Driving Customer Transformation in Hospitality

Kimpton Nine Zero Hotel – Boston, USA

IHG is one of the world's largest hotel companies

Europe, Middle East, Africa & Asia
1k+ hotels
220k+ rooms

Americas
4k+ hotels
500k rooms

Greater China
580 hotels
155k rooms
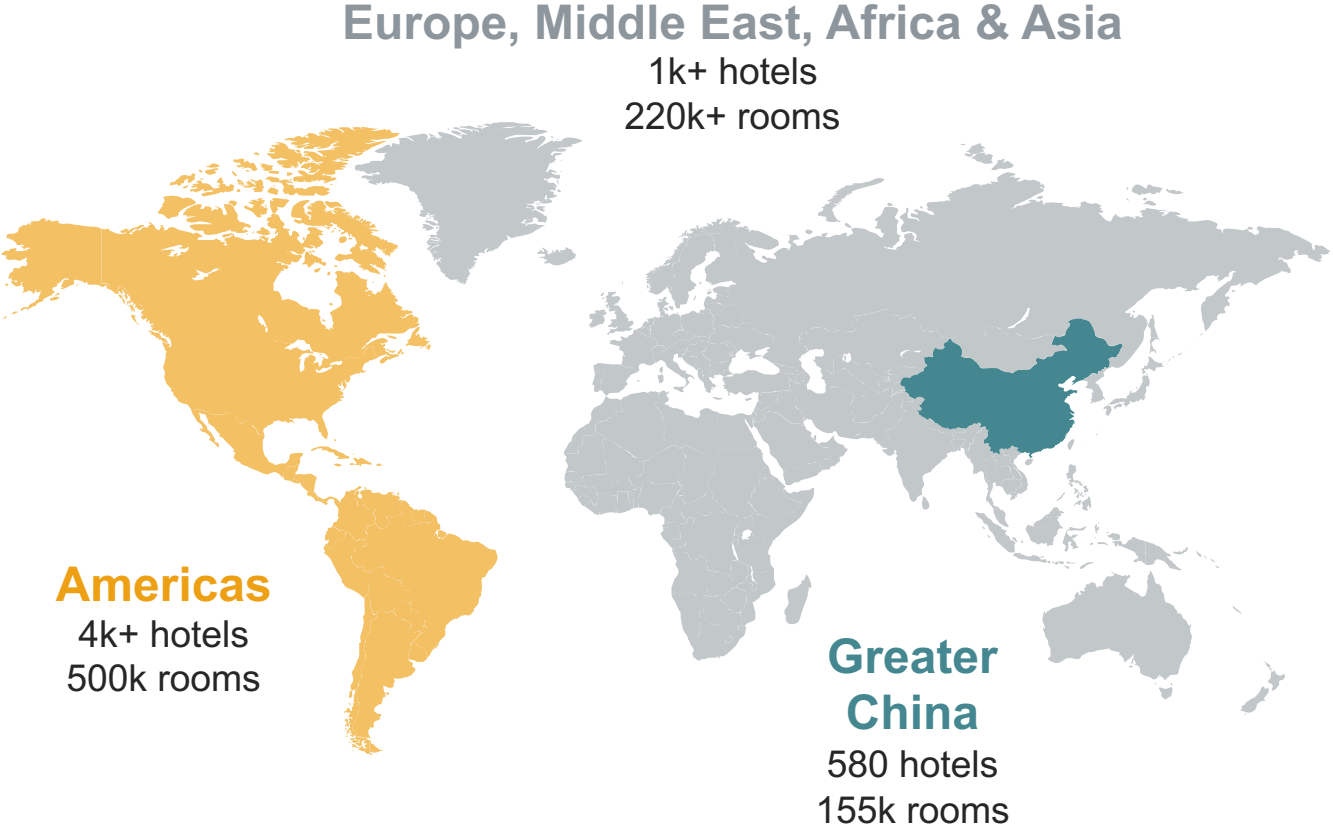
~ 6,000+ hotels

17 brands

100M+ loyalty members*

4,000+ owners

~ 350K colleagues**

IHG® HOTELS & RESORTS

We serve ~700K people daily in 100+ countries across a range of segments…

Luxury	Business
Lifestyle	Groups
Essentials	Leisure

... delivering on important and special moments in their lives

Our customer experience is rich, spanning numerous touchpoints

Checking In / Out

Eating

Sleeping

Exercising

Streaming

Working

Living

Socializing

… which is <u>both</u> a challenge and an opportunity

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Two years ago, we committed to transitioning from a brand-centric to a customer-centric organization

Crowne Plaza - Istanbul

We embarked on a bold customer transformation

Set the foundation
- Organization evolution
- Data-driven, Agile

Identify opportunities
- Customer journey mapping
- 3-5 year plan

Execute with focus
- Key priorities
- Navigated a crisis
- Collaboration
- Digital delivery

Accelerate
- Test + learn
- Accelerate further

Focus of our discussion today

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We began with mapping the guest journey

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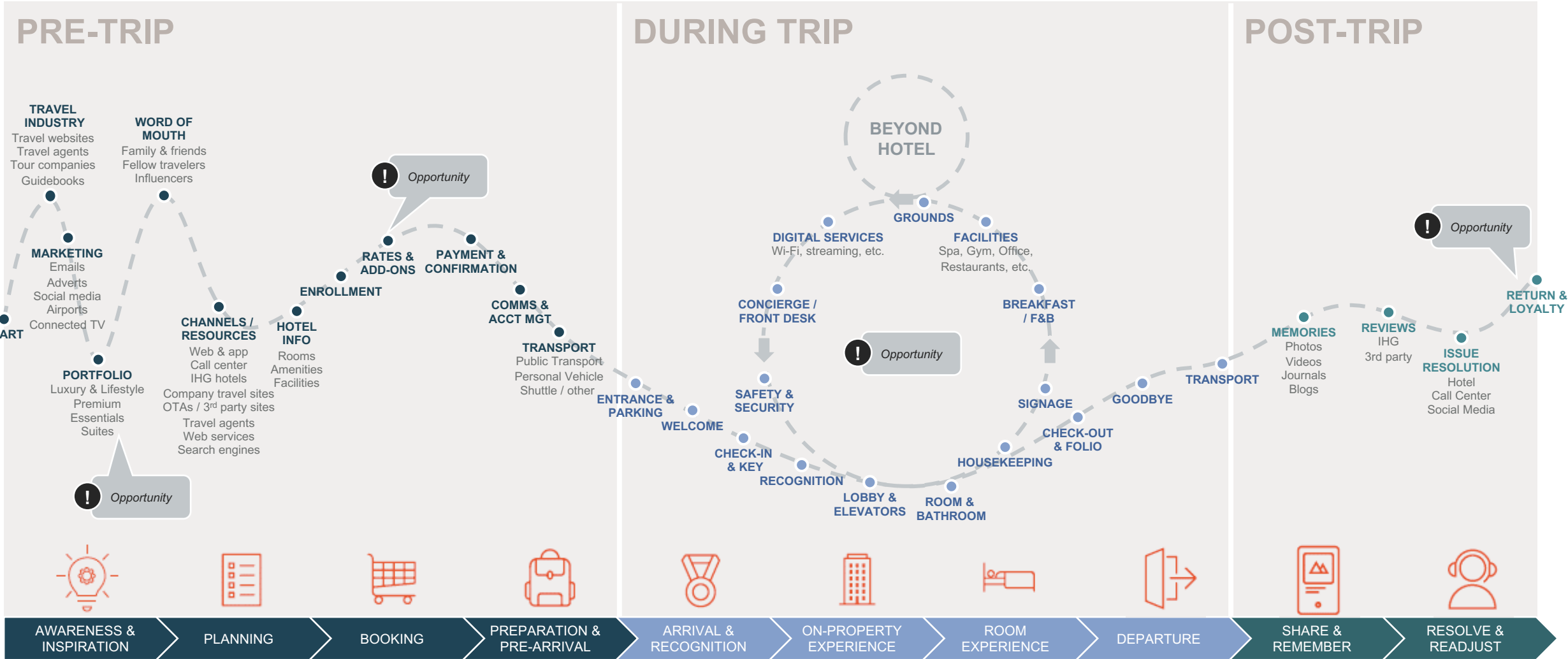
To focus the organization, we prioritized <u>key moments that matter</u>
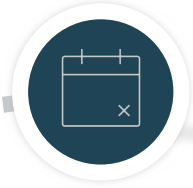
PRE-TRIP

DURING TRIP

POST-TRIP

1 Awareness & Inspiration
Product breadth + depth

2 Planning & Booking
Enhanced booking experience

3 Arrival & On-Property
Elevated experience

4 Departure & Return
Re-launching best-in-class Loyalty proposition

IHG® HOTELS & RESORTS

We've enhanced our portfolio offering and are furthering our purpose: True Hospitality for Good

SIX SENSES
HOTELS RESORTS SPAS

REGENT

VIGNETTE
COLLECTION

VOCO
AN IHG HOTEL

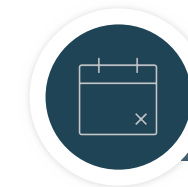Smith
Mr & Mrs Smith

ATWELL
SUITES
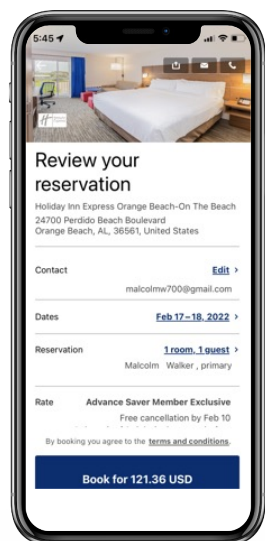AN IHG HOTEL

12 → 17 brands

#2 position in Luxury & Lifestyle*

Adapted to new traveler needs

We are optimizing the booking experience

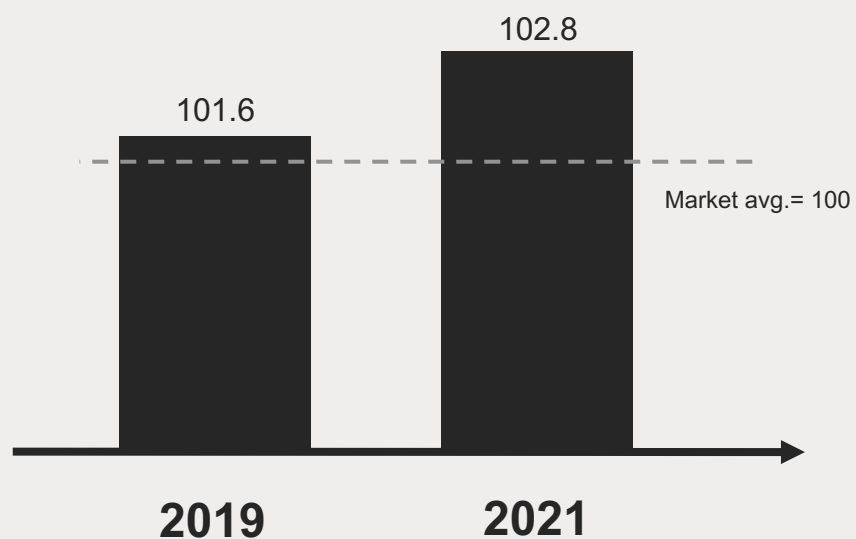> Faster, easier, and frictionless booking

> More relevant and personalized

We drove guest satisfaction, gaining relative to the market

Guest Satisfaction Scores*
(IHG vs. Market)

101.6 — 2019

102.8 — 2021

Market avg.= 100

Based on third party travel social scores (e.g., TripAdvisor, Booking.com)

> Refreshed training for 350K+ colleagues

> Brand & Hotel initiatives

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We are transforming our loyalty program

> Data-centric

> Personalized

COMING SOON
The New IHG® Rewards

Kimpton Aertson Hotel — Nashville

Six Senses Koh Samui

IHG® HOTELS & RESORTS
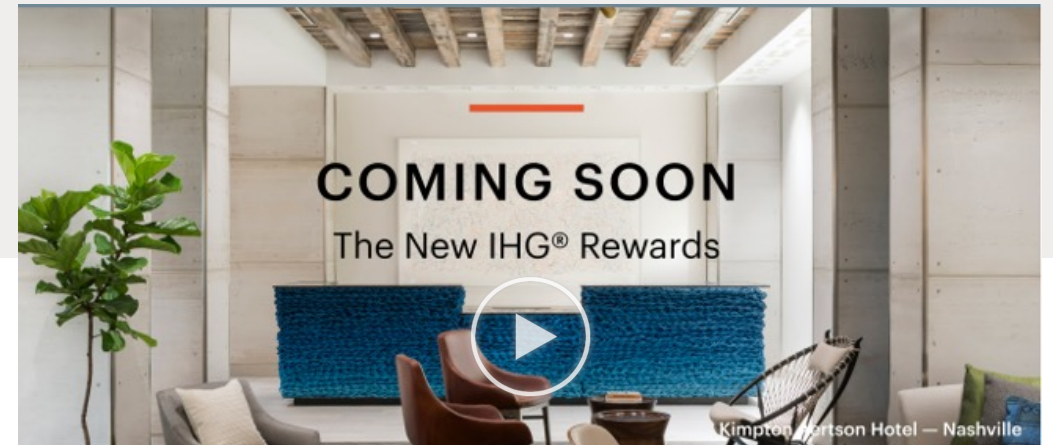
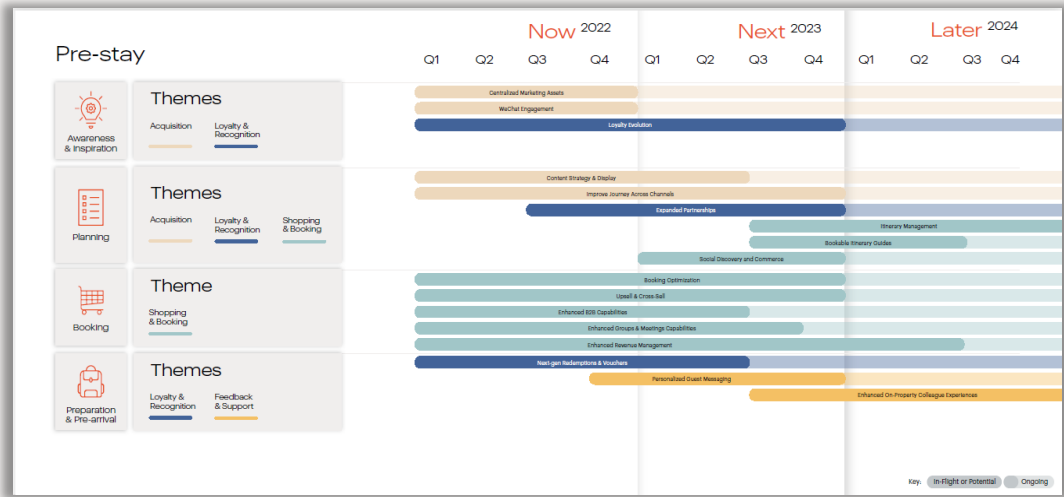# Across the guest journey, we are delivering the experience with technology and our frontline team

Co-created a Digital Roadmap

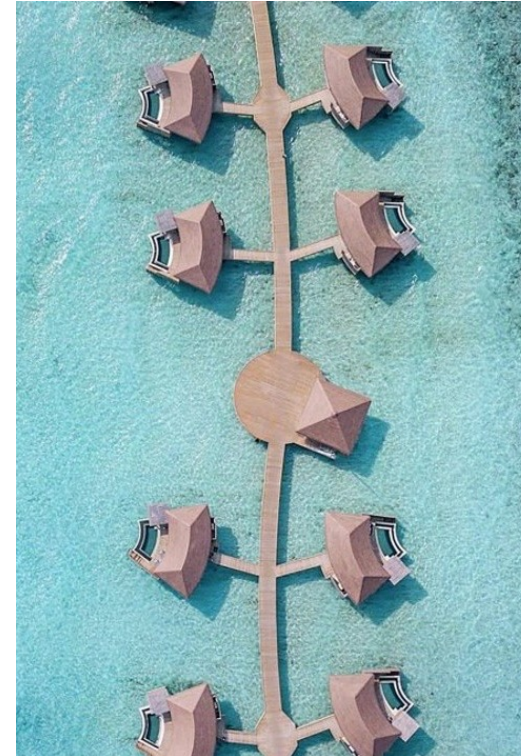**350K+ colleagues delivering elevated experiences**

IHG HOTELS & RESORTS

Key Insights

Best practices and process insights

> Executive leadership & alignment

> Data-driven voice of customer

> Prioritize moments that matter (3-5 years)

> Align performance & rewards

> Invest in key talent

> Test + learn with weekly agile cadence

Six Senses - Bhutan

InterContinental - Maldives

Hotel Indigo – Dubai

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Questions?