

# Keeping Brands Current: The Holiday Inn Relaunch

Presentation to SEFF – March 2011

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Director, Brand Management  
Holiday Inn Brands – The Americas







## 2006 Customer Verbatims

*“I would not tell people that I stay at Holiday Inn, it sounds so old fashioned, I work for Sony”*

*“Their brand is acting as a barrier, the product is hitting ahead of the brand”*

*“Holiday Inn’s are really bad decor, yellow and blue confetti carpets”*

*“It has a kind of anonymity”*

*“The décor is not exciting”*



*“Cheesy 70’s logo”*

*“Anonymous”*

*“I wouldn’t put Holiday Inn with the Sheratons and Marriotts”*

*“It needs updating because it’s not seen to be cool like, you know”*



# Goals and Benefits of the Relaunch

- Position Holiday Inn to be a top global brand.
- Make choosing Holiday Inn a popular and proud choice.
- Update the brand image to make it more modern, up to date, and appealing.
- Stretch the brand credibly across multiple formats to maximize development.
- Give reasons to choose us not another budget, not another mid-scale brand and not an upscale brand.
- Provide bundles of services that reflect/appeal to the modern customer.



To be a top global brand, we need to know what matters most to our guests....



... and our franchisees.



# The Relaunch of Holiday Inn 2007-2010

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## The relaunch encompassed five key actions

**RELAUNCH**

**Remove  
poorer  
hotels**

**Add High  
Quality  
New Hotels**

**100%  
Quality  
Compliance**

**Complete  
Service  
Training**

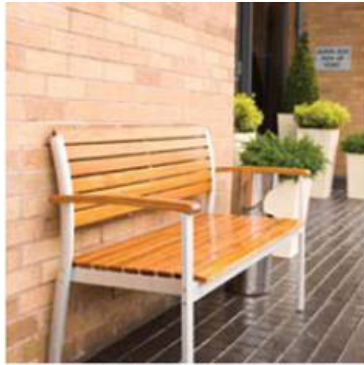
**Install  
Hallmarks**

**Our owners have invested \$1bn behind the relaunch**

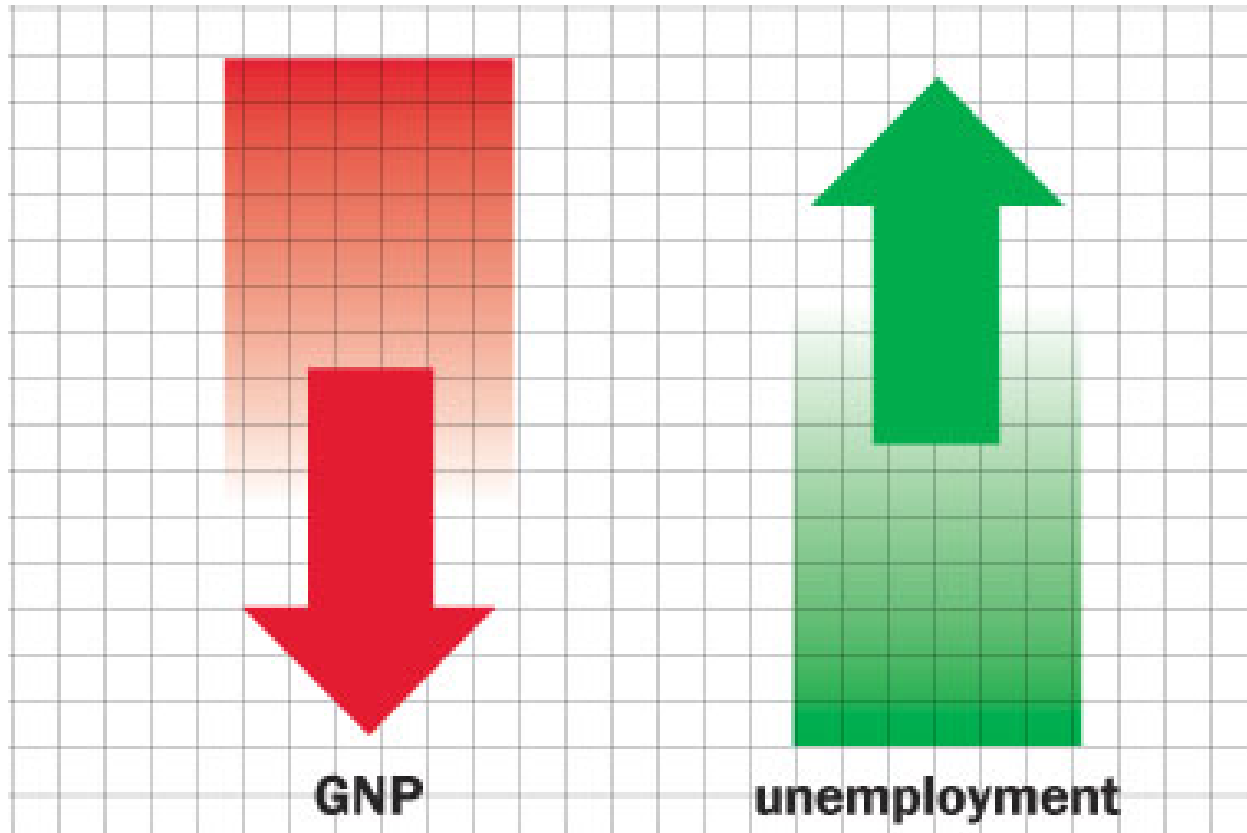








Great Ideas! But then ...



The Recession Hit.



Timing Is Critical ...  
Even in a Recession



# 1989 - 1991 Recession



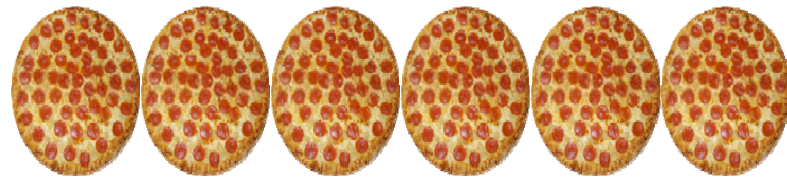
70%



57%



# 1989 - 1991 Recession



61%



40%

-28%





# We Continued the Investment in the Brand ... Expansion and Distribution ...



# ... Technology and Amenities ...



**Holiday Inn** **Flight Information**  
Hartsfield-Jackson Atlanta International Airport

A - F   G - L   M - R   S - Z   12:25 PM

Departing to	Airline	Flight Number	Time	Gate	Status	New Time
Amsterdam	American Eagle	DL4720	4:59 PM	C4	ON TIME	
Appleton, WI(ATW)	Piedmont Airlines	EV4593	5:00 PM	4	CANCELLED	
Aspen, CO(ASE)	US Airways	DL1921	5:00 PM	16	ON TIME	
Athens, GA(AHN)	US Airways	DL2183	5:00 PM	17	ON TIME	
Baltimore, MD(BWI)	Continental Airlines	LF1433	5:00 PM	A4	DELAYED	5:25 PM
Baltimore, MD(BWI)	US Airways	FL2136	5:00 PM	19	ON TIME	
Baltimore, MD(BWI)	Cornair	AM6771	5:00 PM	5A	ON TIME	
Birmingham, AL(BHM)	United Airlines	AF689	5:05 PM	C9	ON TIME	
Birmingham, AL(BHM)	American Eagle	AF3381	5:08 PM	12	ON TIME	
Athens, GA(AHN)	Piedmont Airlines	DL2183	5:00 PM	17	ON TIME	
Baltimore, MD(BWI)	American Eagle	LF1433	5:00 PM	A4	DELAYED	5:25 PM



## ... And Communications and Sponsorships



# ... And Communications and Sponsorships



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[holidayinn.com/gaithersburg](http://holidayinn.com/gaithersburg)



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at your best when you  
can truly be yourself.  
At Holiday Inn  
you always can.**



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can truly be yourself.  
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**Stay You at Holiday Inn Express Hotels**

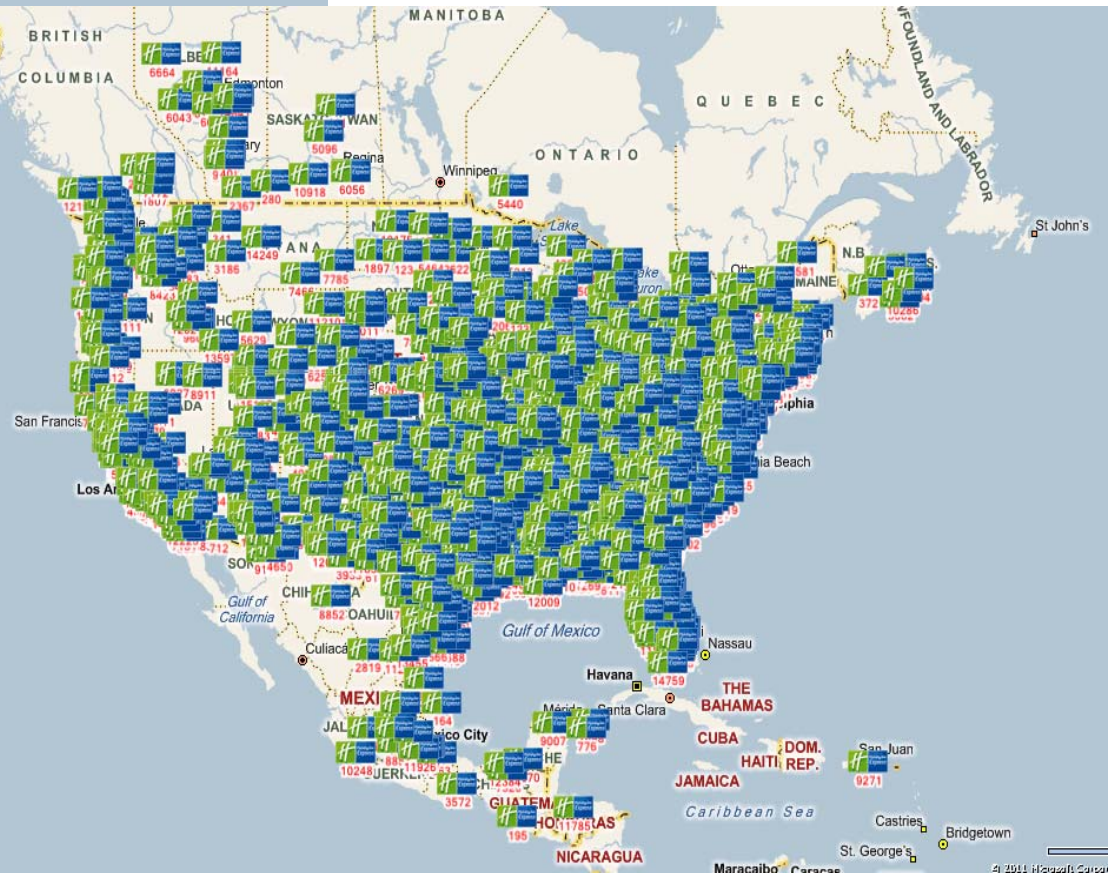
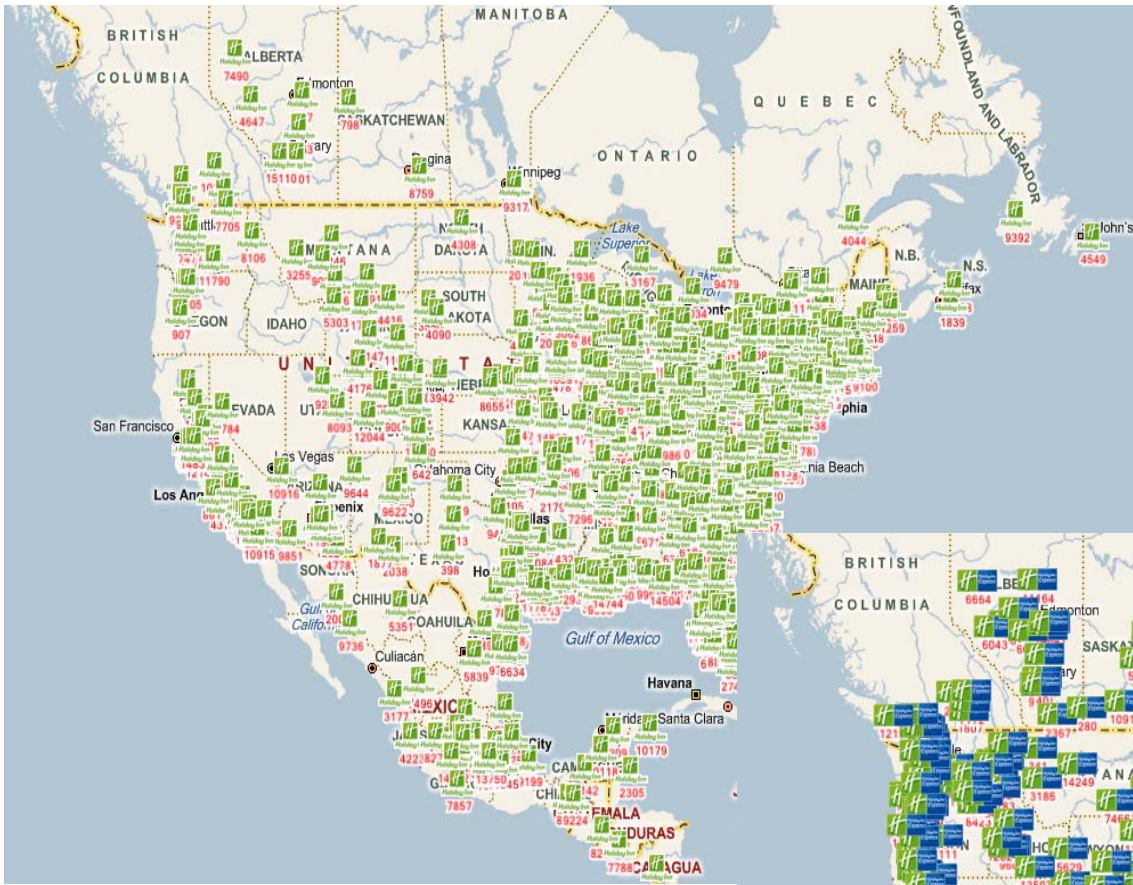




Now, for the big question:

Did it work?







# The Media Results

## THE WALL STREET JOURNAL Holiday Inn to Make Bar a Social Hub

**Sleeper Foods Reduce Need for Full-Service Restaurants; Lodier Setting Appeals to Business Travelers**

By Ken Rosen

LAS VEGAS—Now that it is wrapping up a \$1 billion overhaul of 1,500 hotels across the globe, Holiday Inn has turned its attention to its next project: making and managing its hotels into social hubs.

In its second conference for franchisees in Las Vegas this week, Holiday Inn parent **InterContinental Hotels Group (IHG)** unveiled its new social hub strategy. The plan makes the bar the center of annual Holiday Inn services, including the restaurant, game room and business center.

The social plan is partly an effort to address an issue that has plagued the brand for years. That is, hotels, especially those with 150 or fewer rooms, often don't generate enough traffic to support facilities like food and beverage service.

It is also a response to the challenge of a competitor that Holiday Inn considered in 2002 and 2004, when it acquired 10,000 motels and hotels in major cities, including Las Vegas. IHG's acquisition of the assets was part of a strategy to acquire smaller managers, create management, management and government agencies—what is known as the "social hub" strategy.

"There are more entrepreneurs, entrepreneurs who like people," says Brian Kowalski, senior vice president of global brand management for Holiday Inn's parent, InterContinental Hotels Group. "They're not going to hang out in their rooms and watch TV. They're going to go out to eat, to drink, to socialize, to play."

These changes would allow the new hubs to be served by the bar staff, which is more efficient than having a separate staff for the bar. The social hubs are to be located in the center of the city, near the Convention Center and the Strip. The plan is to have 100 social hubs in the U.S. by 2012.

Other changes include reorganizing the bar, business center and game room with most other bar, business center and game room staff working together.

Holiday Inn also will create a bar staff for the average size of handling the social hub, which is smaller than the bar staff of a full-service hotel. The bar staff will be responsible for the bar, business center and game room. The bar staff will be responsible for the bar, business center and game room. The bar staff will be responsible for the bar, business center and game room.

## The New York Times Sprucing Up in a Downturn

**Hotels Upgrade, Hoping to Gain Share in the Recovery**

By David L. Evans

Las Vegas, including the outdoor, high-rise hotels and casinos, has been a hotbed of renovation and renovation. The Las Vegas Strip has seen a wave of new hotels, including the new **Flamingo Las Vegas**, which is set to open in 2012. The new hotel is a 1,500-room property, which is a significant increase from the 1,000 rooms of the old Flamingo. The new hotel is a 1,500-room property, which is a significant increase from the 1,000 rooms of the old Flamingo.

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## Hotel Business

**Aloha again for Holiday Inn brand in HI**

By Steve C. Osborn

WALKERS, HI—After an almost year-long absence, Walker Inn will be back in the lodging game in Hawaii thanks to **InterContinental Hotels Group**, which has divided to flag its proprietary **OHANA** brand in the islands.

The 400-room property will be a full-service hotel, which is a significant increase from the 1,000 rooms of the old Flamingo. The new hotel is a 1,500-room property, which is a significant increase from the 1,000 rooms of the old Flamingo.

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## The New York Times Hotels Show the Thread Count

Hotels are showing the thread count in their beds. The new hotel is a 1,500-room property, which is a significant increase from the 1,000 rooms of the old Flamingo. The new hotel is a 1,500-room property, which is a significant increase from the 1,000 rooms of the old Flamingo.

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**LODGING**

**FULL Circle**

As Holiday Inn moves forward, it's getting back to its founder's, and his family's, original vision.

Understanding AD • Spa Design • Food Facts • Personalized Marketing

## The Columbus Dispatch The 'INN' CROWD

**Relaunch aims to put Holiday Inns back on travelers' map**

By Ken Rosen

From the day they were founded in 1952, Holiday Inns have been a major force in the lodging industry. The new hotel is a 1,500-room property, which is a significant increase from the 1,000 rooms of the old Flamingo. The new hotel is a 1,500-room property, which is a significant increase from the 1,000 rooms of the old Flamingo.

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## THE WALL STREET JOURNAL Holiday Inn Spiffs Up, Recasts Its

**All Its Franchisees Must Participate**

By Ken Rosen

Holiday Inn, one of the world's largest hotel chains and the largest in North America, has made a bid to catch up to its rivals in the lodging industry. The new hotel is a 1,500-room property, which is a significant increase from the 1,000 rooms of the old Flamingo. The new hotel is a 1,500-room property, which is a significant increase from the 1,000 rooms of the old Flamingo.

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## THE DENVER POST THRIVING AFTER MAKEOVER

**Inn freshens up**

By Ken Rosen

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**Bloomberg Television**

**HOTELCHECKIN**  
A road warrior's guide to the lodging landscape

Holiday Inn pilot lets iPhone, Blackberry double as your hotel room key

**Holiday Inn**

**Holiday Inn Express**

## The Guest Results – California hotel, 2010

**“I would expect this type of service at a Four Seasons or a Ritz Carlton, but I can honestly say I have never experienced this type of service at another hotel.**

**In light of your billion dollar unveiling of your new product I think that this story speaks louder than any commercial that I will ever see on TV.**

**I am writing this letter ... to let the hotel and IHG know that whatever they have done – it’s working.”**



## FULL BREAKFAST



## GRAB-AND-GO



Looking Ahead:  
Bringing it All Together With The Social Hub











Thank You

