
Growing Prime Value
in the Leisure Industry
Körner
R.S. HISPANIOLA

glh.

Introducing glh

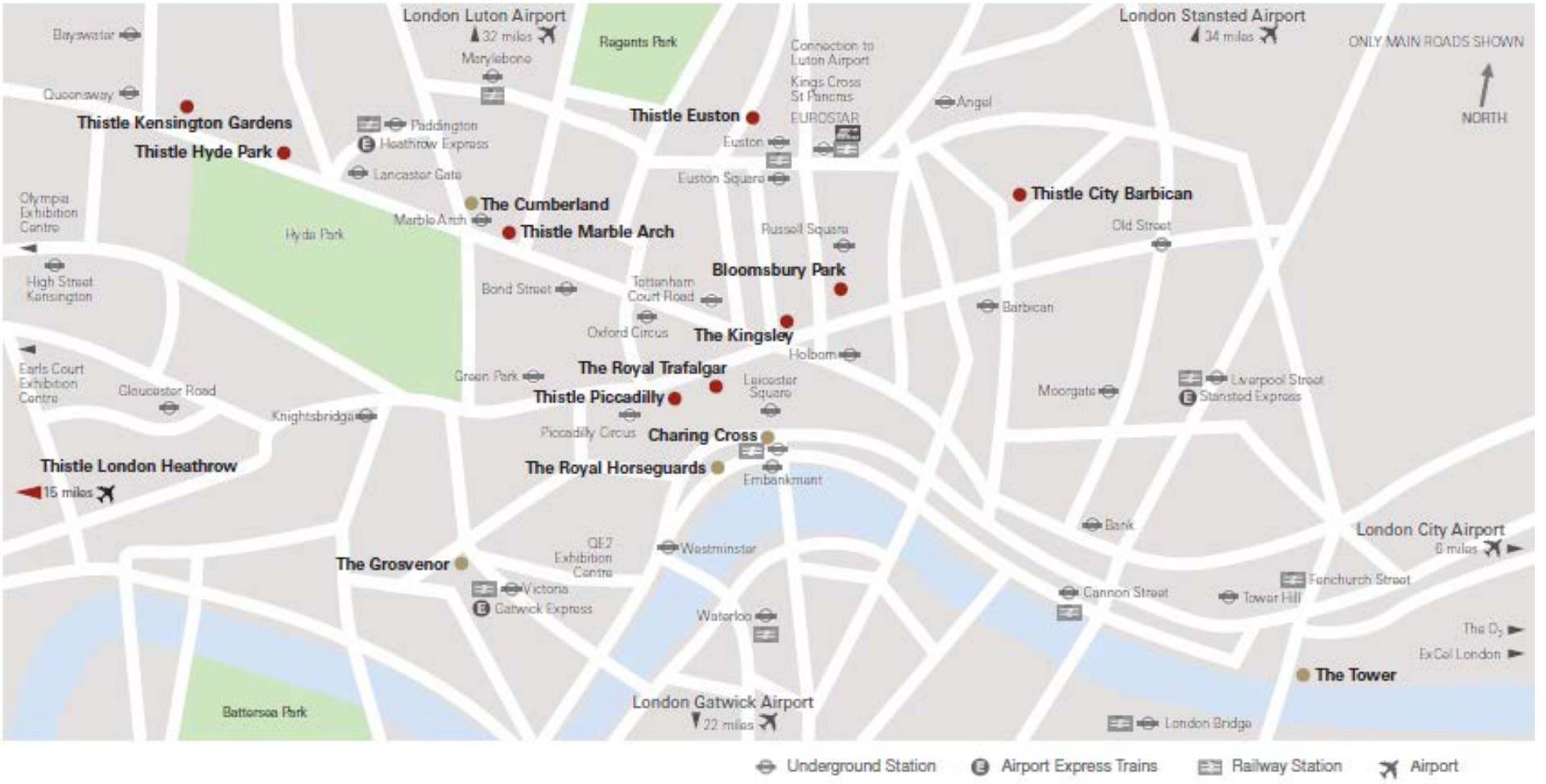
- Who are we – ‘relatively’ unknown, but largest owner operator of hotels in London

- We’ll create value by:
  1. Unlocking our historic underperformance; and
  2. Addressing industry gaps/opportunities with:
     - ✓ New Brands
     - ✓ New management model – VCGM
     - ✓ Big Data/Decision Science/Tech
     - ✓ More effective deal for owners
     - ✓ Delivery against ‘the new basic human right’

     (Month 11/36 into transformation…all on track)

- Our vision/where we’re going
  glh wants to be the world’s best managed hospitality company at the hotel level

Extraordinary London locations



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New brands to deliver against unmet needs across all major revenue pools…



Source: STR Global – market trend resorts, glh analysis

The Last 11 Months…

June 2013: Launch of global hotel company glh & announcement of 3 new hotel brands

01 October 2013: Launch of Clermont: - a new global luxury hotel and private residences brand

23 October 2013: launch of a new global 4-star hotel brand: Amba

January 2014: glh implements fast, free unlimited Wi-Fi across all its hotels, in partnership with BT



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CLERMONT
HOTELS & RESIDENCES

AMBA
HOTELS

BT

Launch of global hotel company & announcement of 3 new hotel brands

- A new deal for property owners and developers:
  - More flexible terms and conditions to property owners and developers to redress the risk/reward balance within the industry.
- An entrepreneurial approach to general management – giving autonomy to our individual hotels and unlocking the great potential of our General Management team.
- glh will transform the current model by using big data to differentiate the guest experience.
- Launch of three new hotel brands over the next 12 months

THE TIMES

It's goodbye to Guoman, the hotels you never knew



CATERER AND HOTELKEEPER

Guoman hotels rebrands as glh.

buying business travel

Guoman Hotels unveils new name and growth targets

HotelBusiness

The number 1 ABC certified trade magazine for the hotel industry across the UK

GUOMAN HOTEL MANAGEMENT REBRANDS AS GLH.

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Launch of Clermont - a new global luxury hotel and private residences brand

CLERMONT
HOTELS & RESIDENCES

- Clermont London – The Royal Horseguards will become ‘Clermont London’ in 2014,
- Clermont Singapore – part of the integrated mixed-use development Tanjong Pagar Centre, Singapore’s tallest building at 290 metres, due to open in 2016.
- Clermont Kuala Lumpur – situated within the iconic Damansara City on a prime freehold site in Damansara Heights, due to open in 2016
- Clermont Residences – The new developments in Singapore and Malaysia will feature luxury residential apartments (approximately 200 in Singapore; 370 in Kuala Lumpur) serviced by the adjoining Clermont Hotel.





Launch of a new global 4-star hotel brand: Amba

AMBA HOTELS

- Amba will be Europe's largest four-star hotel brand launch with 2088 rooms by 2015
- Launched with four hotels, situated just a few paces from world famous landmarks, in London's most prestigious locations: Marble Arch, Tower Bridge, Charing Cross and Buckingham Palace Road.
- Our extensive and industry shaping market research shows there is a significant opportunity to develop the four star market
- glh. is targeting 30 key cities for the Amba brand and will expand the brand internationally in China, the USA and Europe across the best locations

THE TIMES

City Diary:



Dominic Walsh @walshdominic 23 Oct

Quek Leng Chan's GLH hotel group bids adieu to Guoman brand. Marble Arch, Tower Bridge, Charing Cross & Buckingham Palace Rd to become Amba

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BIGHOSPITALITY

Passionate about our industry

Amba by glh: 'Europe's largest four-star hotel brand launch'

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glh launches the new basic human right…

- Partnership with BT Wi-fi to launch fast, free unlimited and one click to connect Wi-Fi service for all guests and visitors across glh properties
- Inspired by research that revealed guests consider free Wi-Fi as important as a good night's sleep
- "No registrations, no limitations and no fine print, just fast, free unlimited BT Wi-fi. Investing in cutting edge BT technology ensures that anyone visiting our hotels has access to free, fast, and one-click to connect Wi-Fi"

THE TIMES



Dominic Walsh @walshdominic · Jan 31
@glhhotels (Guoman, Thistle, Clermont etc) claims "industry first" - "fast, free and unlimited" wi-fi in all UK hotels. Should be standard!

glh. **glh. hotels** @glhhotels · Feb 3
@walshdominic We totally agree!
Expand

Mail Online

UK hotels charging for wi-fi cost British holidaymakers up to £125m a year

"It's absolutely what the industry should be doing and the rest will have to follow. glh is lucky to have a backer who can push through innovation like this"

Matthew Goodman, Leisure and Retail Correspondent, The Sunday Times

THE SUNDAY TIMES

VCGM Model – allows 1000's of decisions at the coalface…

- The VCGM model is all about decentralising decision making and responsibility to the hotel management team and using the skills and experience of all our staff properly. .
- glh. has set up a certified training academy, in partnership with Cornell University, The Institute for Data Science and the Market Research society, amongst others, to support the Value Centre General Managers ("VCGM").
- Supporting the General Managers, VCGMs will be accountable for economic profit, balance sheet, P&L, sales/marketing and operations within each hotel.
- After intensive training in revenue management skills VCGMs will contribute towards driving up guest satisfaction and profit across the whole business.



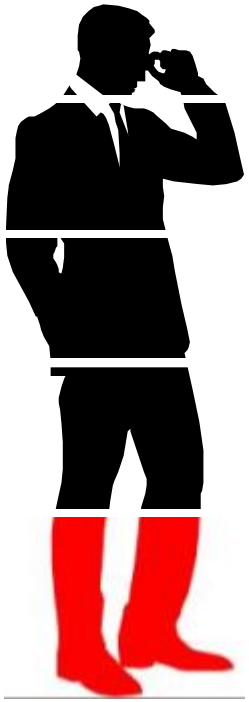




People of substance equipped to deal with people of substance…

Unlocking the potential in our employees through training

Current F&B Operative
25% Potential Unlocked



25% Potential

Trained for breakfast, bar and dinner service

15% Potential

Trained for local knowledge & travel

20% Potential

Trained for check-out guests

20% Potential

Trained for check-in guests, bag carrying, questions from guests

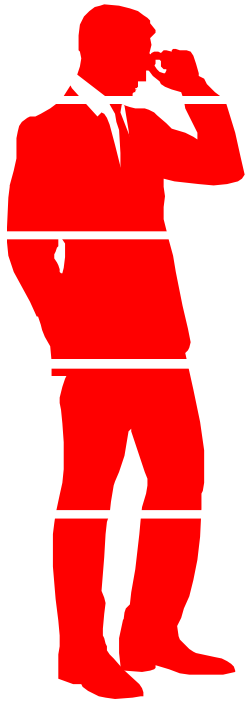
20% Potential

Trained for sales calls and booking reservations

25% Potential

Trained for breakfast, bar and dinner service

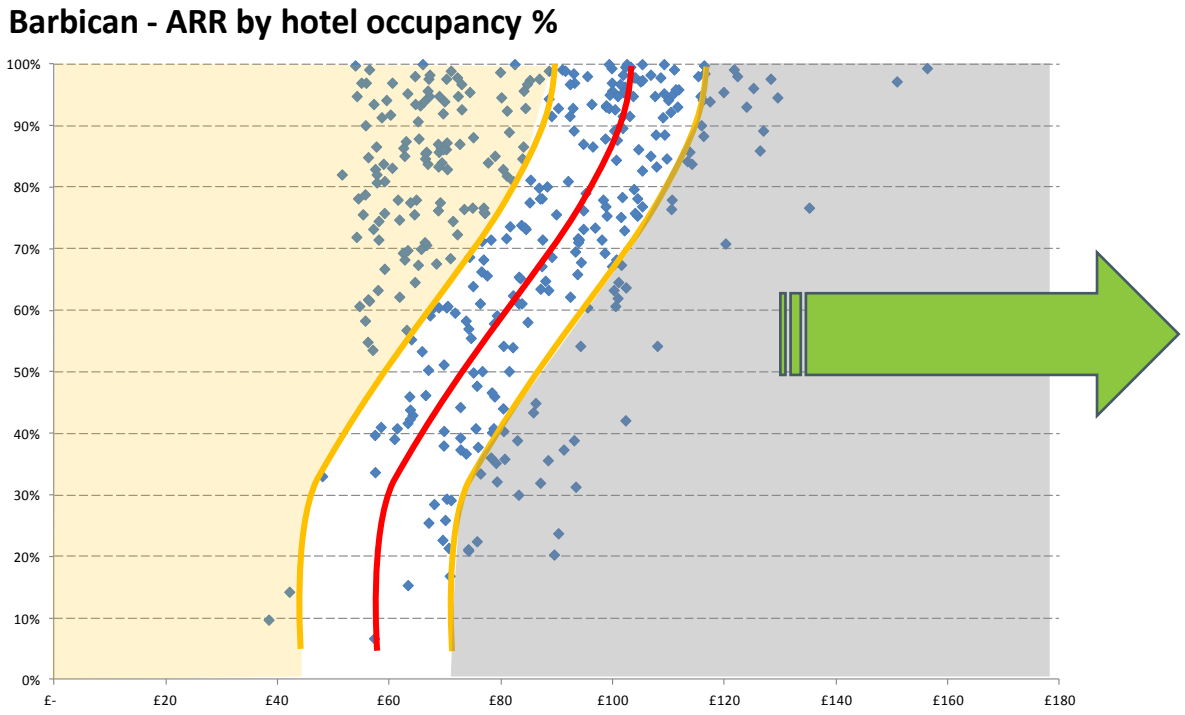
Future Multi-skilled Host
100% Potential Unlocked



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World class tools where they matter - in the hotel teams…

Improved analysis of our revenue streams can identify opportunities to improve consistency of delivery and improve revenue



Reduce rate variation

1. 364 days of ARR v Occ % plotted
2. Large variation of ARR achieved
3. Driven by mixed revenue management / events / low rated groups
4. Focus to narrow variability, provide pricing consistency and reward for length of stay

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Nowhere to hide with Tripadvisor…

Growth in Online Reviews

- 260 million unique monthly visits
- 150 million reviews and opinions
- **21 million traveller photos**
- Operational in 39 counties



It's not just guest reviews….
With increased use of iPhones it is likely that the growth of user generated photos being posted onto trip advisor hotel sites has grown exponentially in the last 2-3 years.
Charing Cross has 420 user generated photos displaying alongside hotel posted photographs

VCGMs driving dramatic shift in relative guest satisfaction/rankings…

tripadvisor Hotel Rankings 2012 - 2014

Hotel	October 2012	April 2014
Euston	564	220
Piccadilly	475	158
Trafalgar	368	137
Grosvenor	337	141
Bloomsbury Park	483	309
Hyde Park	386	253
Charing Cross	220	76
Kensington Gardens	306	209
Barbican	708	605
Cumberland	454	391
Tower	373	307
Marble Arch	370	329
Royal Horseguards	55	54

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Recap

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