SPEAKER

## FELIX RADAVERO

VP GLOBAL DEVELOPMENT of Design Hotels™

 $10.00^{\text{ AM}} - 10.20^{\text{ AM}}$ 

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



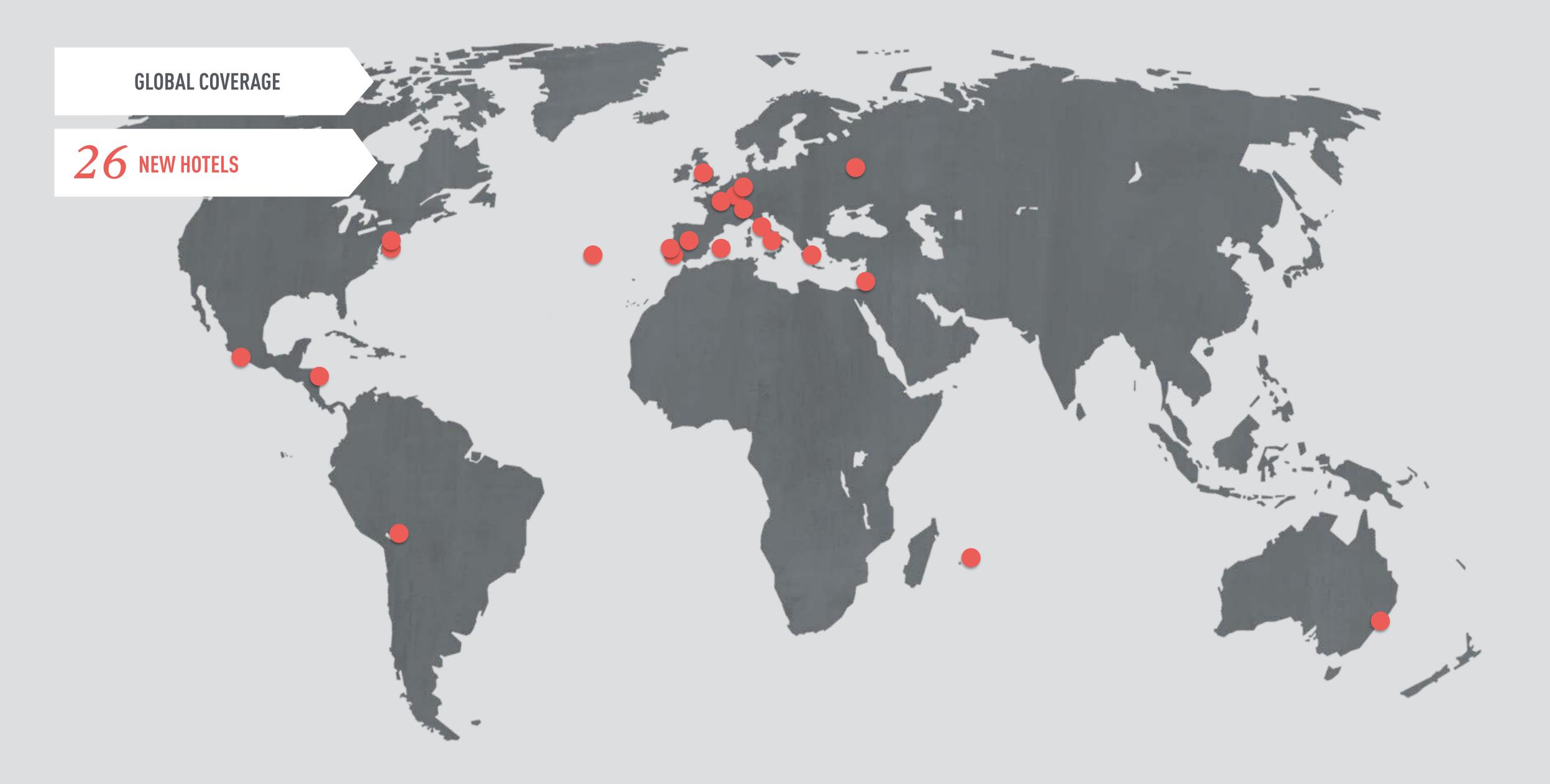
CURATING OUR PORTFOLIO

**GLOBAL COVERAGE** 



























**GLOBAL COVERAGE** 

**NEW HOTELS** 

**NEW DESTINATIONS** 

**HOTEL CATEGORIES** 

183

BEACH RESORTS

MOUNTAIN RESORTS

ALTERNATIVE DESTINATION

SPG PROGRAM VALUE PROPOSITION

#### 15

### MEMBER HOTELS

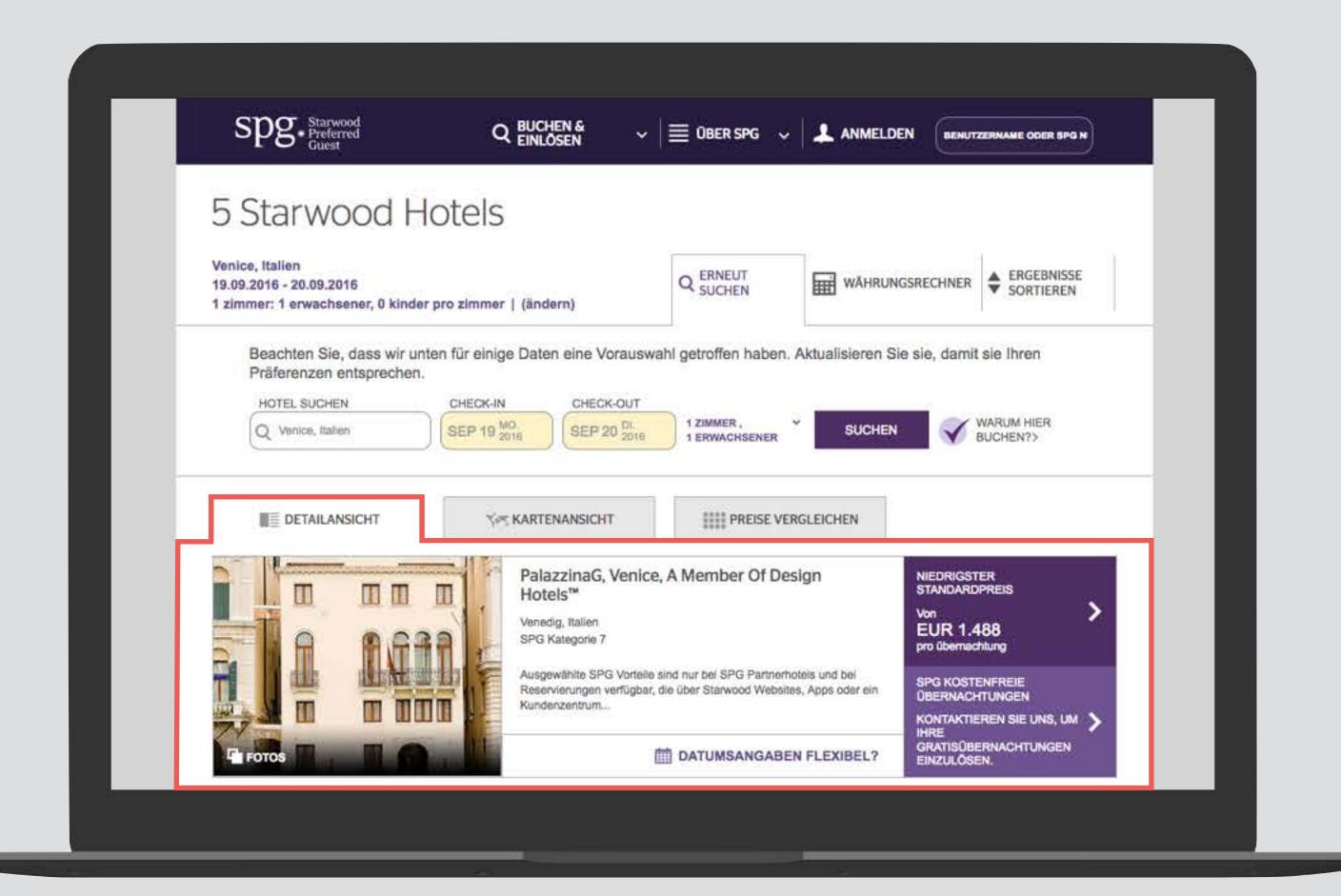
- More demand
- Drive higher ADR
- Increase ancillary spend
- Increase hotel brand awareness

# DESIGN HOTELS<sup>TM</sup> COMMUNITY

- Recognition
- Earn points
- Redeem points
- Benefits

# STARWOOD PREFERRED GUEST

- Original experiences
- New destinations
- Lifestyle hotels

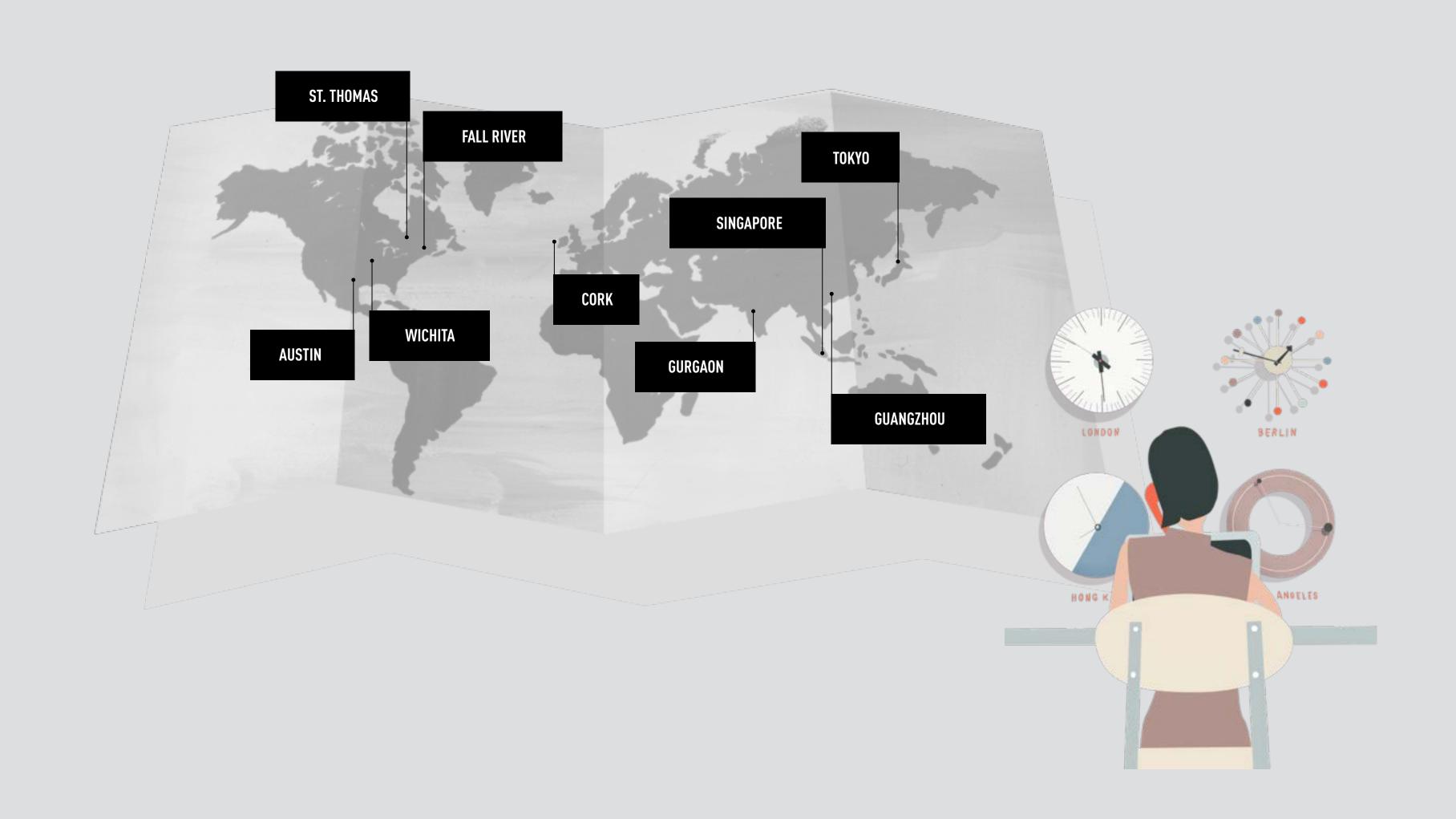


ACCESS TO

11

Starwood BRANDED WEBSITES

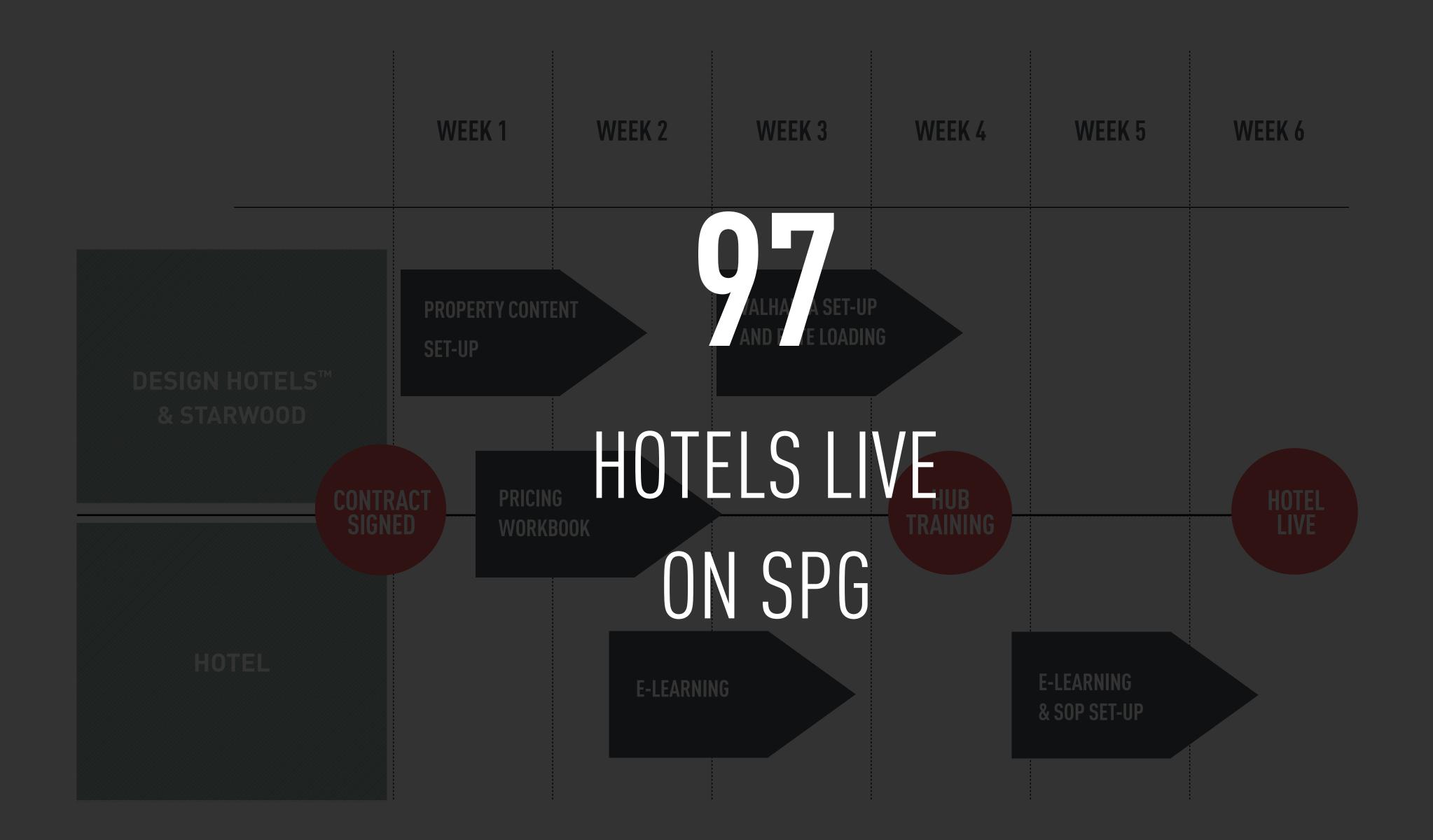
#### ADDITIONAL CONSUMER CHANNELS TO DISPLAY YOUR HOTEL BRAND



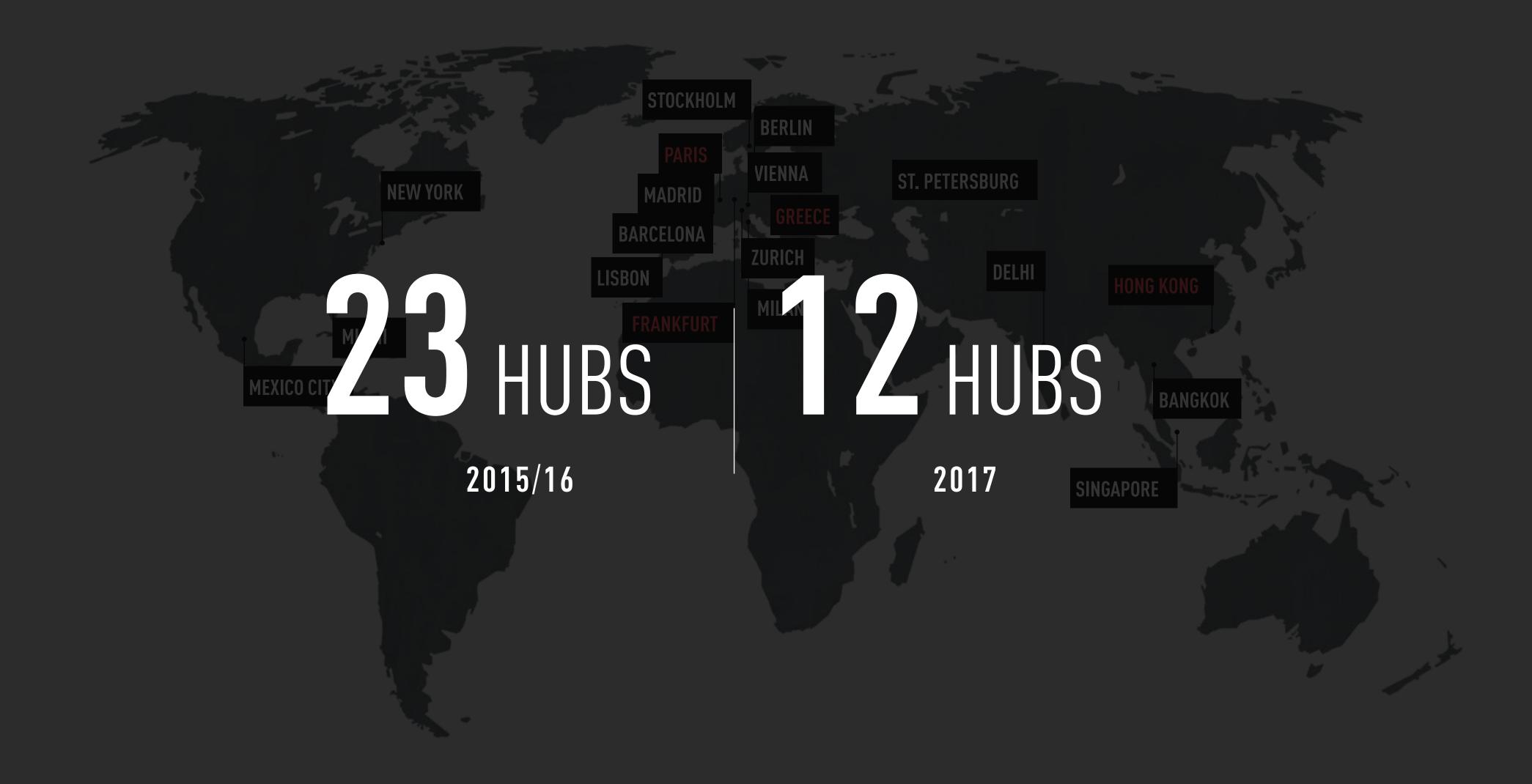
CALL CENTERS

16
LANGUAGES

TIMELINE TO GO LIVE ON SPG CHANNELS



SPG TRAINING HUBS





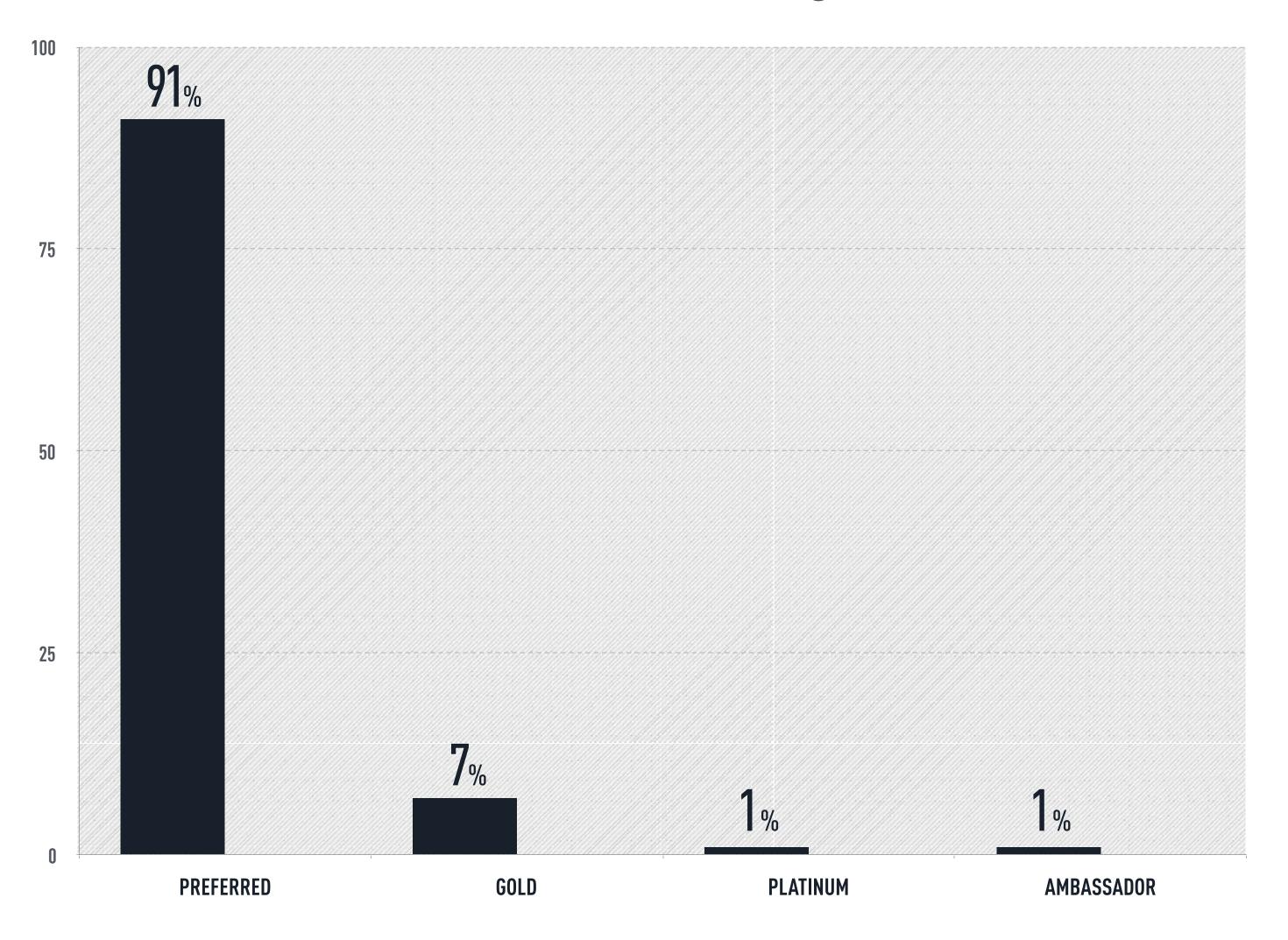
ROOM REVENUE	REVPAR	F&B
CONTRIBUTION	INCREASE	REVENUE
20%	25%	<b>25€</b> PER ROOM NIGHT
SPG	SPG REIMBURSEMENT	TOTAL PROGRAM
ADR	ADR	COST
90% OF HOTEL ADR	67% OF HOTEL ADR	19% OF DELIVERED ROOM REVENUE



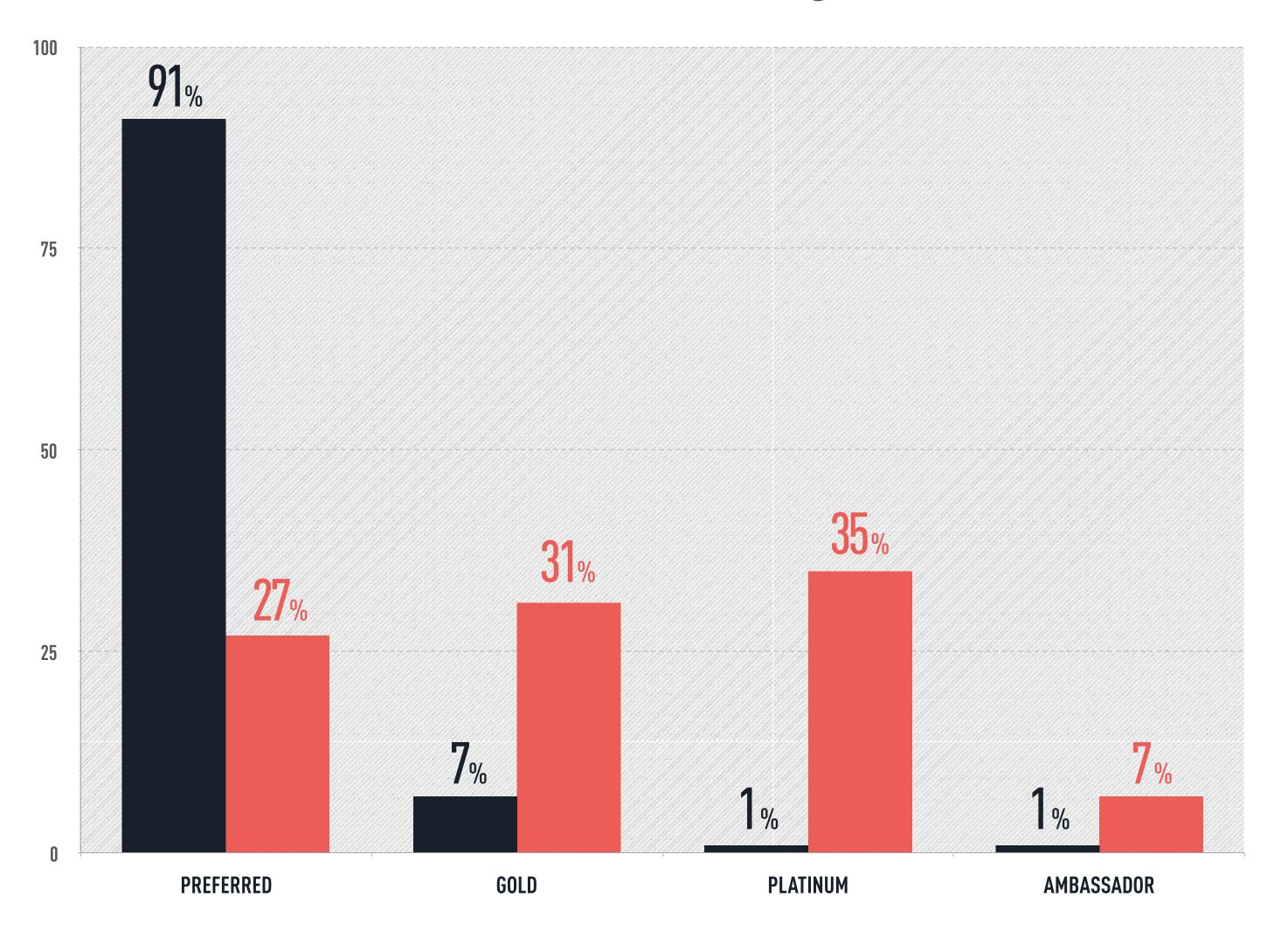
ROOM REVENUE CONTRIBUTION	REVPAR INCREASE	F&B REVENUE
10%	11%	<b>46€</b> PER ROOM NIGHT
SPG ADR	SPG REIMBURSEMENT ADR	TOTAL PROGRAM COST
103% OF HOTEL ADR	54% OF HOTEL ADR	18% OF DELIVERED ROOM REVENUE

**STARWOOD** 

### Percent of total SPG bookings

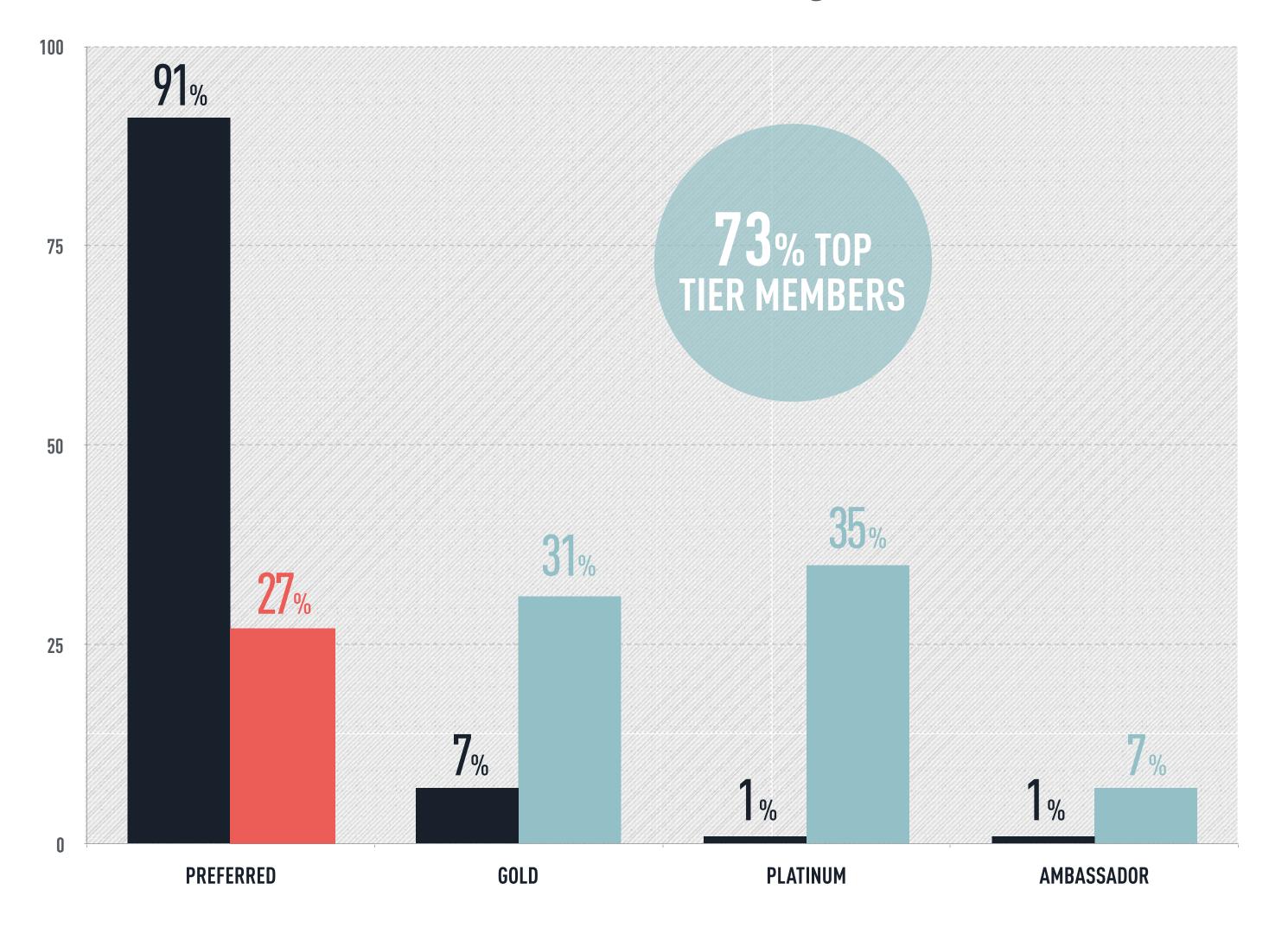


### Percent of total SPG bookings



STARWOOD
DESIGN HOTELS™

Percent of total SPG bookings

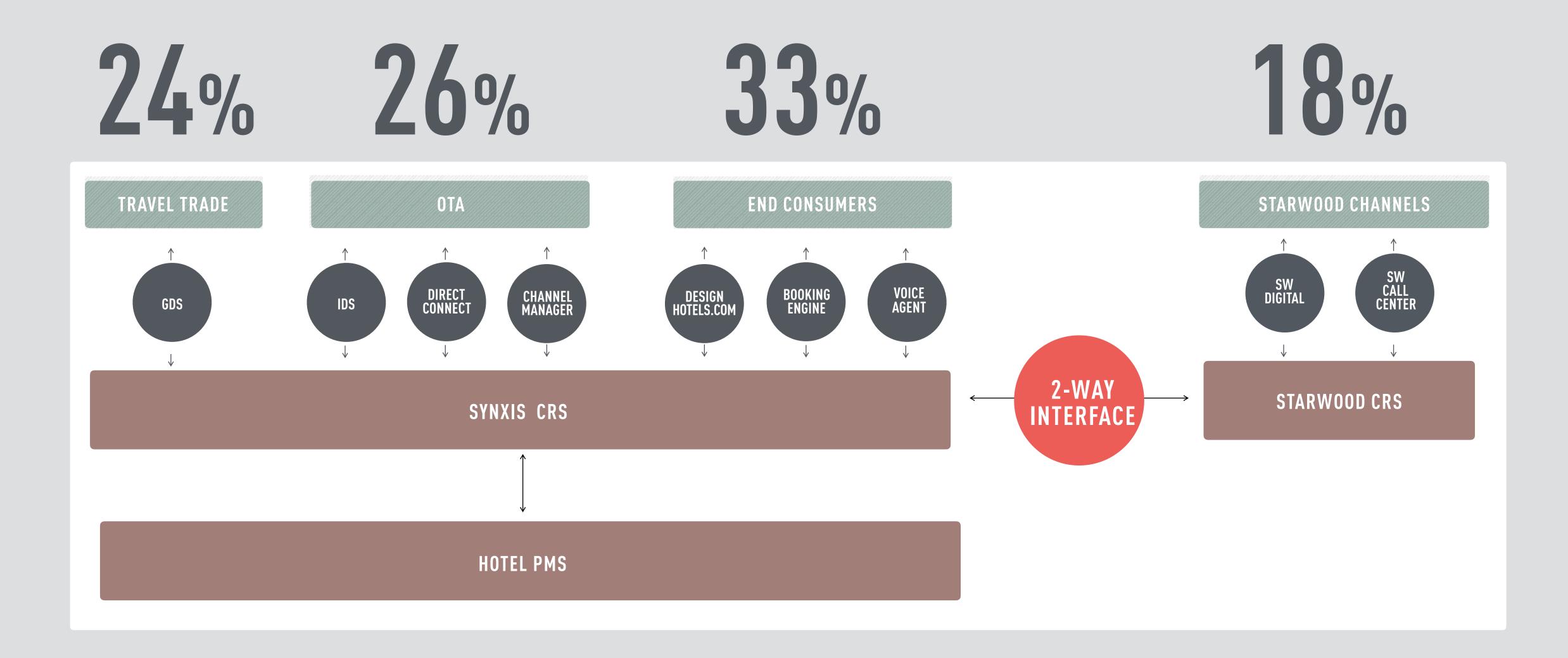


STARWOOD
DESIGN HOTELS™

INTEGRATED NEW SPG CHANNELS



INTEGRATED NEW SPG CHANNELS



28

CRS ROOM REVENUE GROWTH BY CHANNEL

