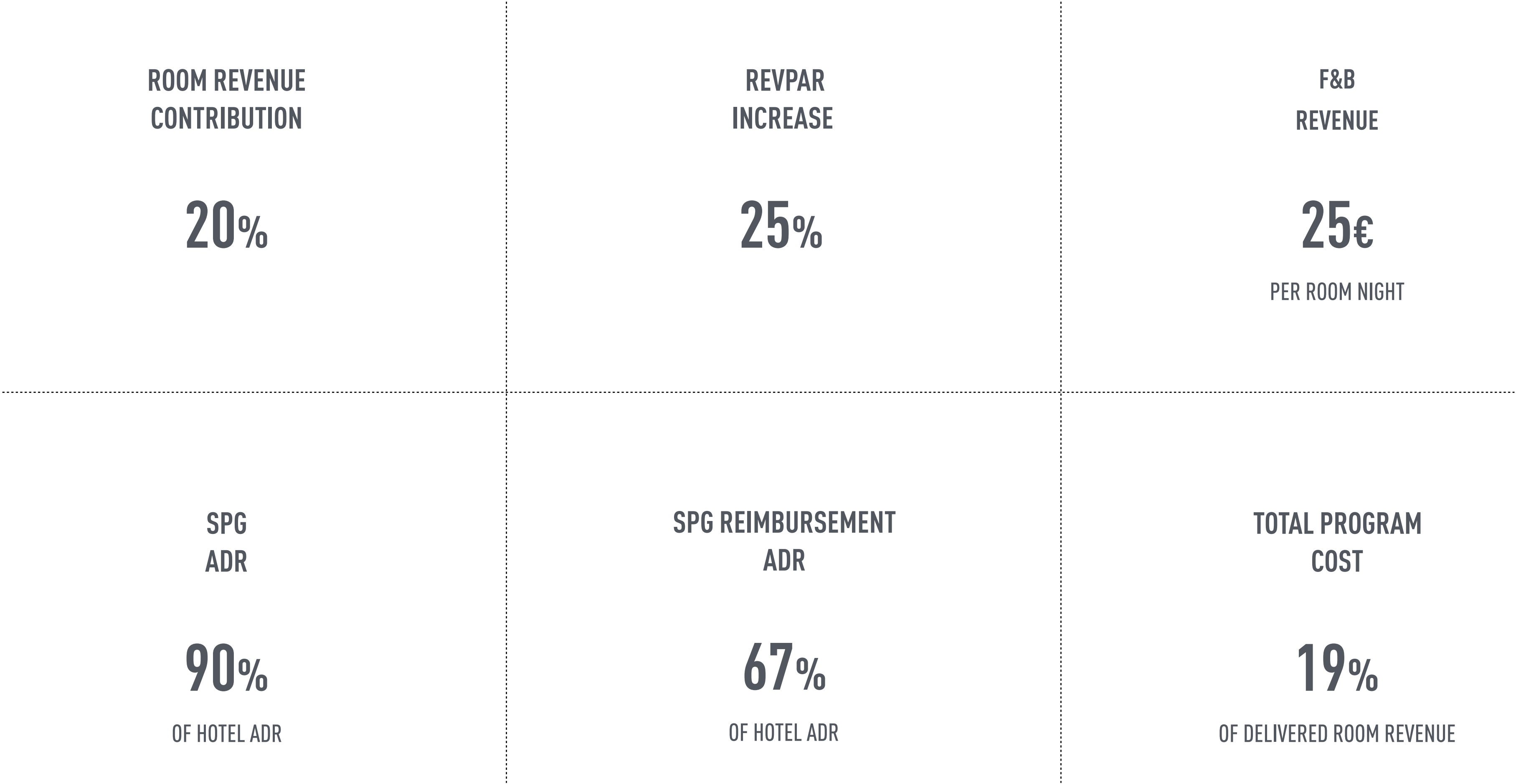
1 Lounge



1 Bar



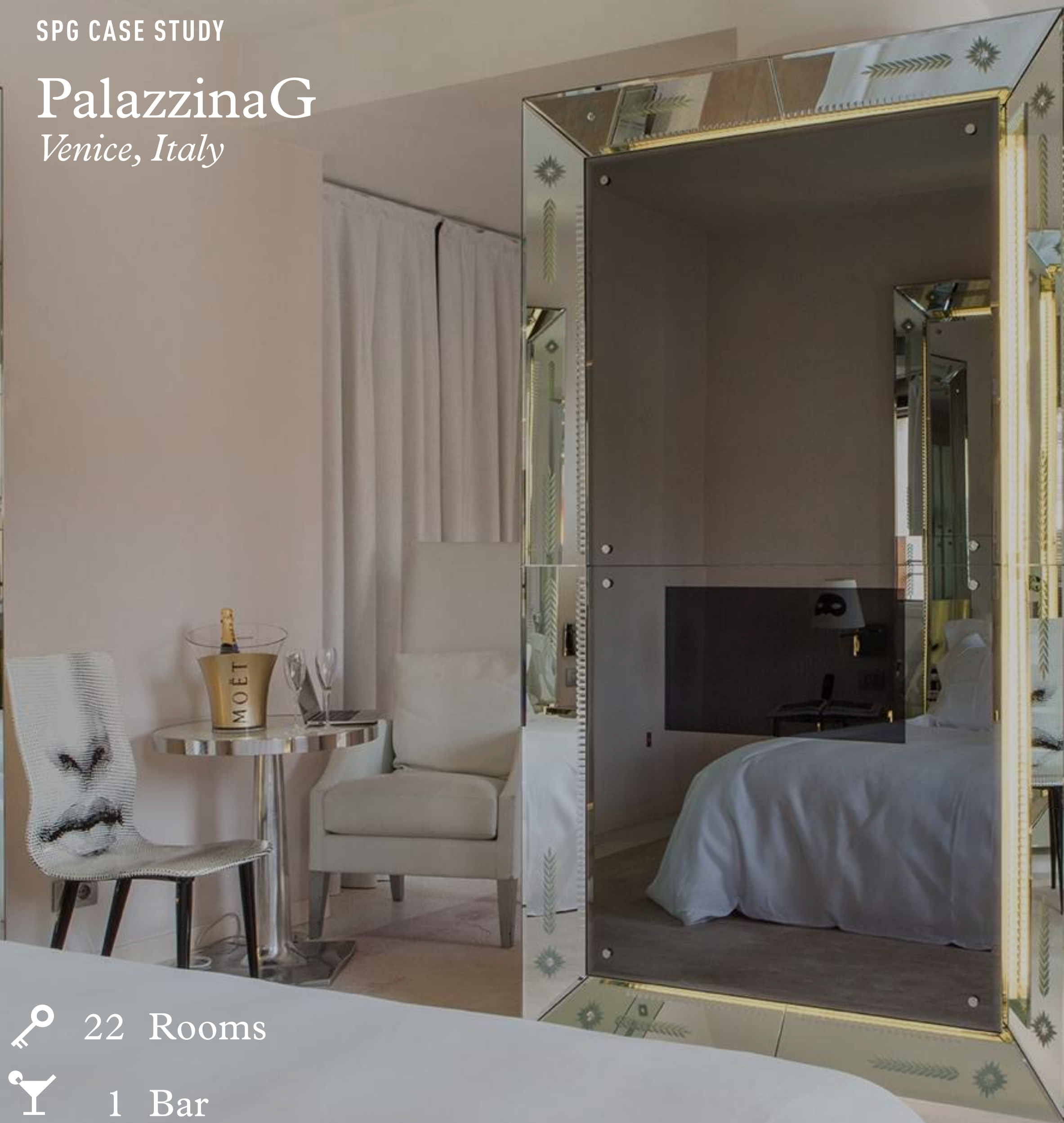
1 Restaurant



SPG CASE STUDY

PalazzinaG

Venice, Italy



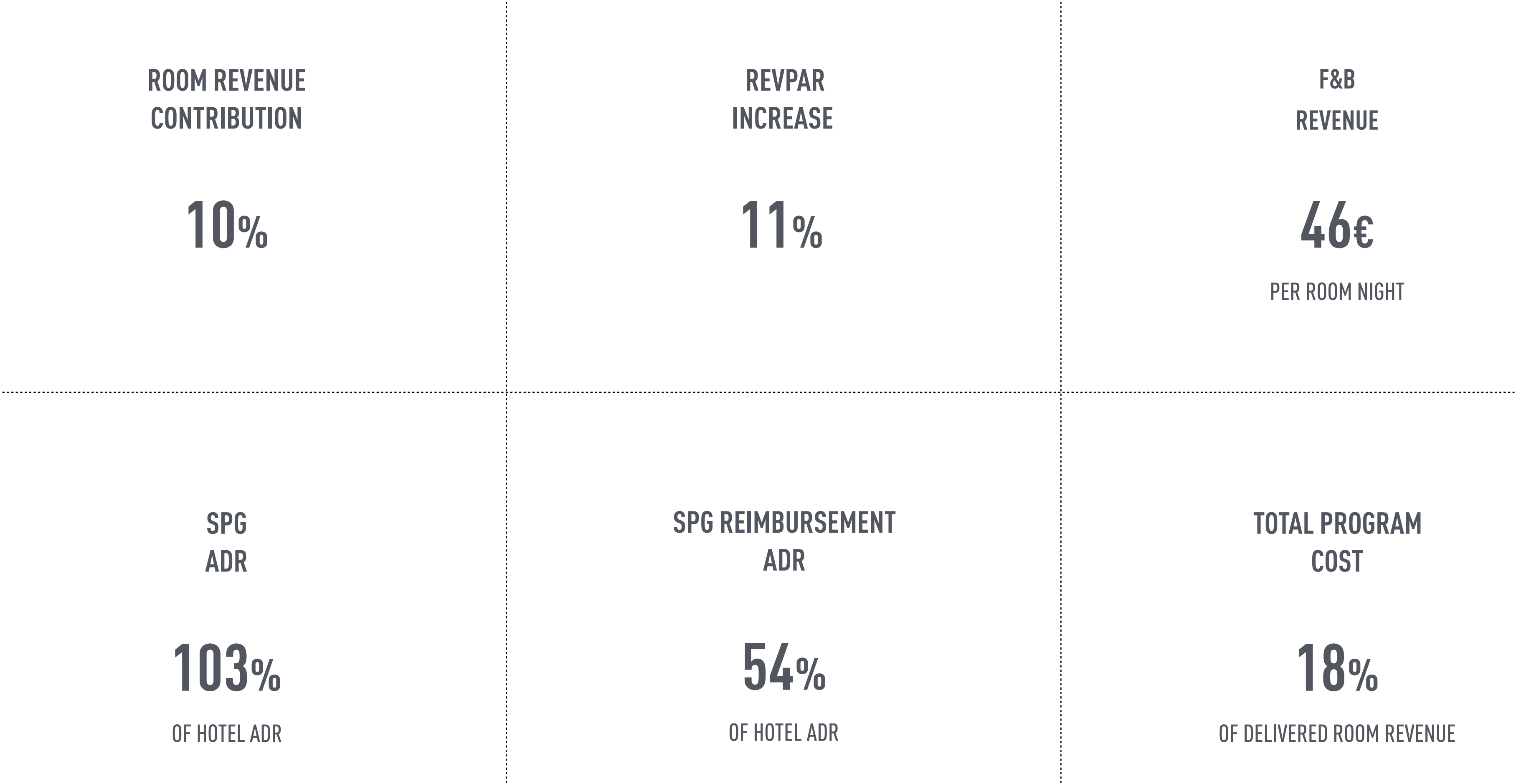
🔑 22 Rooms

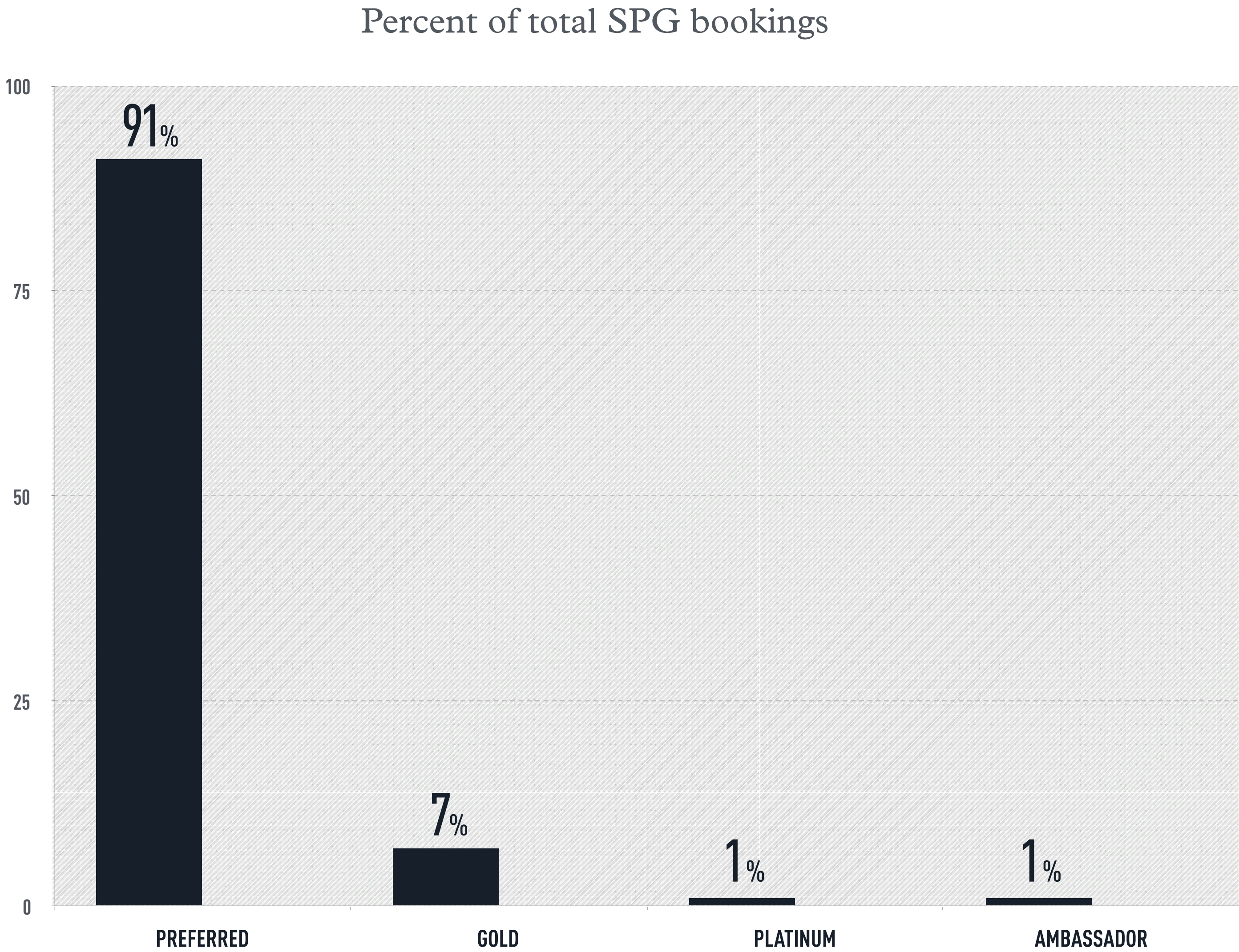
🍸 1 Bar

🍴 1 Restaurant

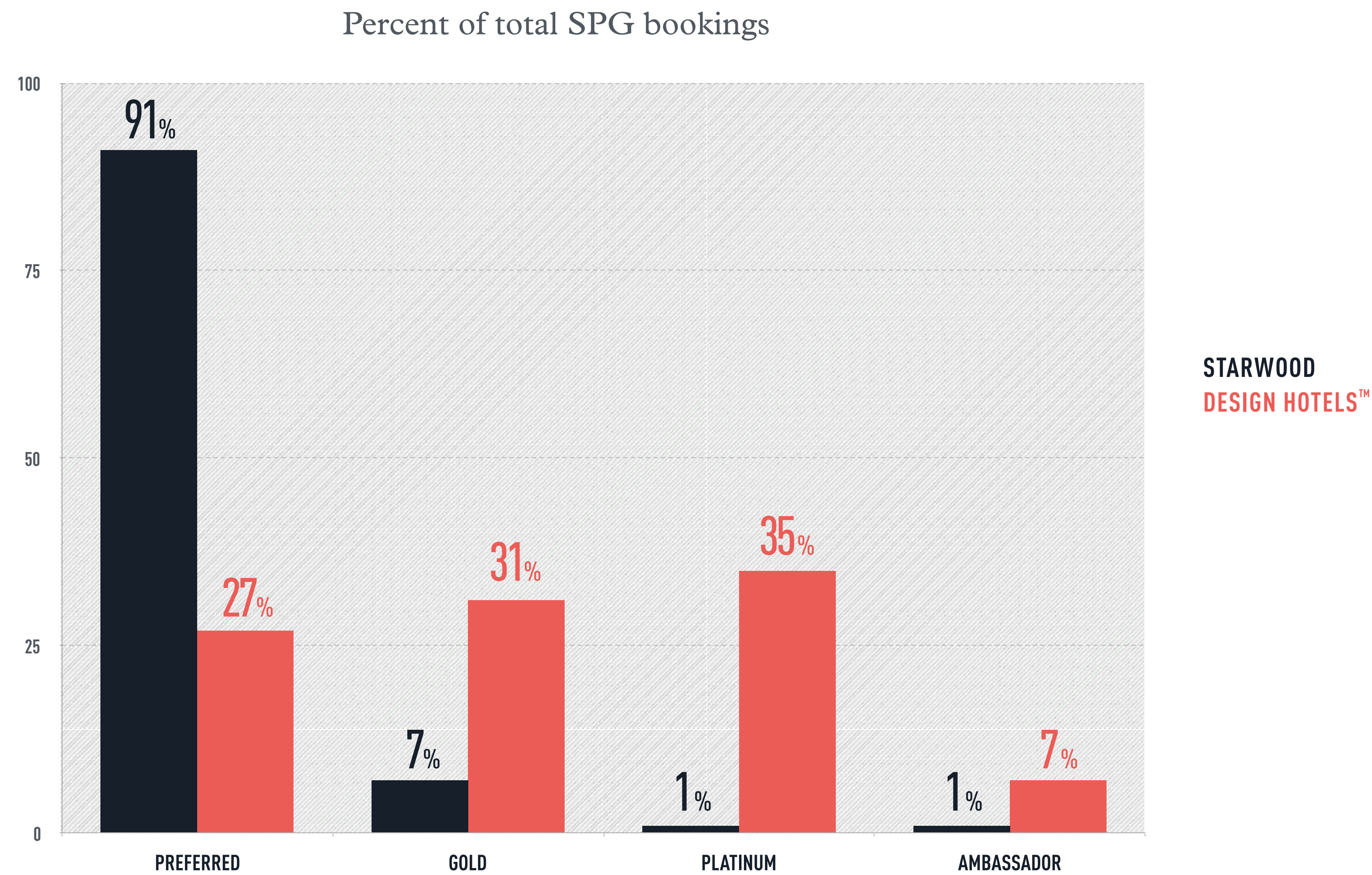
Live since
27TH JANUARY 2016

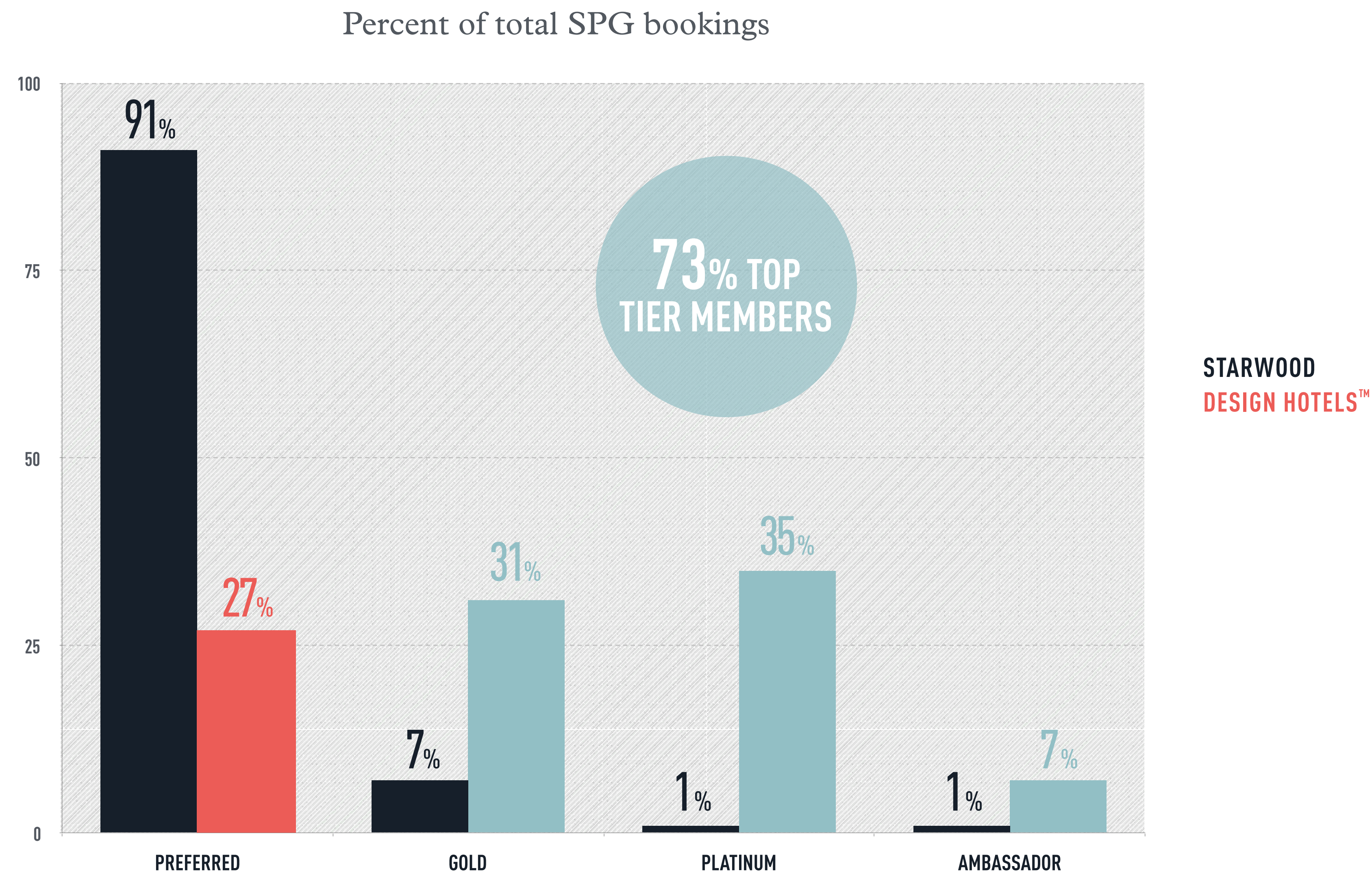






STARWOOD





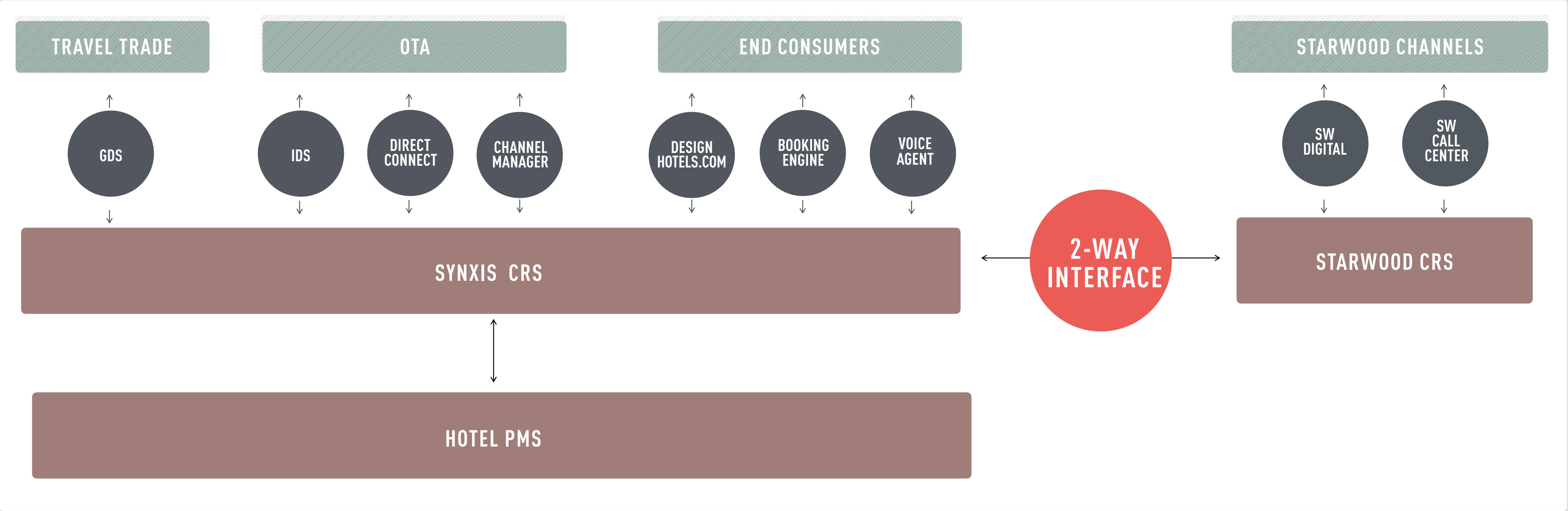


24%

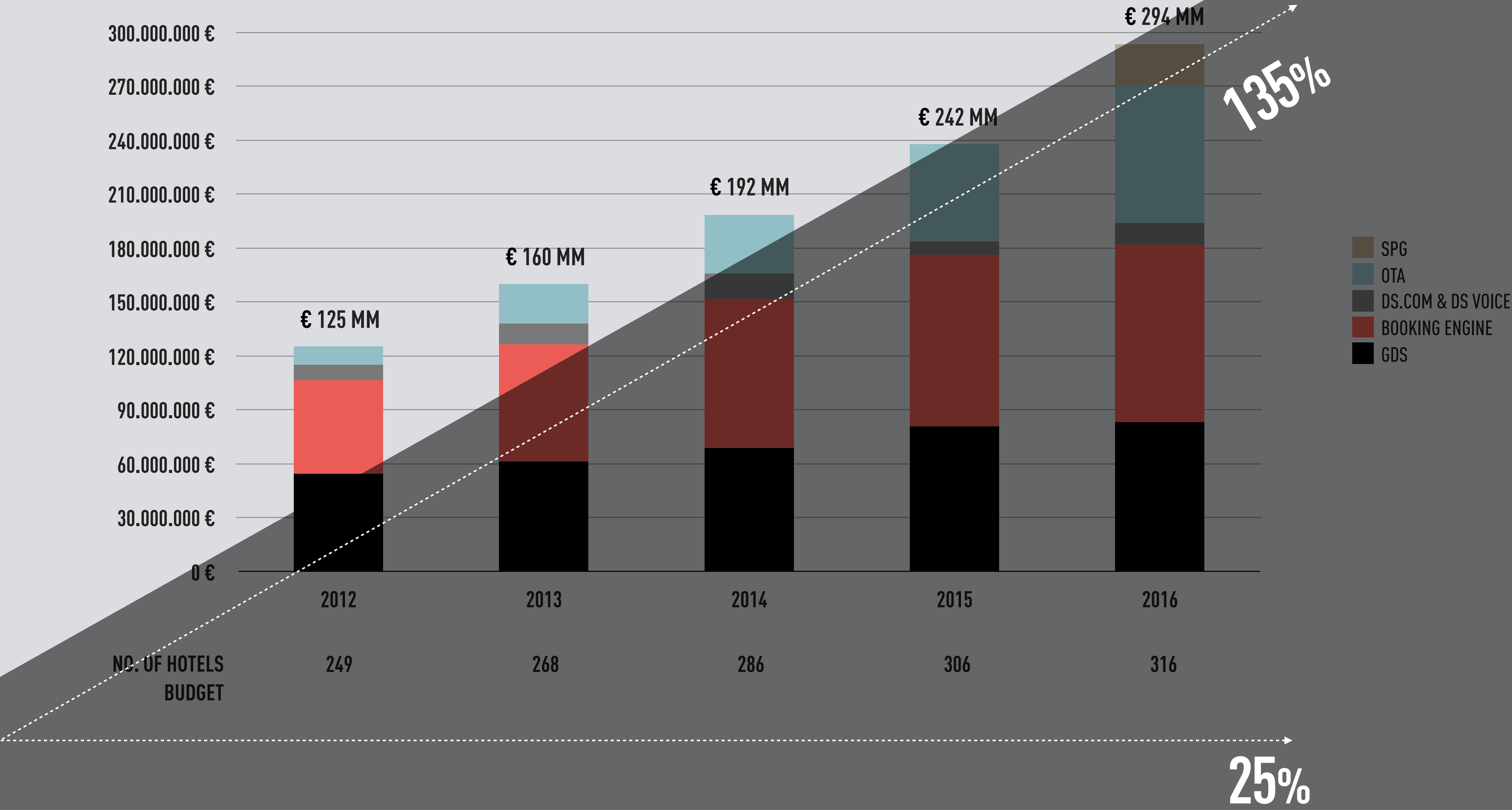
26%

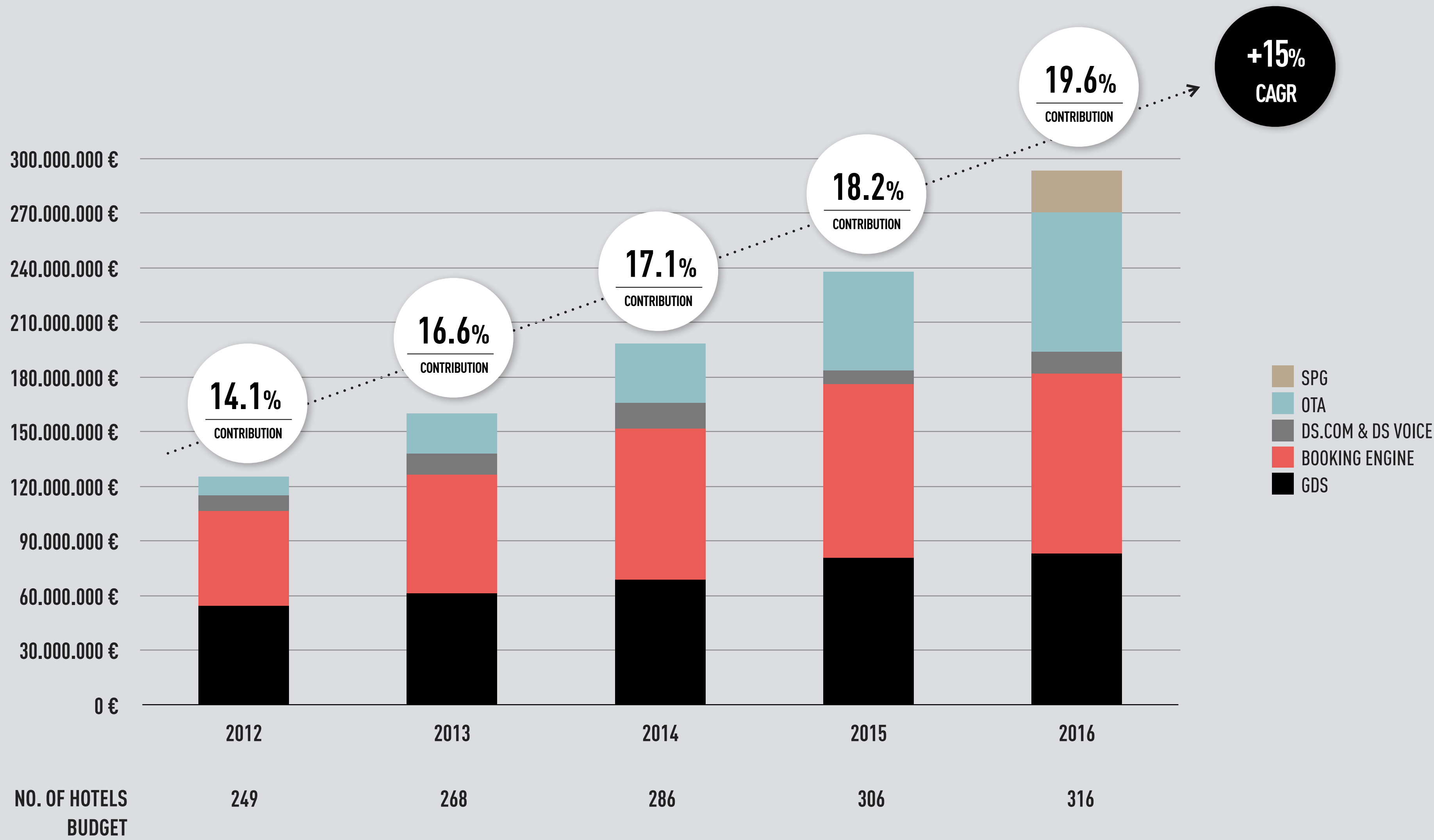
33%

18%



CRS ROOM REVENUE GROWTH BY CHANNEL





SPEAKER

TOBY MARCH

VP SYSTEM INITIATIVES

of Design Hotels™

11.45^{AM} — 12.05^{PM}

Future Technology & Distribution Landscape

The changing travel landscape

Ongoing disruption as the hospitality industry shifts online

INDUSTRY


- Ongoing Consolidation
- Rise online intermediaries
- New dynamic business models
- Game changing approach to loyalty
- Revenue management engineering
- Cost of guest acquisition rising

GUEST

- Generational & travel pattern shifts
- Tech savvy
- Empowered and informed
- Always connected
- Social advocates

TECHNOLOGIES

- Lower cost & new technologies,
- Communication, network, storage improvements
- Digital transformation-web services
- Convergence of key technologies
- Real time guest segmentation
- Mobile set to revolutionize
- Proliferation of new tools



The big are getting bigger
*Economies of scale are critical to
industry profitability ... as is
market share*

- Vertically integrating brands
- Sales & distribution efficiencies
- Operating leverage

Striking the balance, leverage scale without
surrendering independence.

The barbarians are at the gate
*Online Travel Agents have
polarized and are vying to own
the guest*

- Dominant duopoly (+ Trip-advisor)
- Guest acquisition - Billions of spend
- Dependency growing - Independents

Hotels re-aligning their online strategies
ahead of over reliance



Large hotels are fighting back with recognition & reward

*Taking a game changing approach
to loyalty*

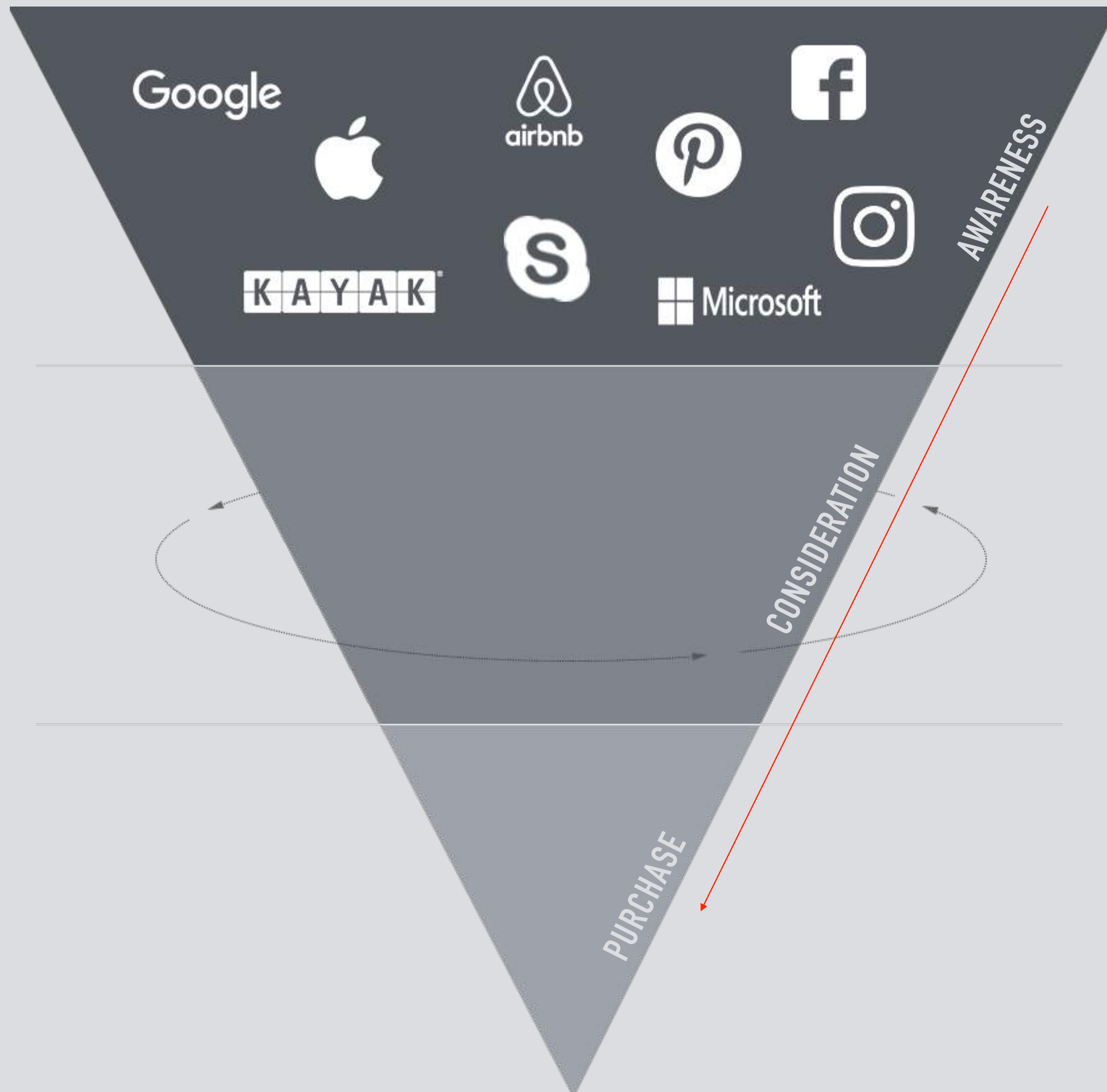
Driving member engagement & increasing
conversion

- Reinforcing the brand message
- Driving retention - Lowering cost of acquisition
- Share of wallet - Average rate

Differentially rewarding the desired behavior of
loyal guests

Engage and provide best loyalty based pricing and
availability





Everyone wants a piece of the pie

New market entrants are creating complexity at the top of the customer funnel

Peer to peer networks	→	Airbnb competition/distribution
Social media free business platforms	→	Pinterest/Instagram/Facebook for acquisition engagement and conversion
Search & meta search	→	Google hotel ad's & finder, trips, Kayak, Meta conversion Trip-tease
Other multisided platforms	→	Mobile phone makers, software developers

Embrace new players, be selective with who we work with



→ IMS

Digital marketing
Shopping response
behavior and history

→ PMS/CRS

Transactional data
Key performance indicators
Profile data
Folio history

→ CCC CALL CENTER

Operations/attribution
Call forecasting
Patience & servicing times
Event history

→ CMS

Market segmentation
Addressable market
Activities
Touch points

→ RMS

Pricing/Occupancy
Revenue optimization data
Integrated secondary data sources

→ CRM

Profile data
History & Preferences
Reputation management

First things first

*First, it has to be about
understanding the needs
of the guest*

Hotels are typically data rich and insight poor

Uniquely positioned to gather, make sense & use a
massive variety & velocity of data

Artificial intelligence methodologies

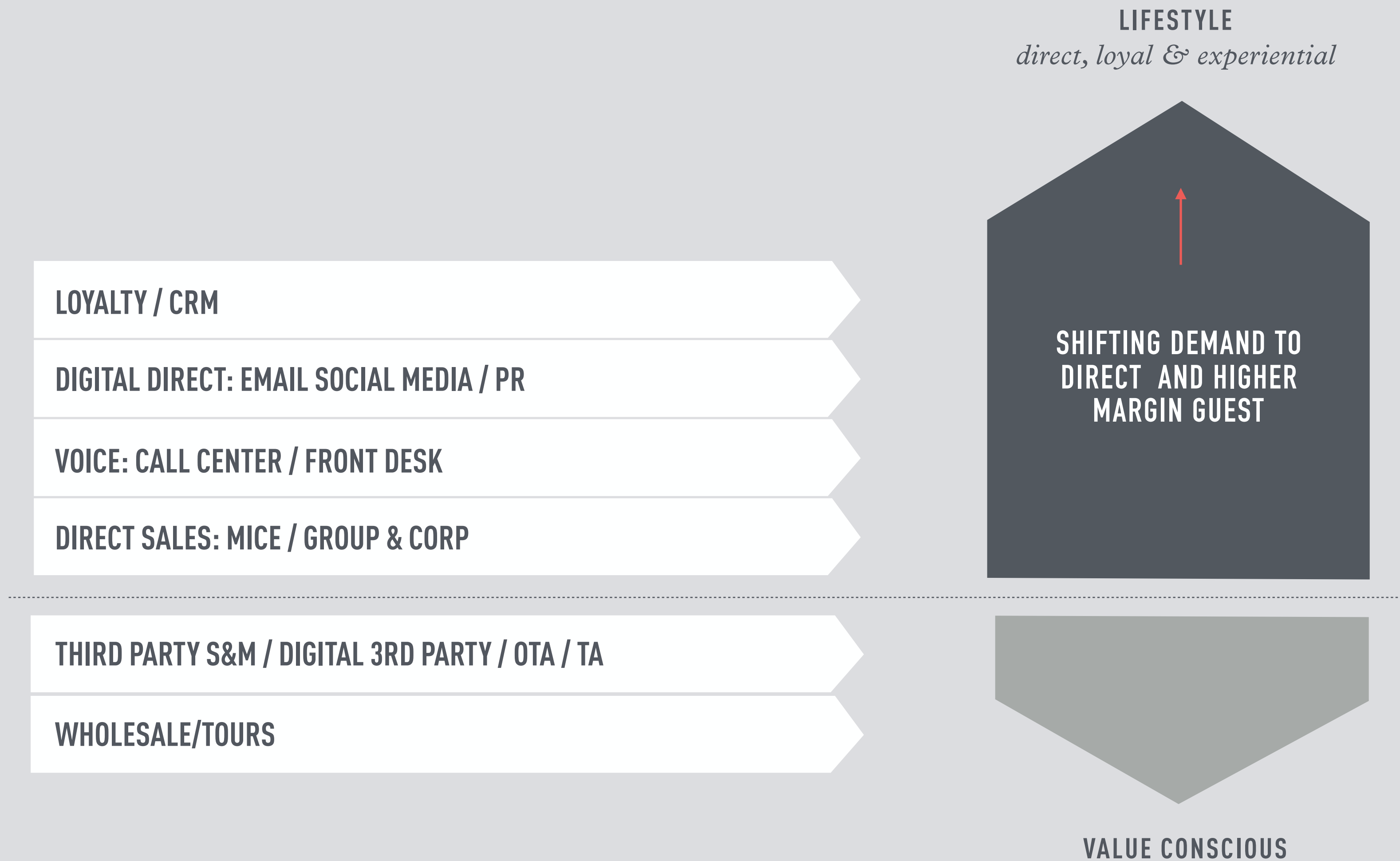
- Collaborative filtering - Common behaviors or interests
- Neural & Bayesian networks - Patterns in data & connecting seemingly unimportant unrelated data

New technologies enabling real time, in context, guest
segmentation & the /delivery of powerful personalized
experiences

Marketing intelligence & micro segmentation is
becoming an investment priority for recognition,
promotion, placement and pricing decisions

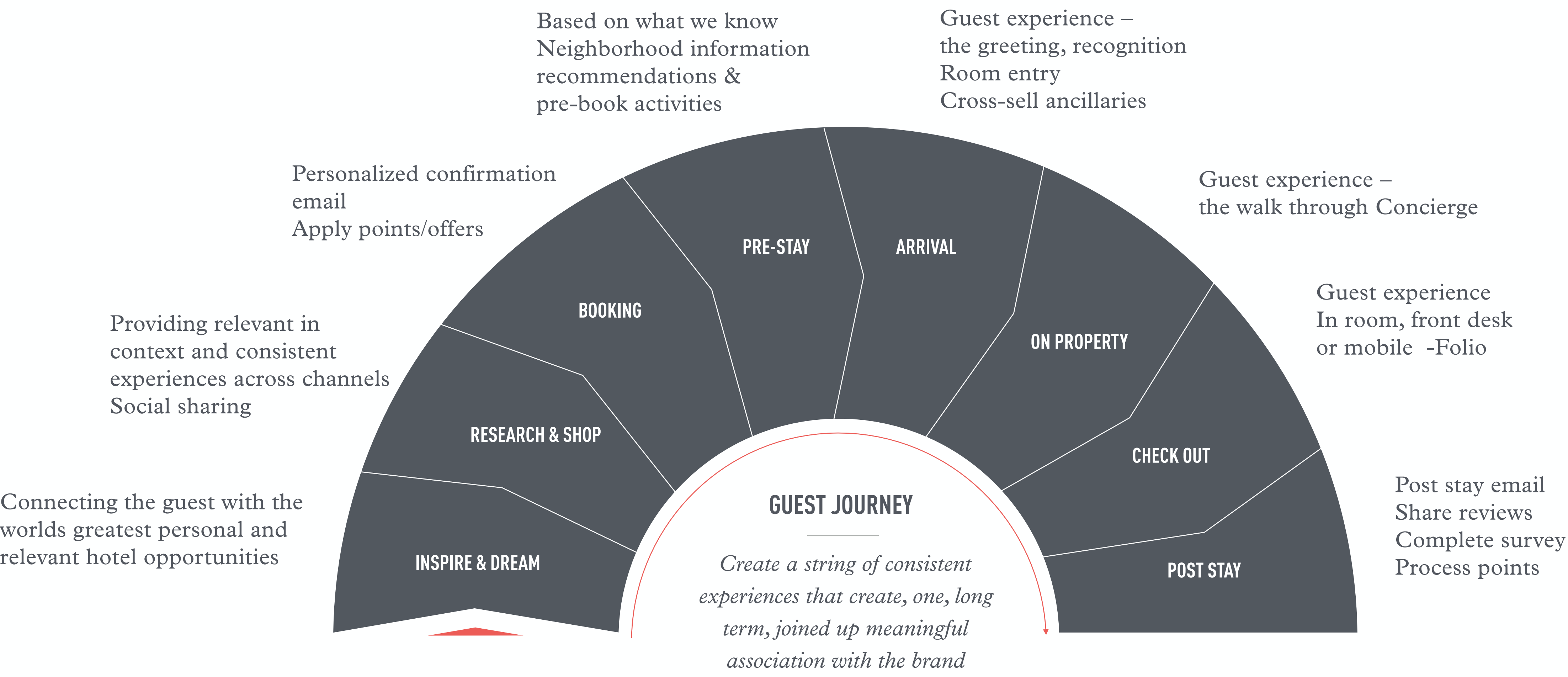
Making the most of our direct guest

shifting demand where possible to the higher margin guest



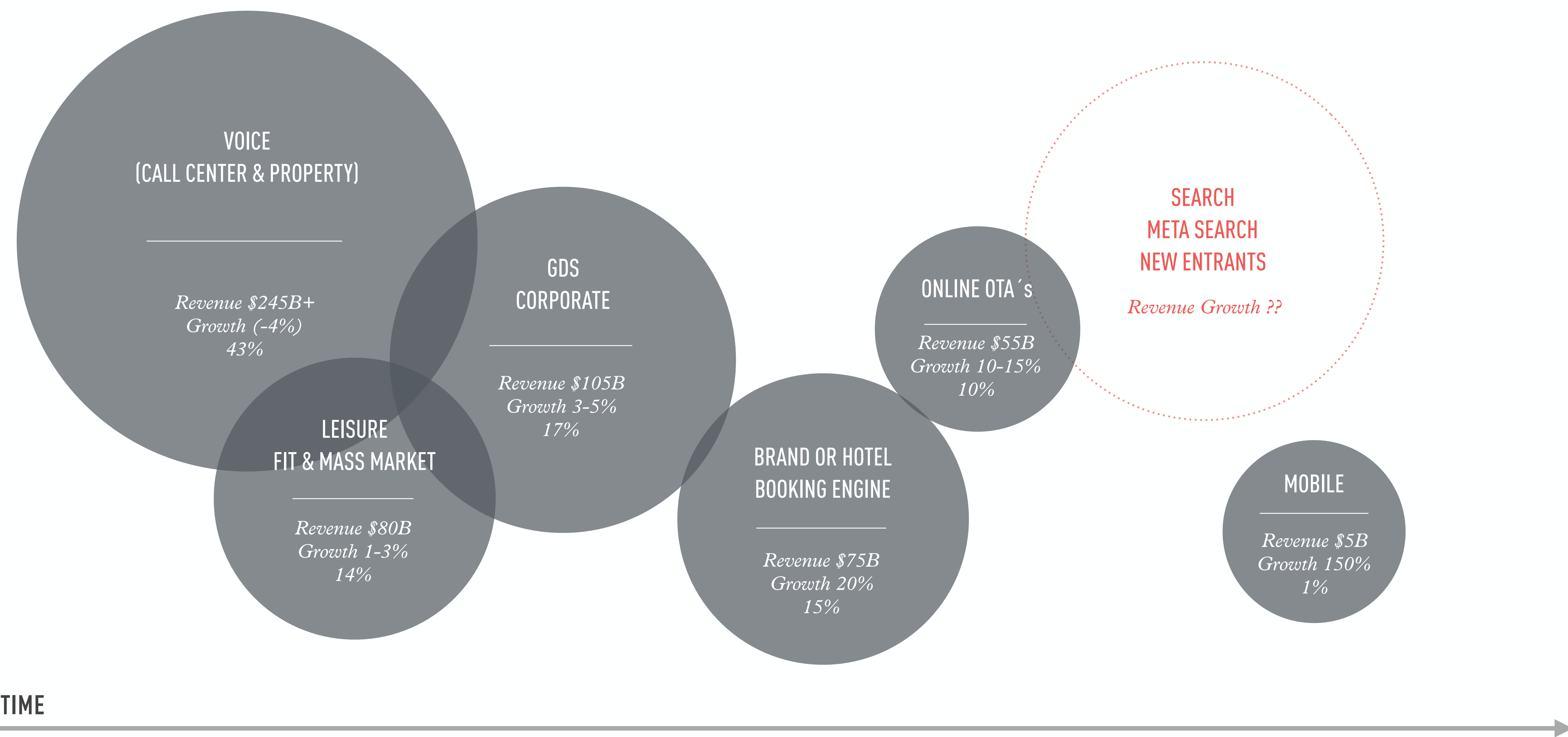
We have to be great overtime or we'll lose the guest forever

engaging the guest throughout their journey & providing a consistent story

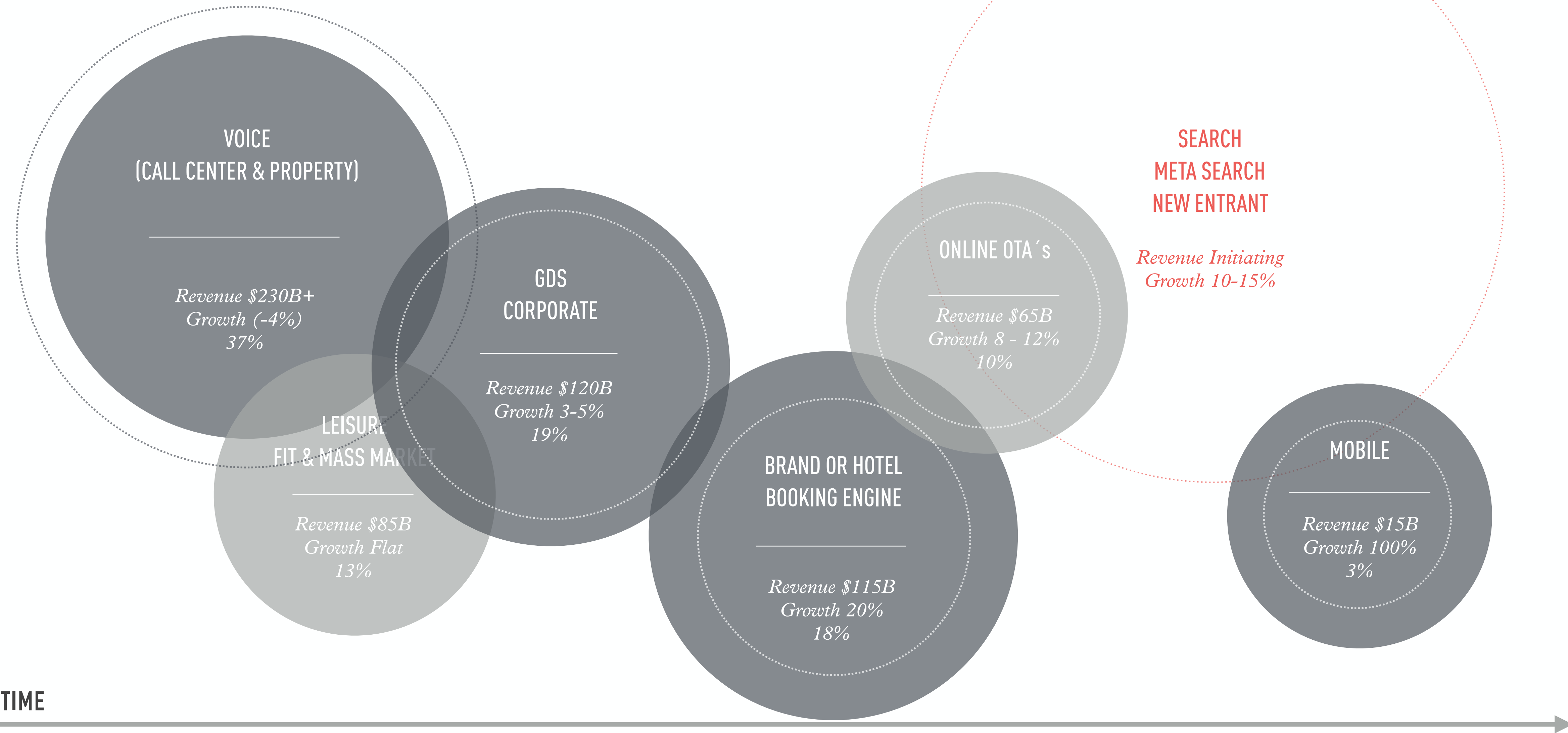


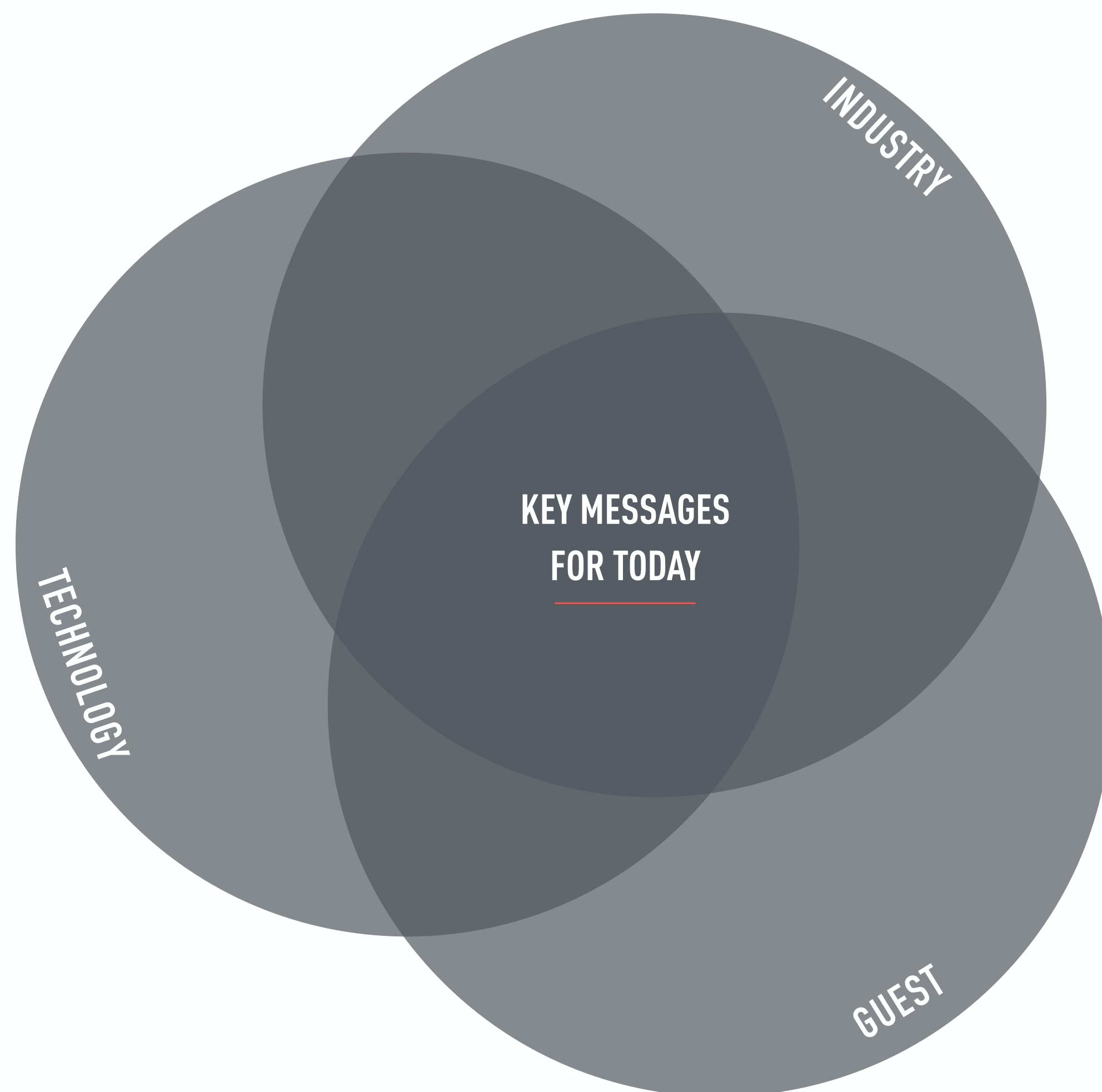
After all this time it's still voice that outweighs other channels

Directional channel mix - Market size \$565B



the discernible shift is to digital channels both direct and indirect
3 to 5yr directional channel mix - Market size \$630B+





Striking the balance
leverage scale without surrendering independence.

Realign your online hotel strategies.

Engage and provide your best loyalty based pricing and availability.

Embrace new players,
be selective with who you work.

Develop a deep understanding of your guest,
their purchasing behavior, preferences & loyalty

Don't just collect data use the insights.

Be wherever & however your targeted guests want to be inspired,
shop and buy.

Personalize the service offer.

Make the most of your direct channels.

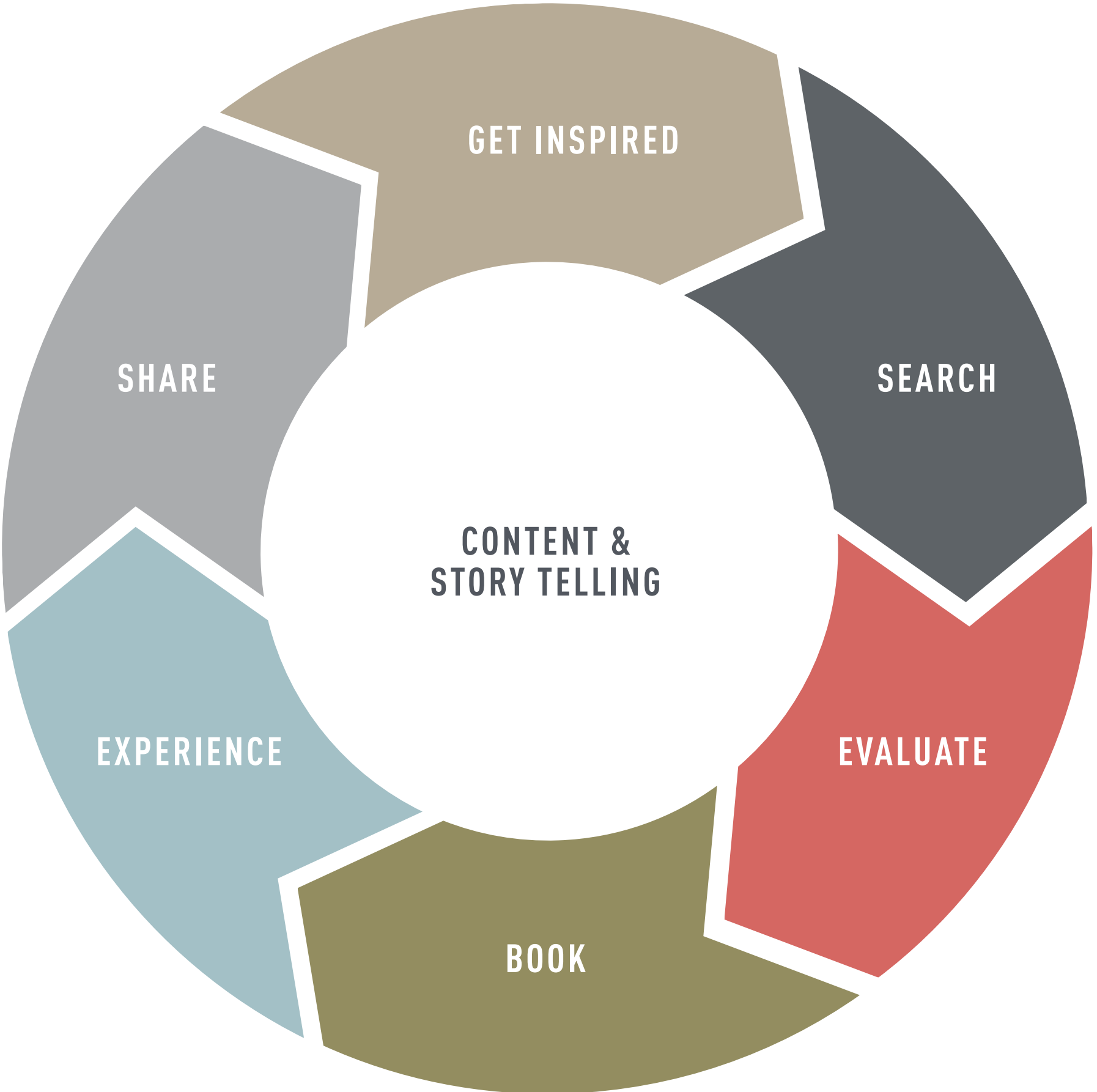
SPEAKER

SERDAR KUTUCU

VP BRAND, MARKETING
& COMMUNICATIONS

of Design Hotels™

Creating Original Experiences in the Online and Offline World



Design Hotels™

- Independent Hotels
- Consistent Selection Criteria
- Original Experiences
- Inspiring Destinations

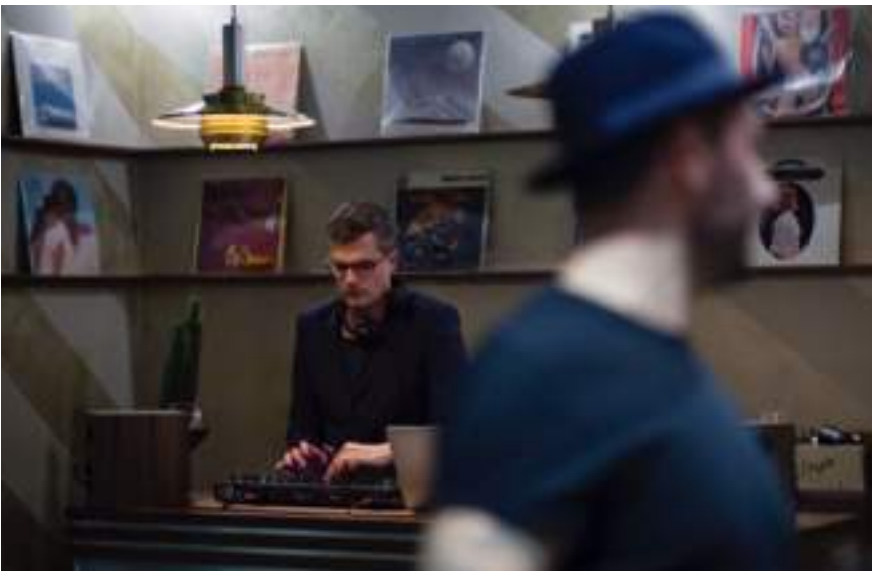


SPG

- Loyalty
- Recognition
- Redemption
- Program Partners

DATE

MARCH 2016



LOCATION

LONDON



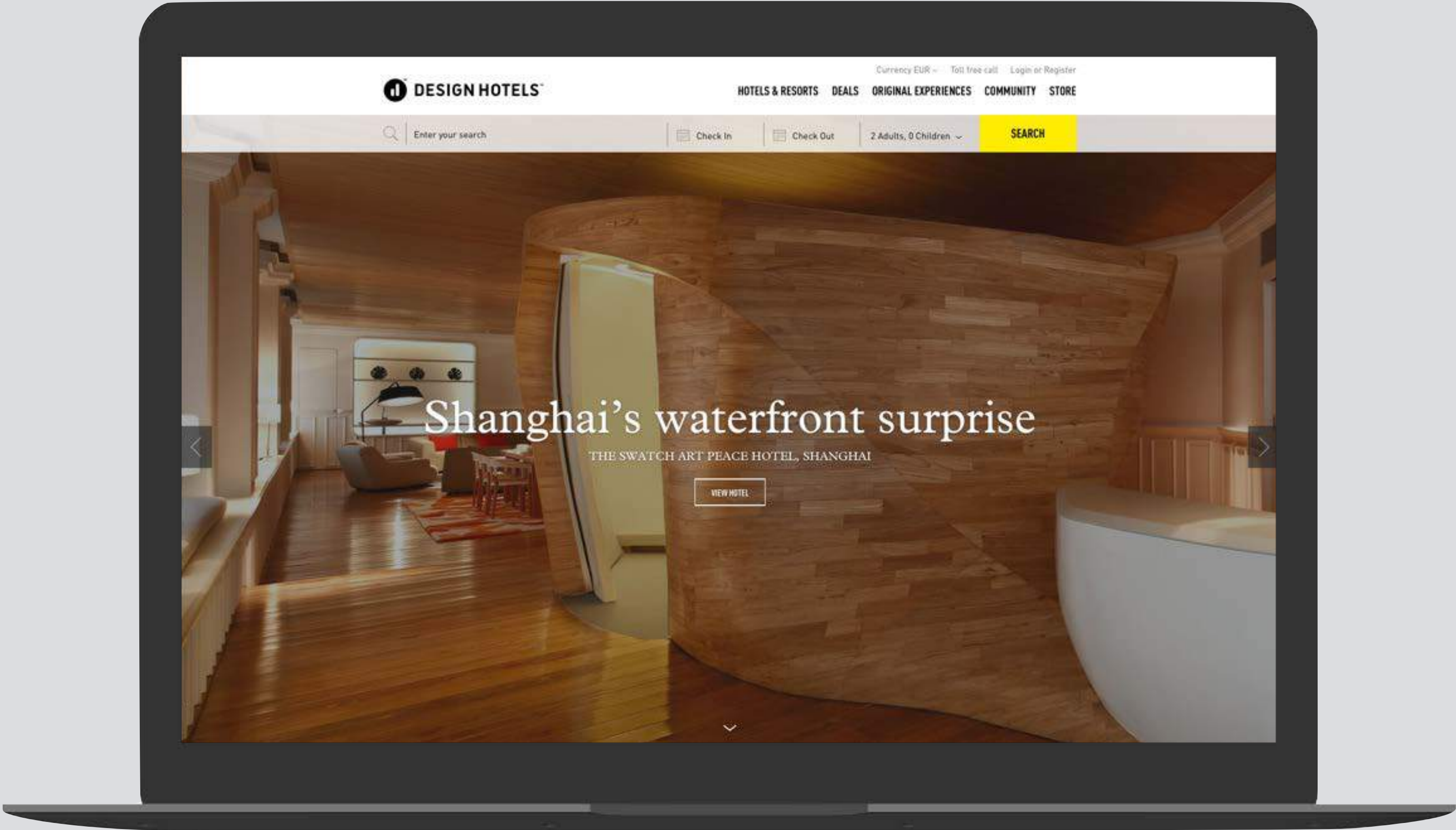


DATE

MARCH 2016

LOCATION

BERLIN



DESIGNHOTELS.COM

>2M

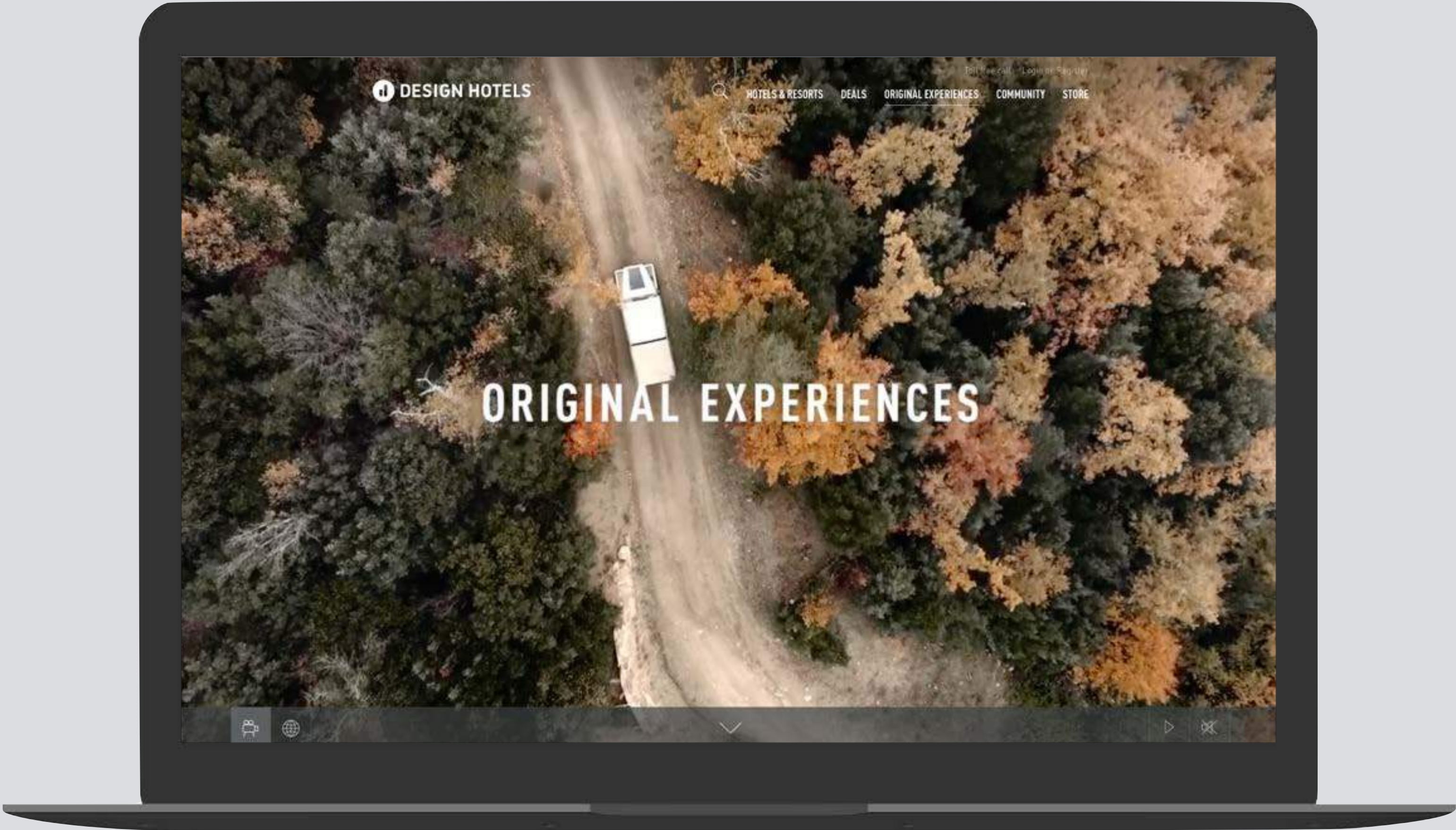
UNIQUE VISITORS / YEAR

11M

TOTAL PAGE IMPRESSIONS / YEAR

38%

REPEATED VISITS

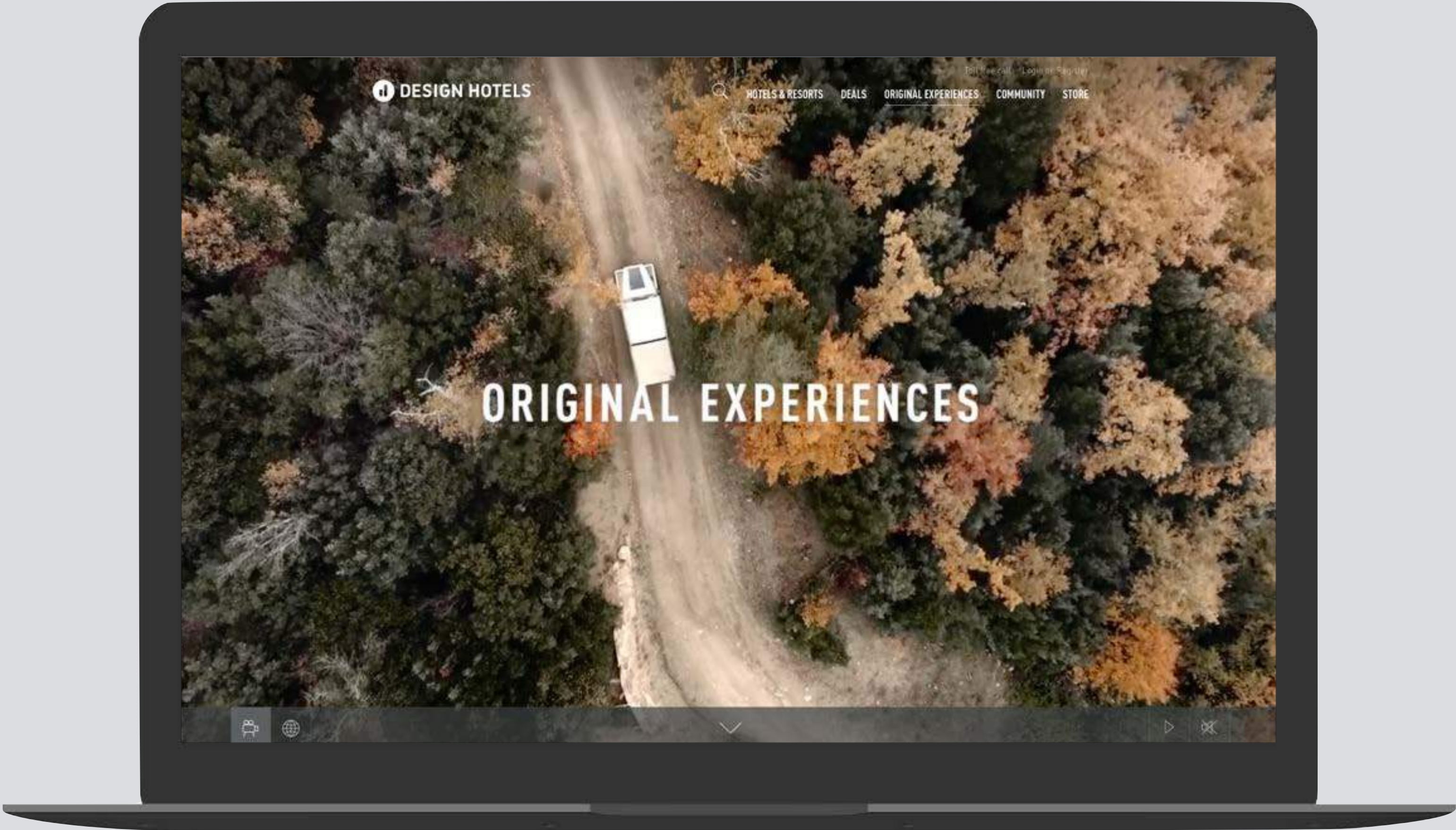


DESIGNHOTELS.COM /
ORIGINAL EXPERIENCES

>140.000
UNIQUE VISITORS SINCE LAUNCH

>650.000
TOTAL PAGE IMPRESSIONS

37%
REPEATED VISITS



DESIGNHOTELS.COM /
ORIGINAL EXPERIENCES

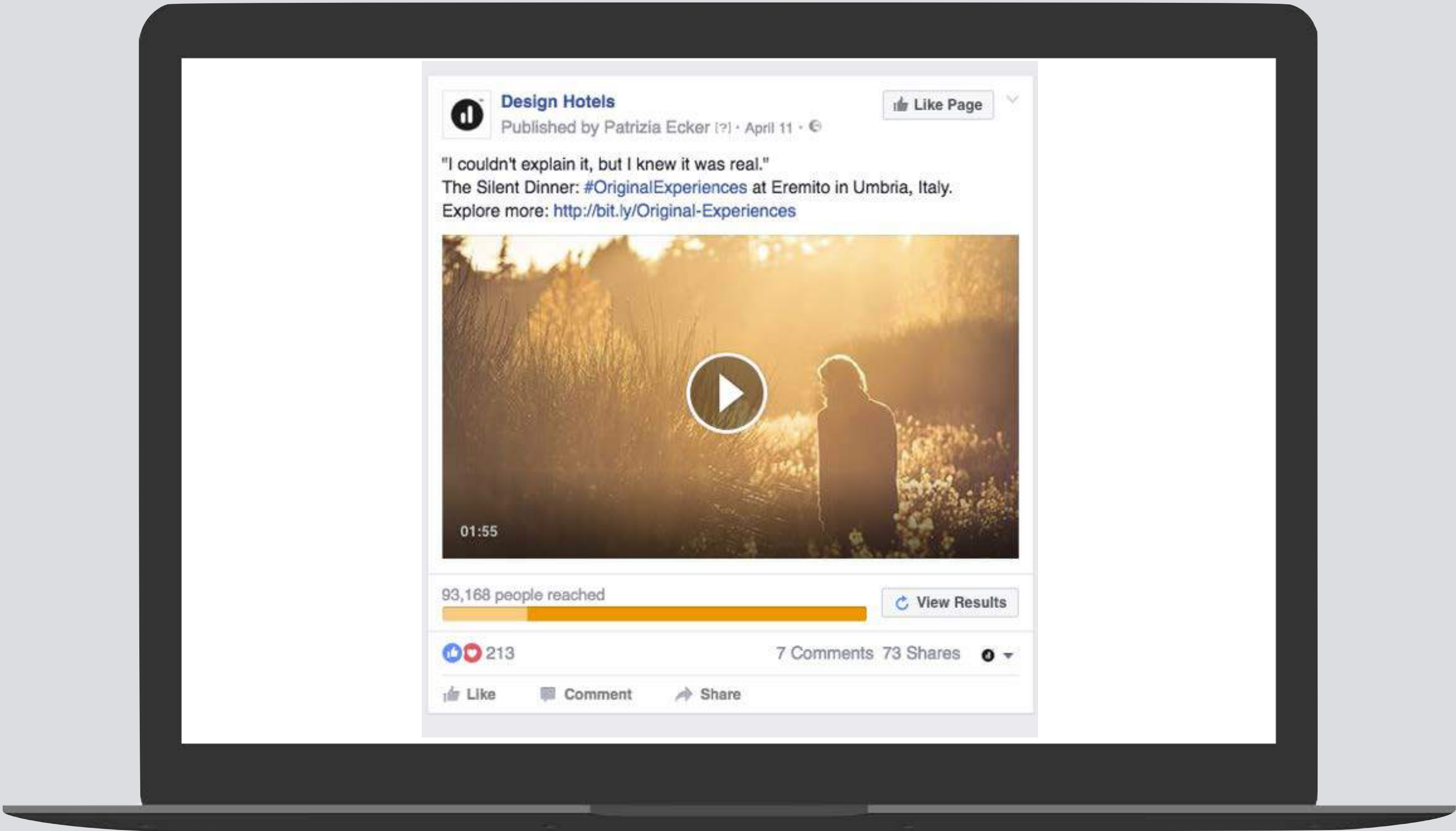


reddot award 2016
winner



AWWARDS®





EFFICIENT COMMUNICATION
IN SOCIAL MEDIA

93.168
PEOPLE REACHED

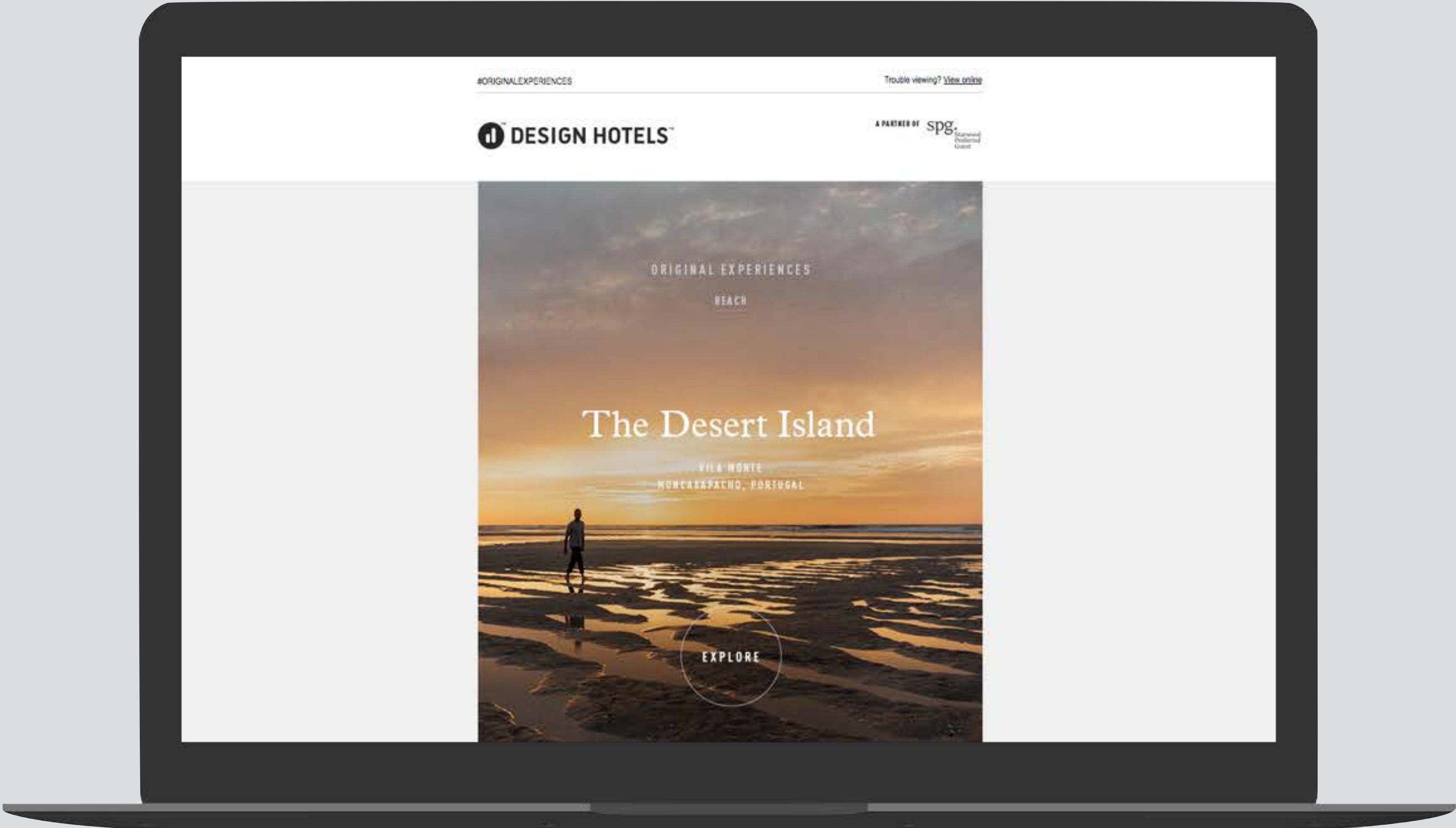
23.561
VIDEO VIEWS

COLLABORATION EYEEM

> 20.000
PARTICIPANTS



WINNER
JUSTINA PRANKAITE



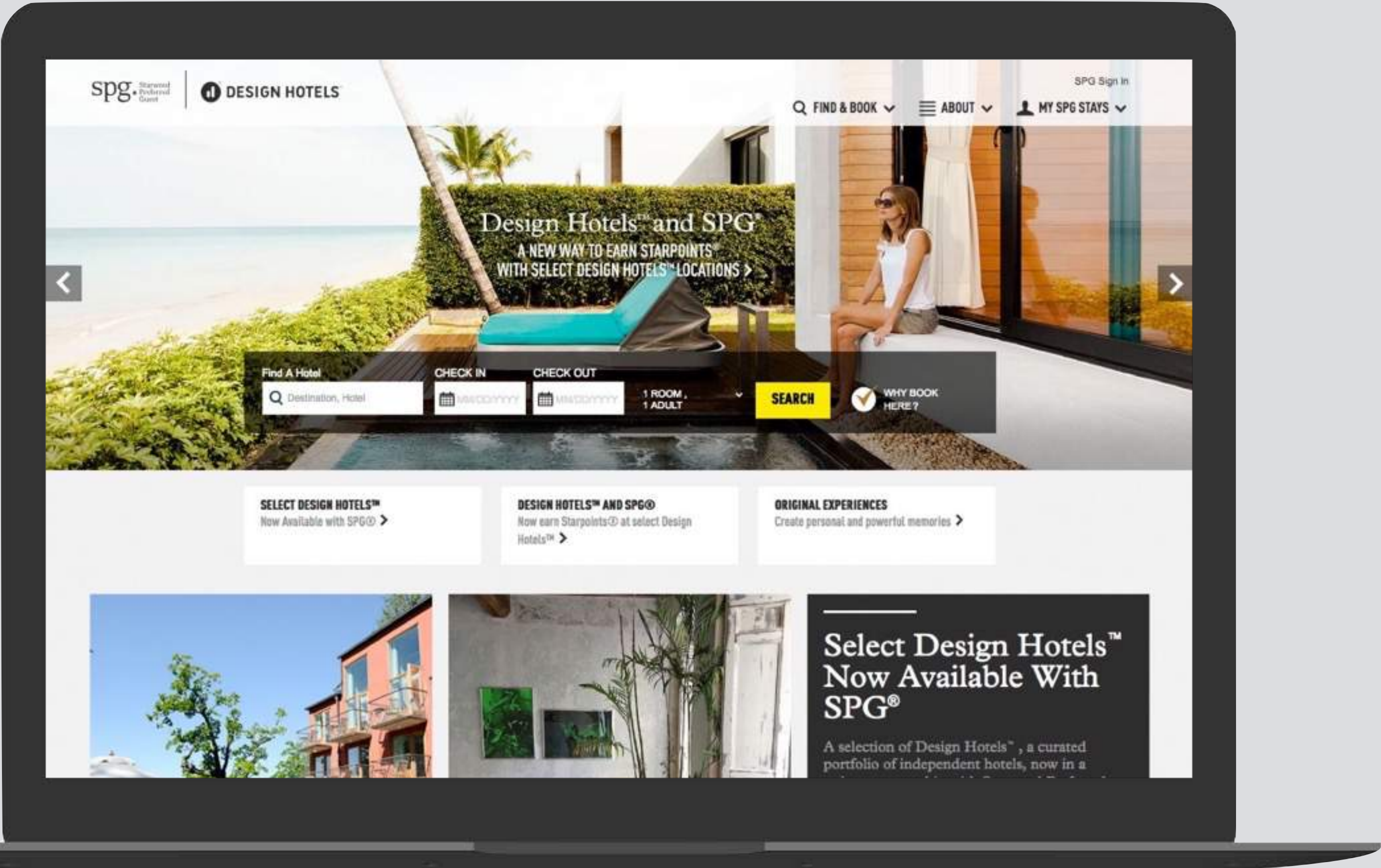
TARGETED MARKETING

JAN – AUG 2015



JAN – AUG 2016

75%
*more
Newsletters
sent out*



SPG.COM / DESIGN HOTELS™

Launch date
November 2015

>280.000

UNIQUE VISITORS SINCE LAUNCH

>700.000

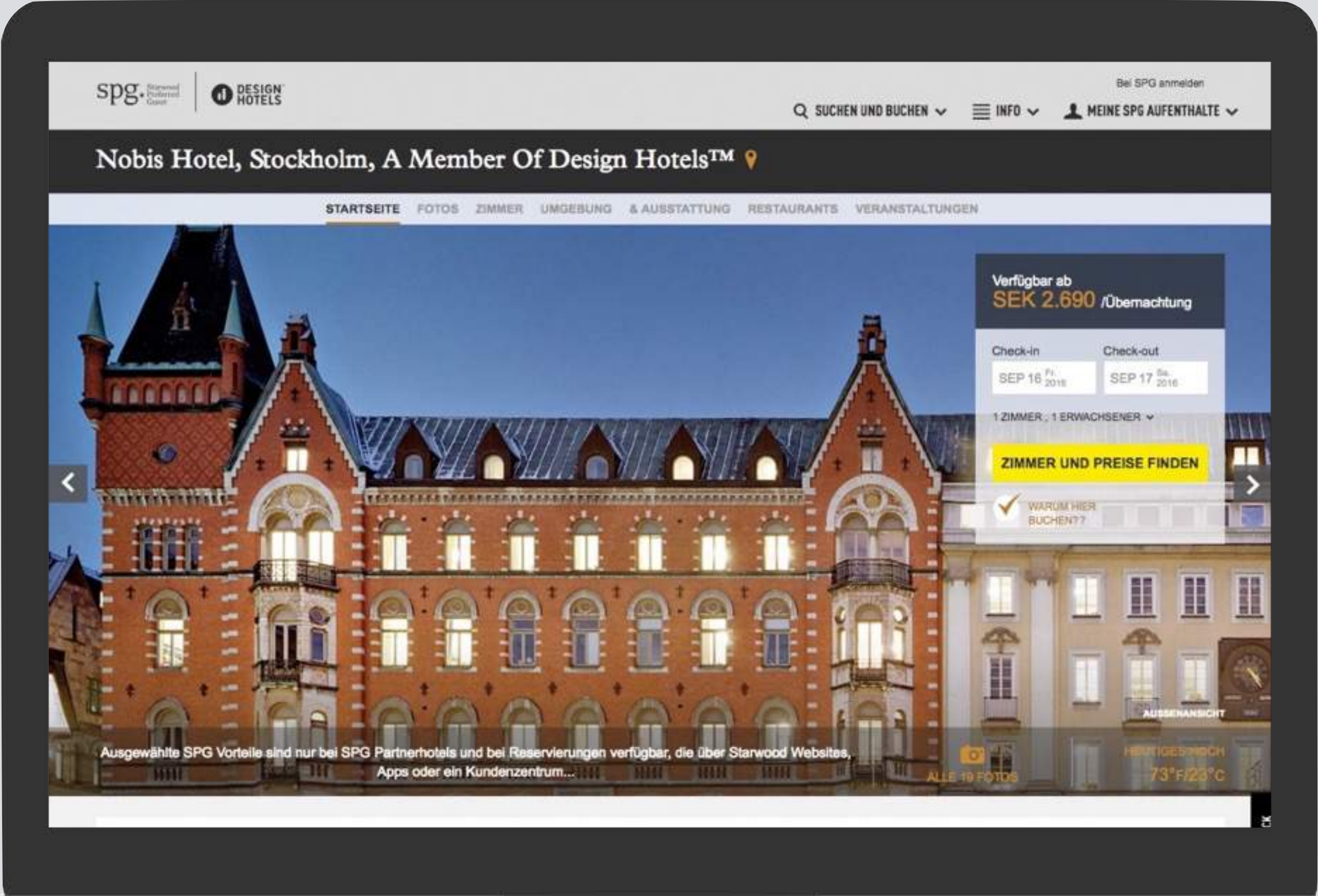
TOTAL PAGE IMPRESSIONS SINCE LAUNCH

48%

REPEATED VISITS

9

LANGUAGES



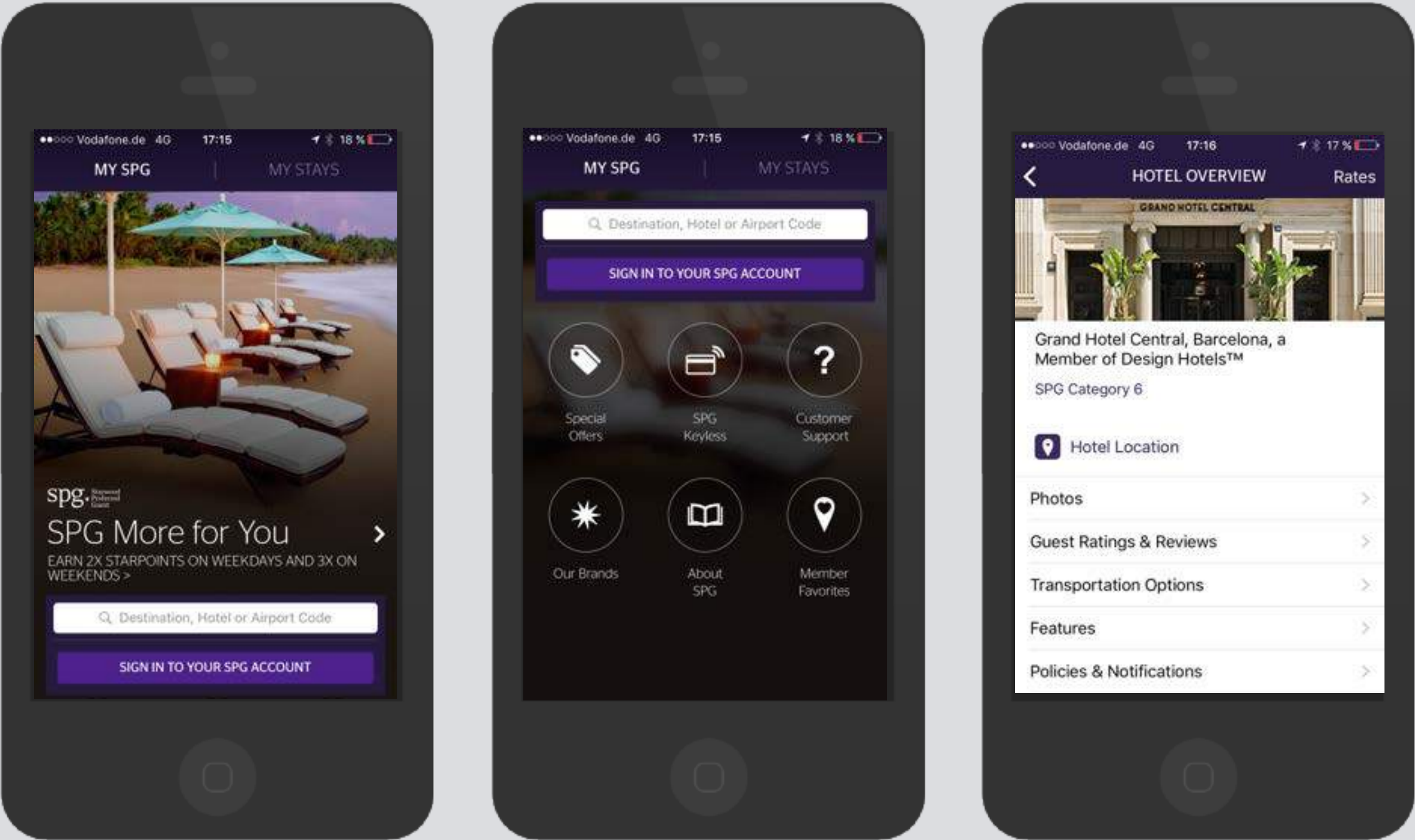
SPG.COM / DESIGN HOTELS™ /
PROPERTY PAGES

>130.000

UNIQUE VISITORS SINCE LAUNCH

>16%

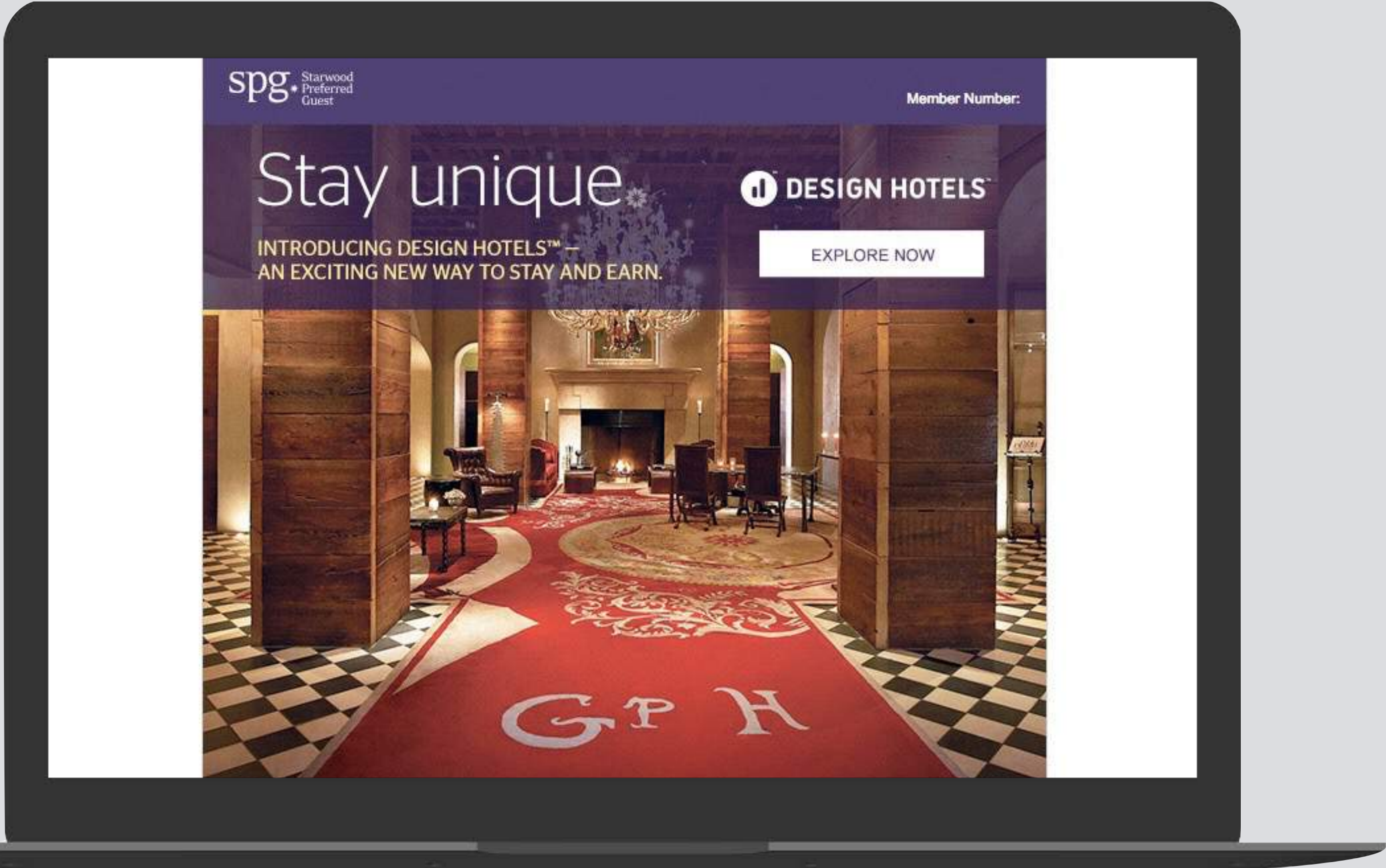
CONVERSION RATE



SPG APP / DESIGN HOTELS™

>150.000
UNIQUE VISITORS SINCE LAUNCH

23.4%
TOTAL REVENUE SHARE



DESIGN HOTELS™ ANNOUNCEMENT

917.031

GUESTS GOT
ANNOUNCEMENT EMAIL

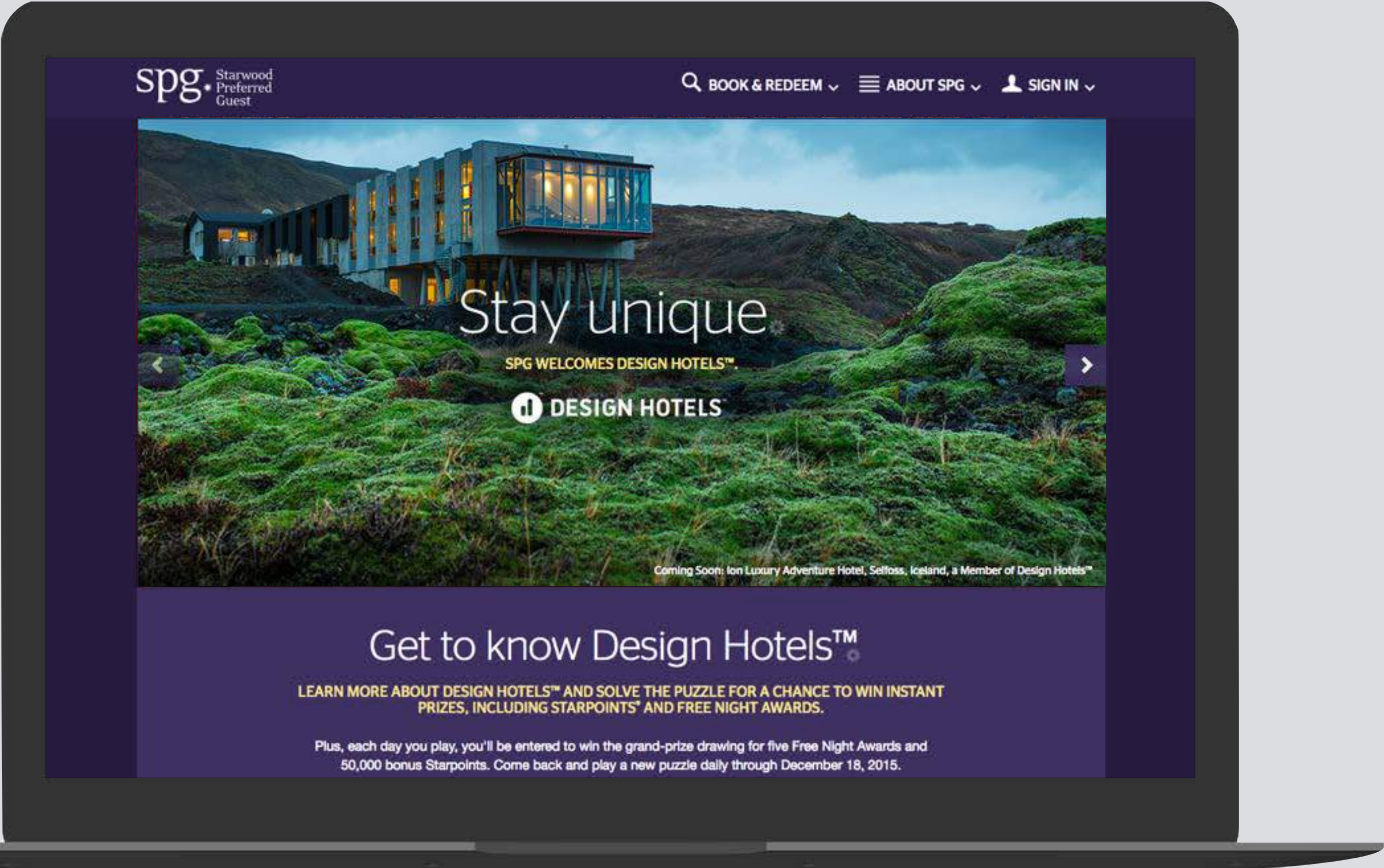
PROFILE CRITERIA

*SPG Status Level Gold,
Platinum, VIP*

*Stay at W Hotels, Le Meridien,
Luxury Collection or Tribute
over the last 12 months*

*SPG American Express
Cardholders, most loyal
travelers / high customer value*

*SPG Members traveling
regularly to Design Hotels™
destinations*

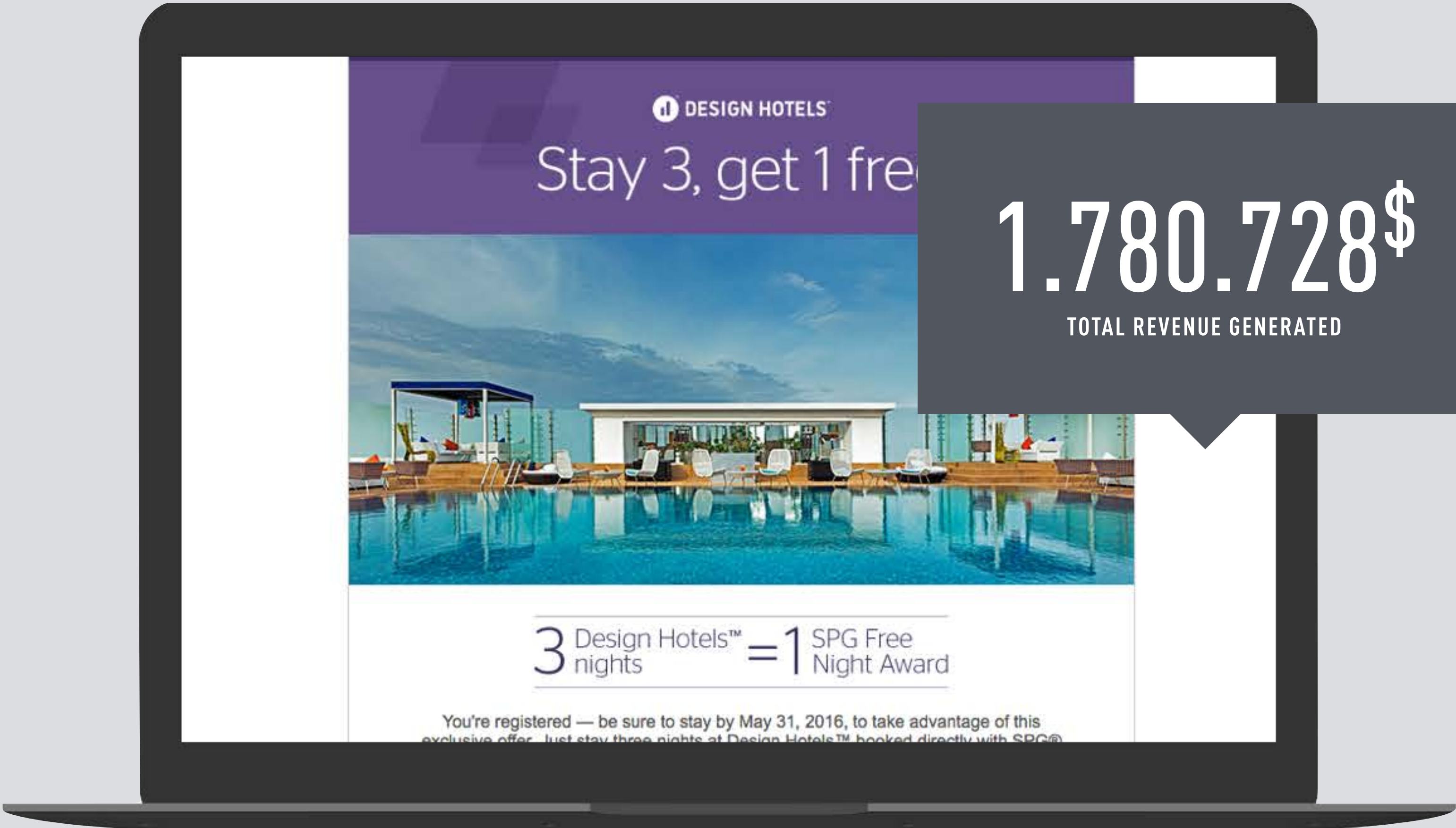


BRAND INTRODUCTION & ACTIVATION

969.123
TOTAL VISITS

49.659
UNIQUE MEMBERS PARTICIPATED

12.000
REGISTRATION FOR DESIGN HOTELS™
EXCLUSIVE NEWS



1ST LAUNCH CAMPAIGN
TO SPG MEMBERS

March – May 2016

58

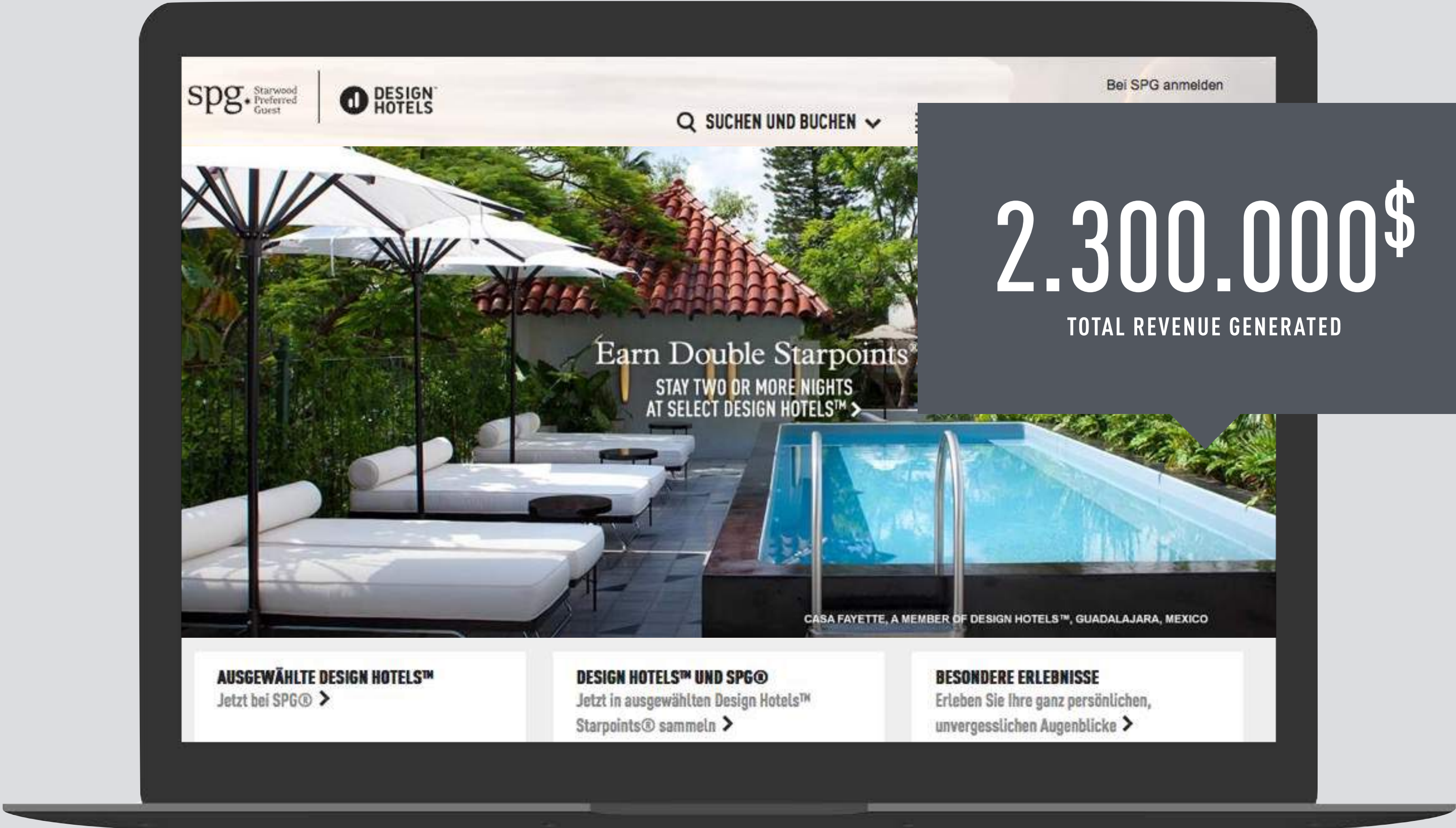
DESIGN HOTELS MEMBER HOTELS

6% PREFERRED

19% GOLD

75% PLATINUM

ON MEMBER STATUS LEVEL



CAMPAIGNS

TAKE TWO

January – April 2016

53

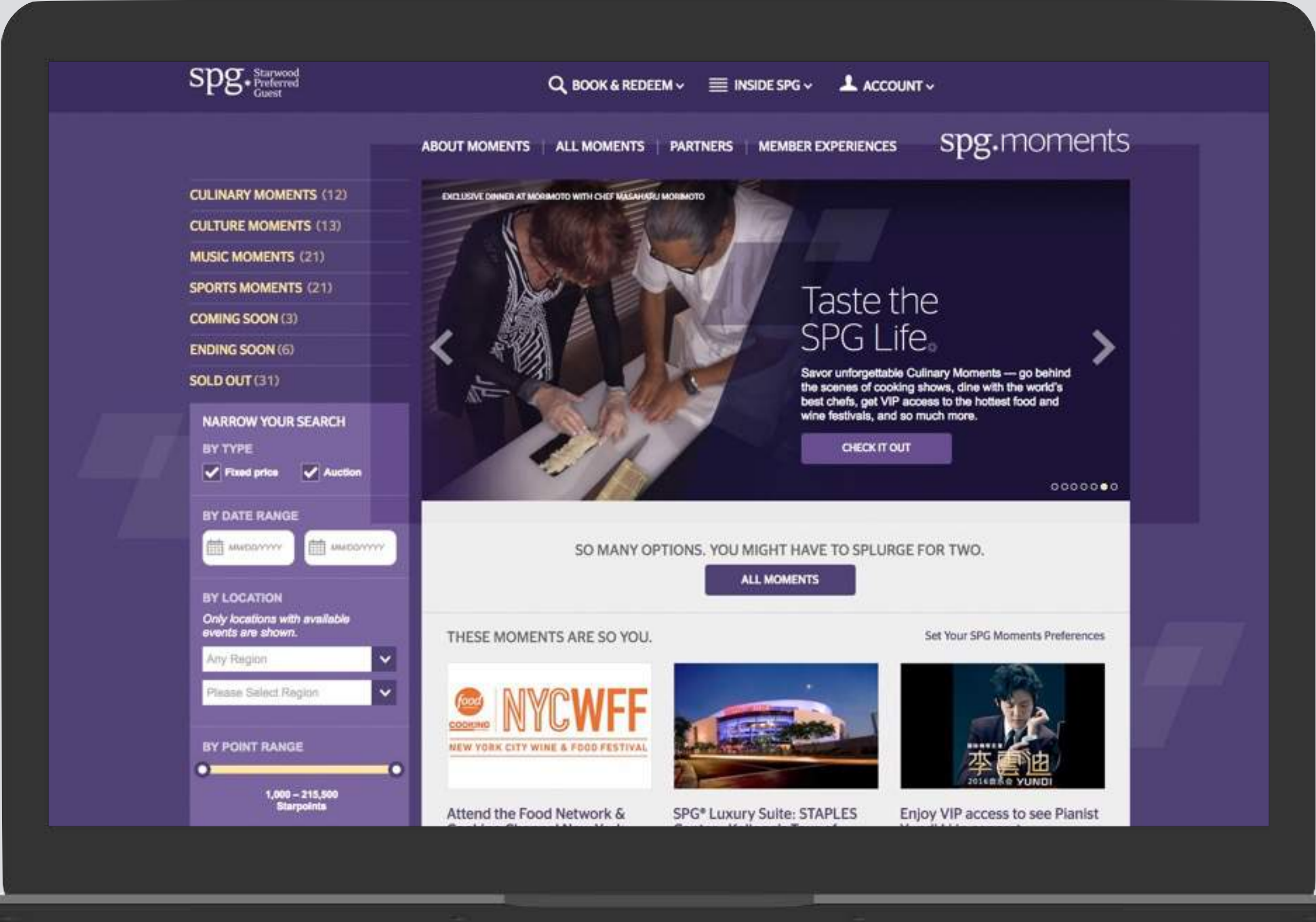
DESIGN HOTELS
MEMBER HOTELS

TRIPPLE UP

May – July 2016

20

DESIGN HOTELS
MEMBER HOTELS



ORIGINAL EXPERIENCES
IN SPG MOMENTS

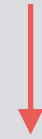
750.000
UNIQUE VISITORS TO SPG MOMENTS SITE

1.200.000
EMAILS TO MEMBERS

SPG MOMENTS

Highest Bids

March 2016



SING THE NATIONAL ANTHEM BEFORE
THE CUBS TAKE ON THE METS

230.500

POINTS REDEEMED

LIVE IT UP IN THE HANGOVER SUITE
IN LAS VEGAS

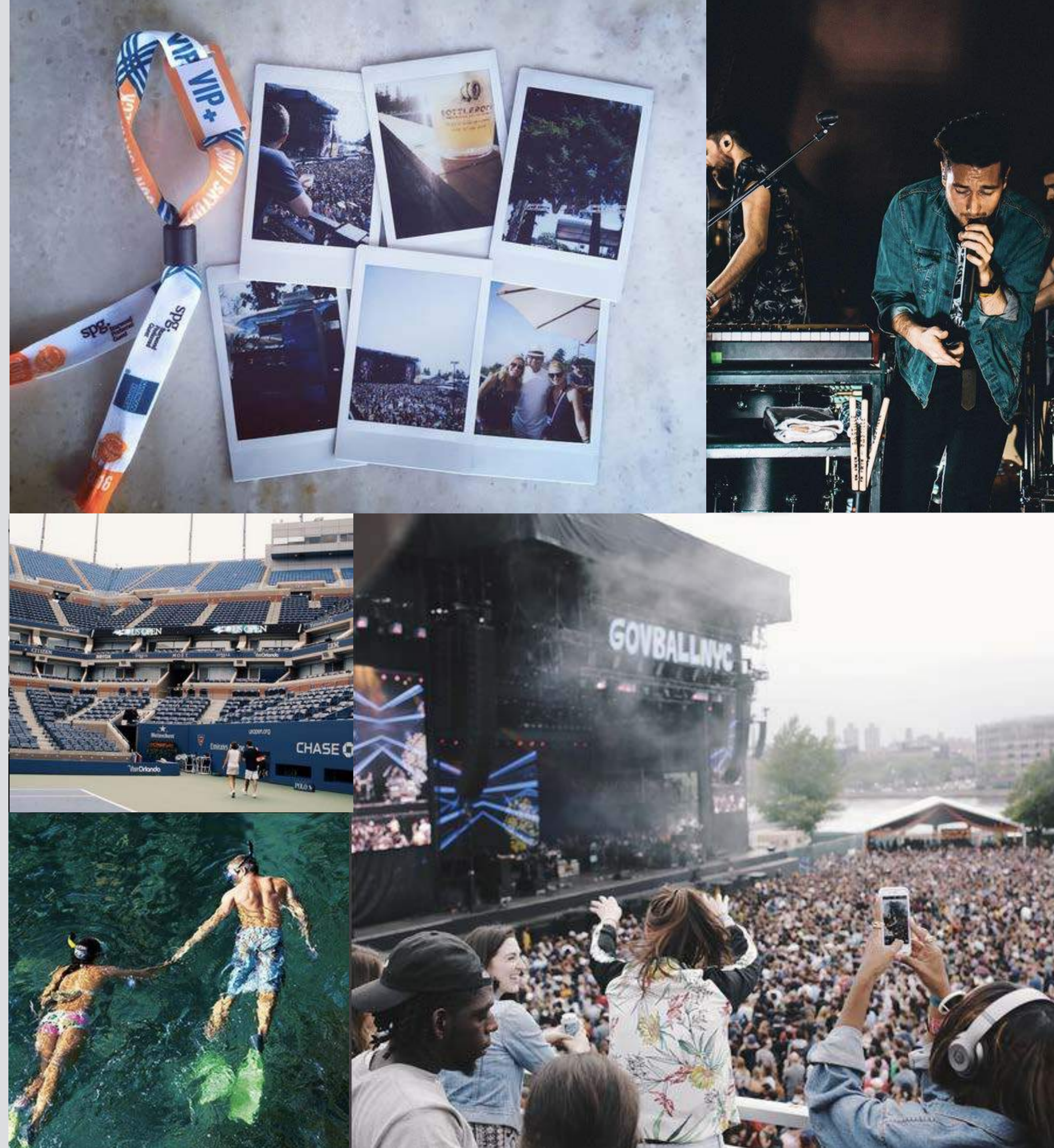
188.699

POINTS REDEEMED

VIP EXPERIENCE AT 2016 FORMULE
ONE PIRELLI CHINESE GRAND PRIX

110.500

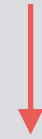
POINTS REDEEMED



SPG MOMENTS

Highest Bids

March 2016



ICELANDIC ADVENTURE WITH ION
LUXURY ADVENTURE HOTEL

275.000

POINTS REDEEMED

SING THE NATIONAL ANTHEM BEFORE
THE CUBS TAKE ON THE METS

230.500

POINTS REDEEMED

LIVE IT UP IN THE HANGOVER SUITE
IN LAS VEGAS

188.699

POINTS REDEEMED

VIP EXPERIENCE AT 2016 FORMULE
ONE PIRELLI CHINESE GRAND PRIX

110.500

POINTS REDEEMED



THE DESIGN HOTELS ORIGINAL ICELANDIC ADVENTURE PACKAGE

Three-nights stay for two

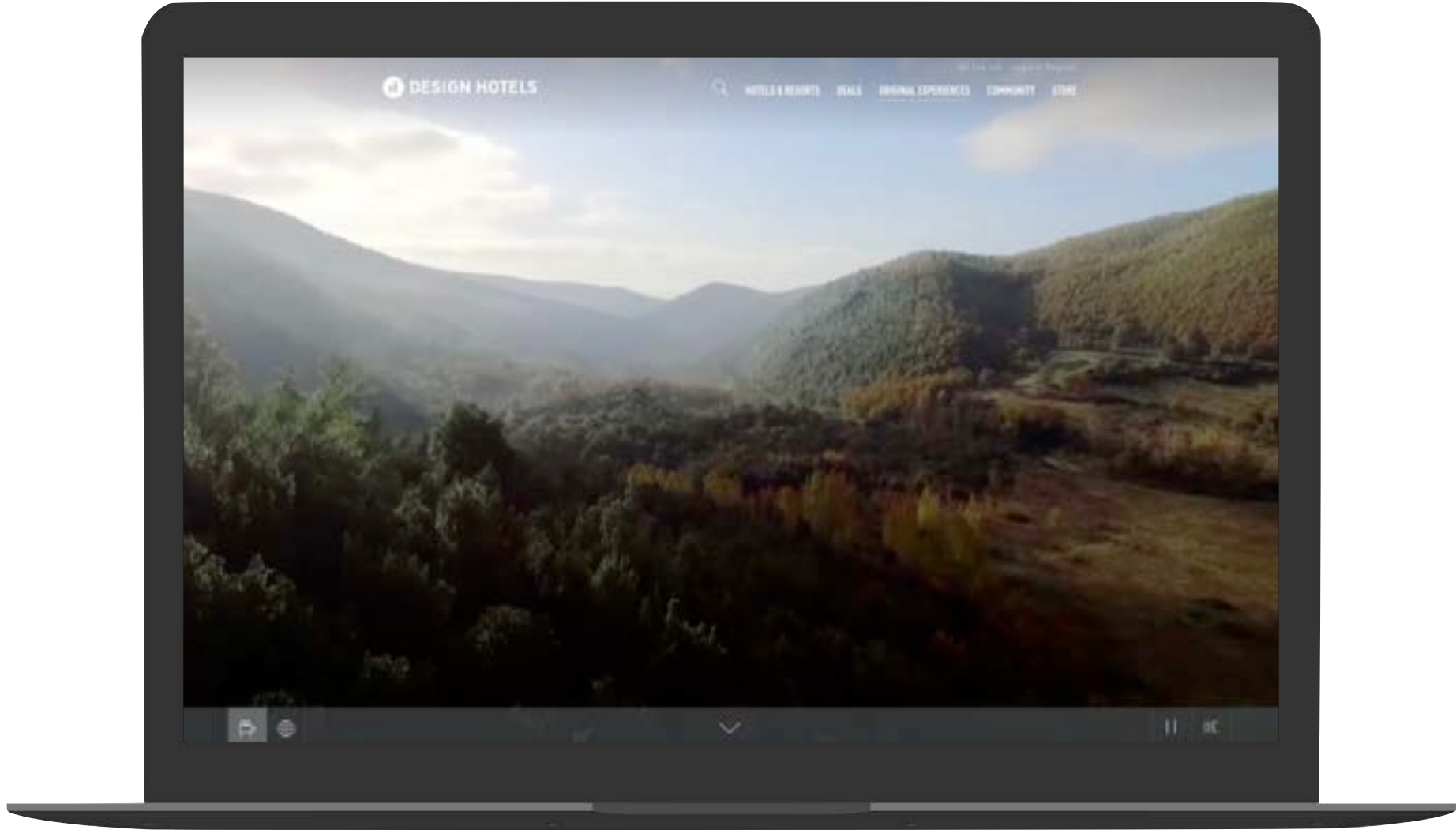
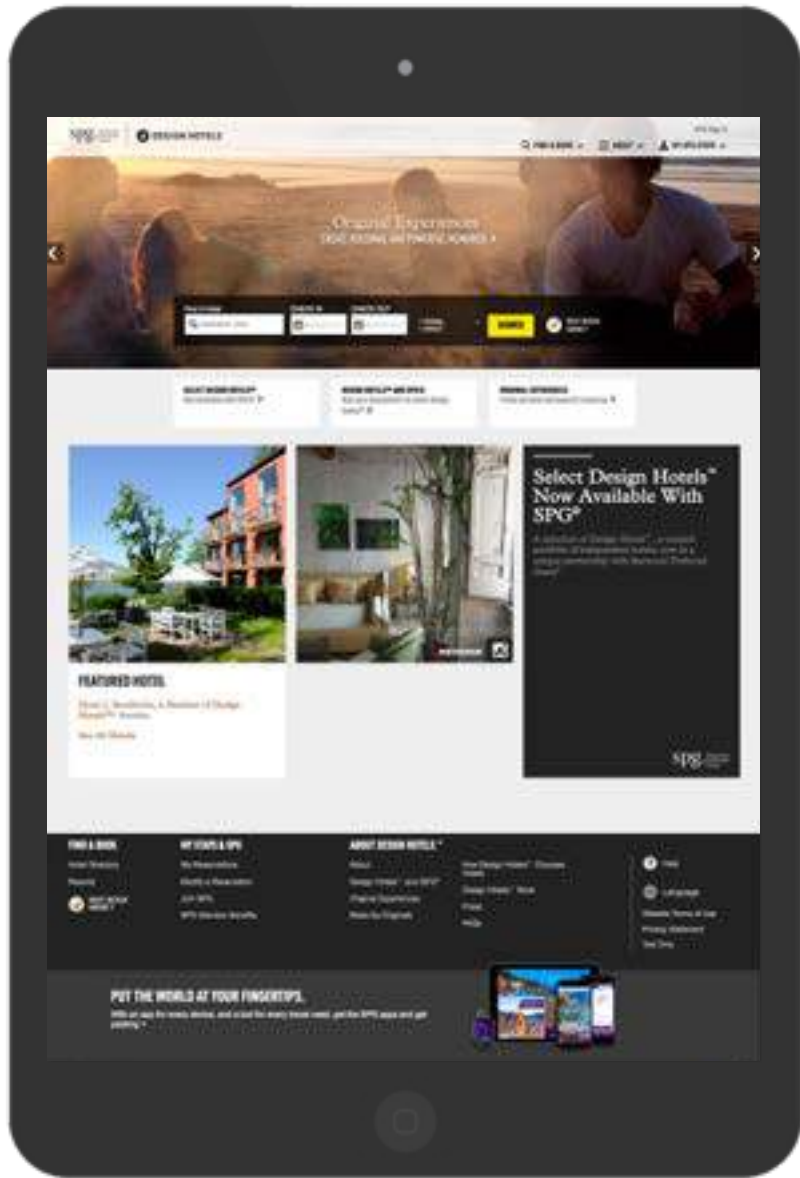
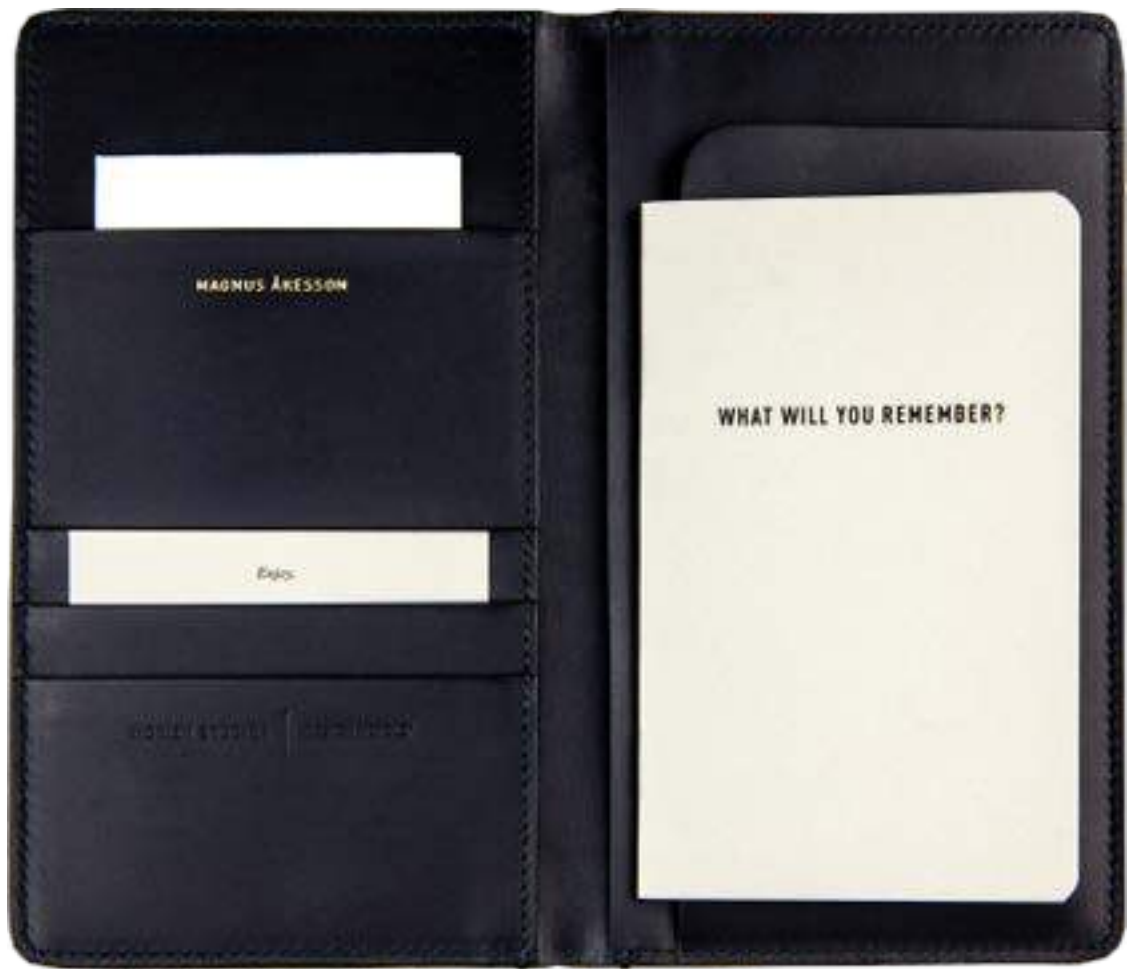
*Superjeep tour of the Golden
Circle*

Trip to a secret lagoon

Airport transfer

*Champagne toast with the
owner of ION Hotel*

*Snorkeling trip with the owner
of ION Hotel*





CREATING AND GROWING
OUR COMMUNITY

September 2016

632.000

DESIGN HOTELS
COMMUNITY MEMBERS



23.5%

SPG MEMBERS





LOCATION

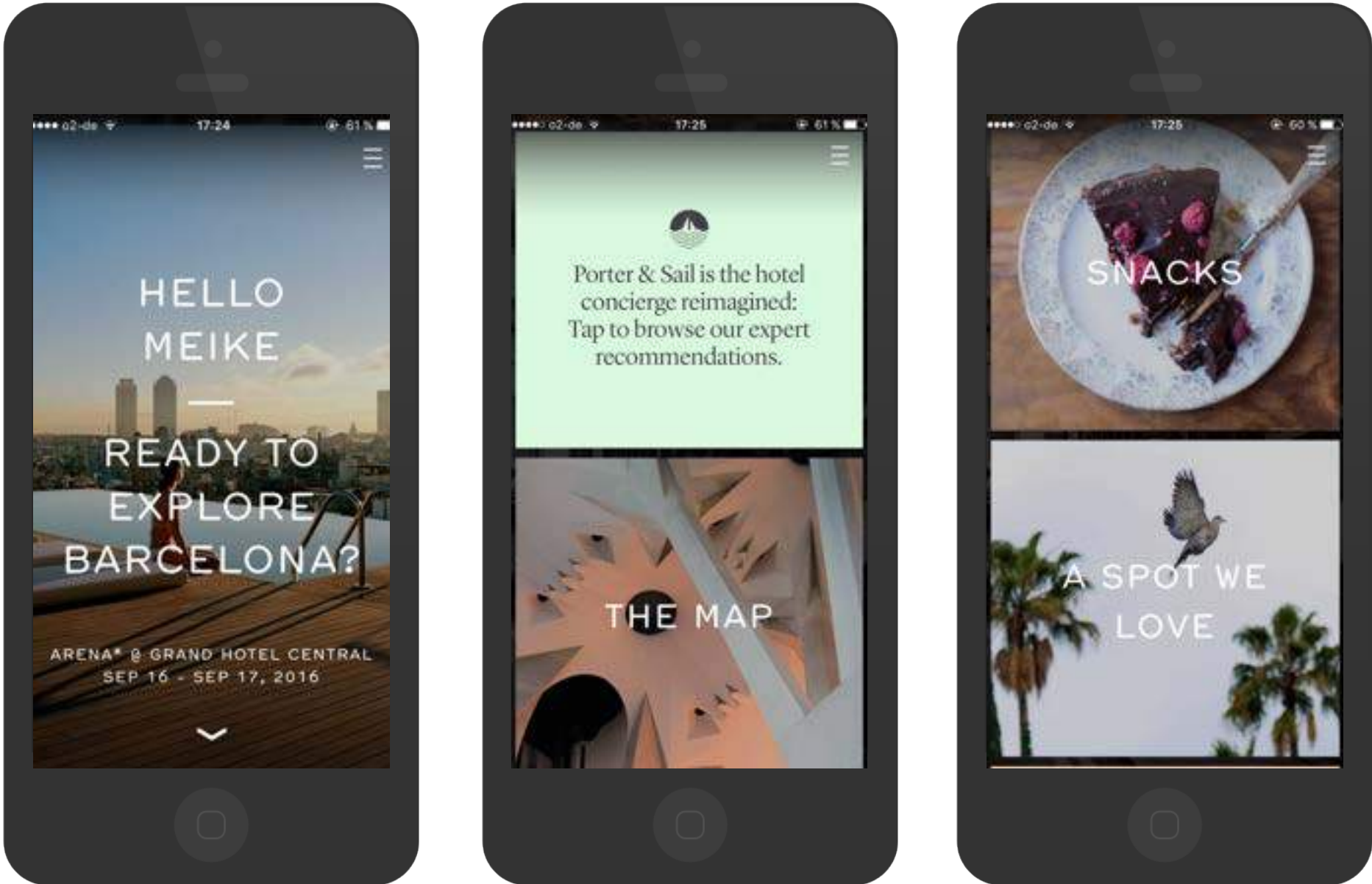
NEW YORK CITY



SPEAKERS

ORIGINALS, ARCHITECTS,
DESIGNERS & HOSPITALITY
EXPERTS

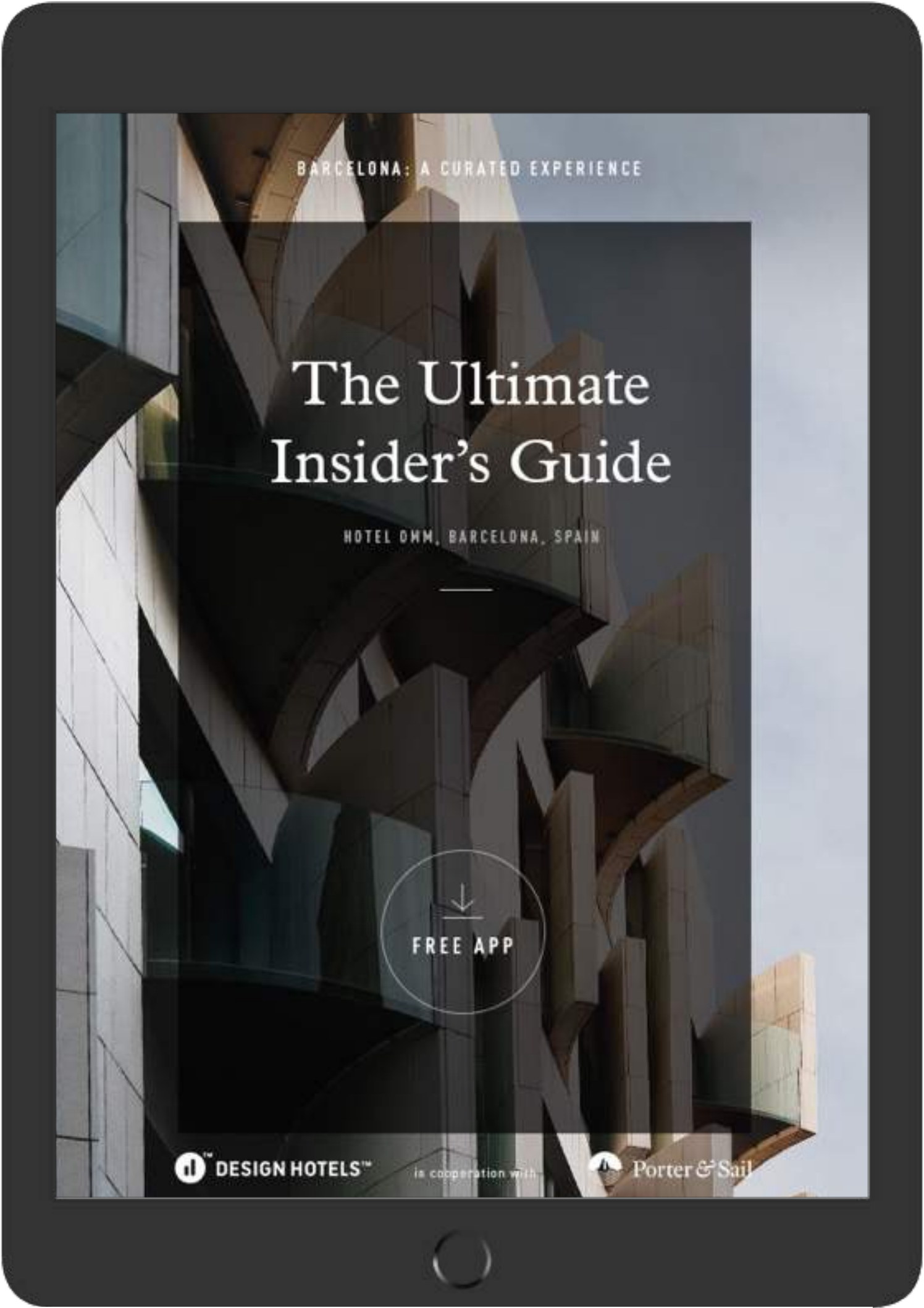




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- AMSTERDAM





HORIZN STUDIOS

