



Hotel Meliá Sitges
26, 27 i 28 de maig de 2016

**OCUPACIÓ, SALARIS I FORMACIÓ
A L'ERA DIGITAL**



Headquarters, Palma (Majorca, Spain)

- 17th company worldwide by rooms with presence in 40 countries
- Leading resort hotel company worldwide
- Largest hotel group in Spain by rooms
- Leading hotel company in LatAm & Caribbean by resorts

3rd Largest Hotel Group in Europe ¹			
Ranking	Company	Rooms	Hotels
1	Intercontinental	710,295	4,322
2	Accor	482,296	3,717
3	Meliá Hotels International	98,829	377
4	Whitbread	59,138	697
5	NH Hotel Group	57,127	363

AT A GLANCE

- *Market cap: 2.323 Billion Euros²*
- *Main Shareholders: Escarrer Family: 60%; Free-float: 40%*
- *Listed on the Spanish Stock Exchange since 1996*
- *Member of the FTSE4Good Ibox index³ since 2008*

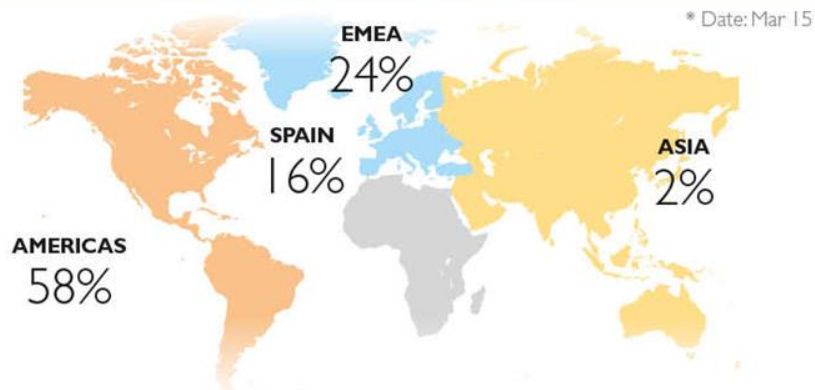
(1) Hotels Magazine August 2015 with figures as of December' 14

(2) Market cap: October 8th (Share price: € 12.58)

(3) TSE4Good Index is a series of ethical investment stock market indices launched in 2001 by British provider of stock market indices FTSE Group. A number of stock market indices are available, for example covering UK shares, US shares, European markets, and Japan, with inclusion based on a range of corporate social responsibility criteria

OUR PORTFOLIO DIVERSIFICATION

OPERATING PROFIT CONTRIBUTION FROM A VARIED LOCATION*



A WIDE SCOPE OF BRANDS COVERING DIFFERENT SEGMENTS

LUXURY SEGMENT



UPSCALE SEGMENT



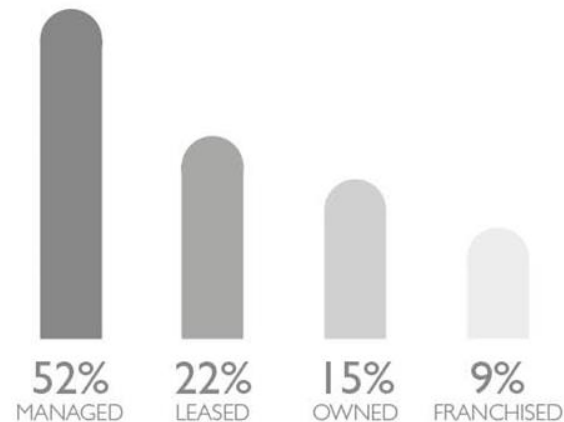
MIDSCALE SEGMENT



A LEADING LEISURE AND BLEISURE COMPANY



UNDER 4 DIFFERENT MANAGEMENT FORMULAS



Note: all figures by number of rooms are as at September 2015

The new digital era is changing the rules and disrupting the traditional supply chain

GRADE 4

Organizations that are fully replaceable by digitalization



Music
Media (press)
Insurance (not life)

GRADE 3

Native Digital Models are big competitors, hence adaptation is required



Advertising
Life Insurance
Travel distribution
Retail chains
Retail banking

GRADE 2

Businesses with a hybrid combination of physical and digital experience



Airlines and Automotive
Consuming Goods
Health
Hotels & restaurants
Telecommunications
Transportation & logistics

GRADE 1

Digitalization has an impact in CAPEX and OPEX but not on the business model



Construction
Mining
Oil & Gas
Utilities
Pharmaceuticals

Where can we already see the impact of digital?

Which functions have been more affected by the new technologies? And which functions will be more affected from now onwards?



1997

“First European hotel chain
with
online booking”



Sol Meliá
SMnet

english
contacte
con nosotros

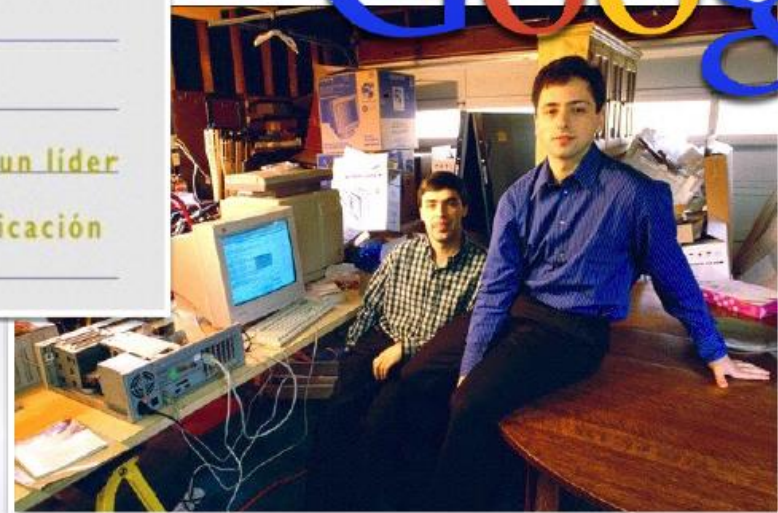
reservas on line
directorio
MaS
ofertas

accionistas

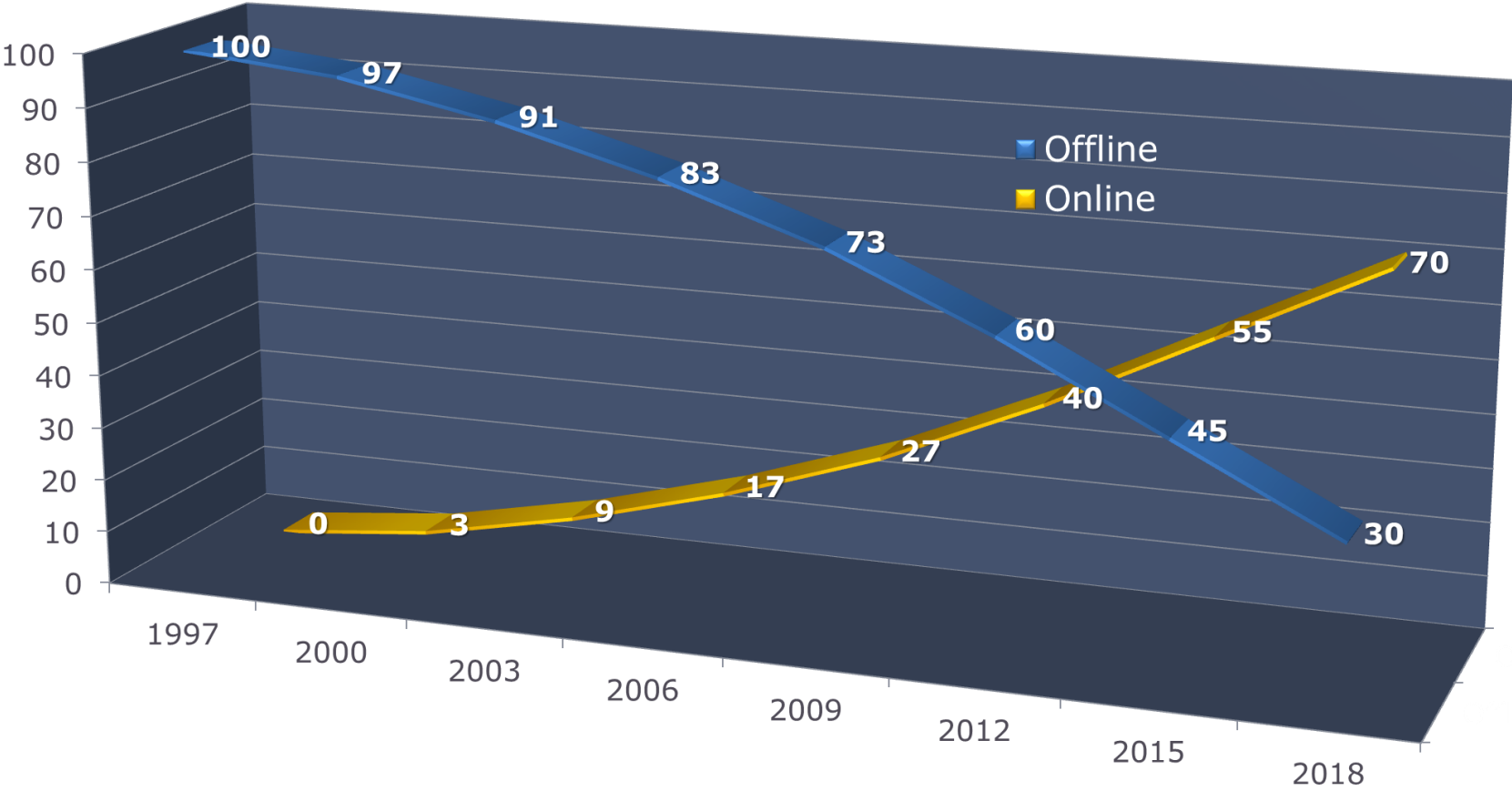
confie su hotel a un lider

medios de comunicaci3n
partners

Google

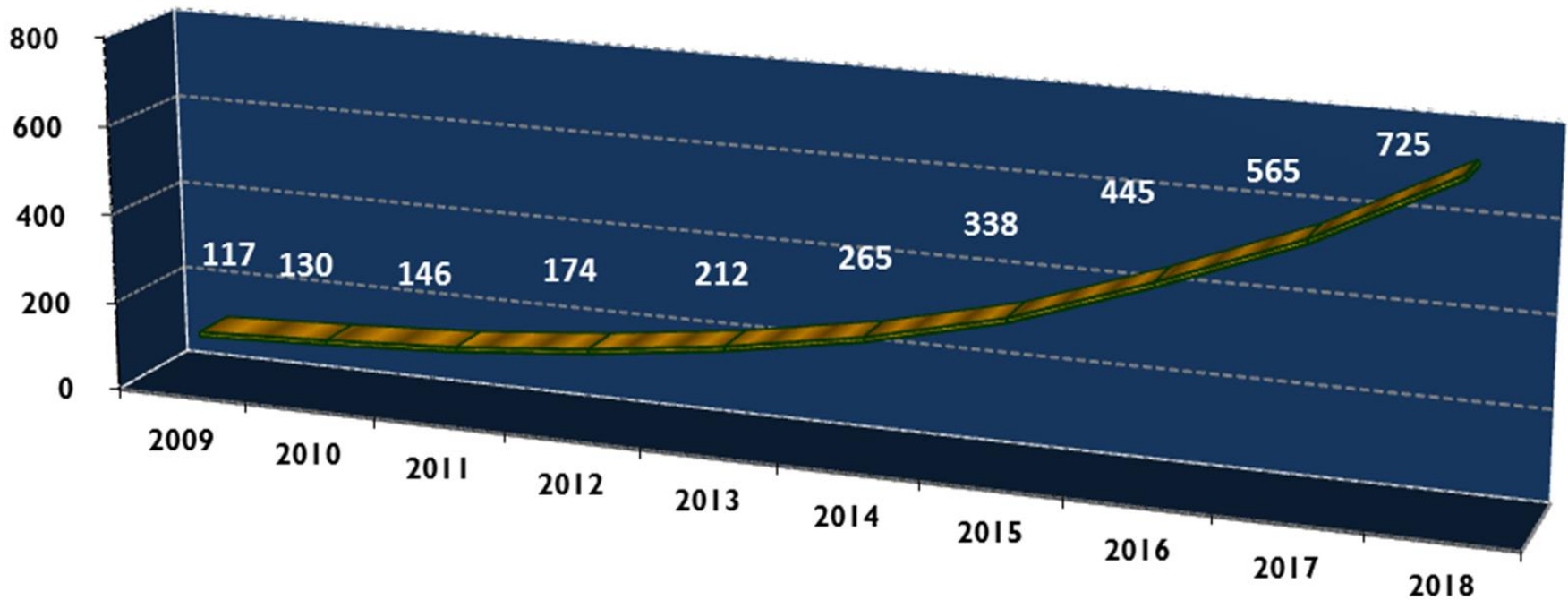


Company Sales Evolution

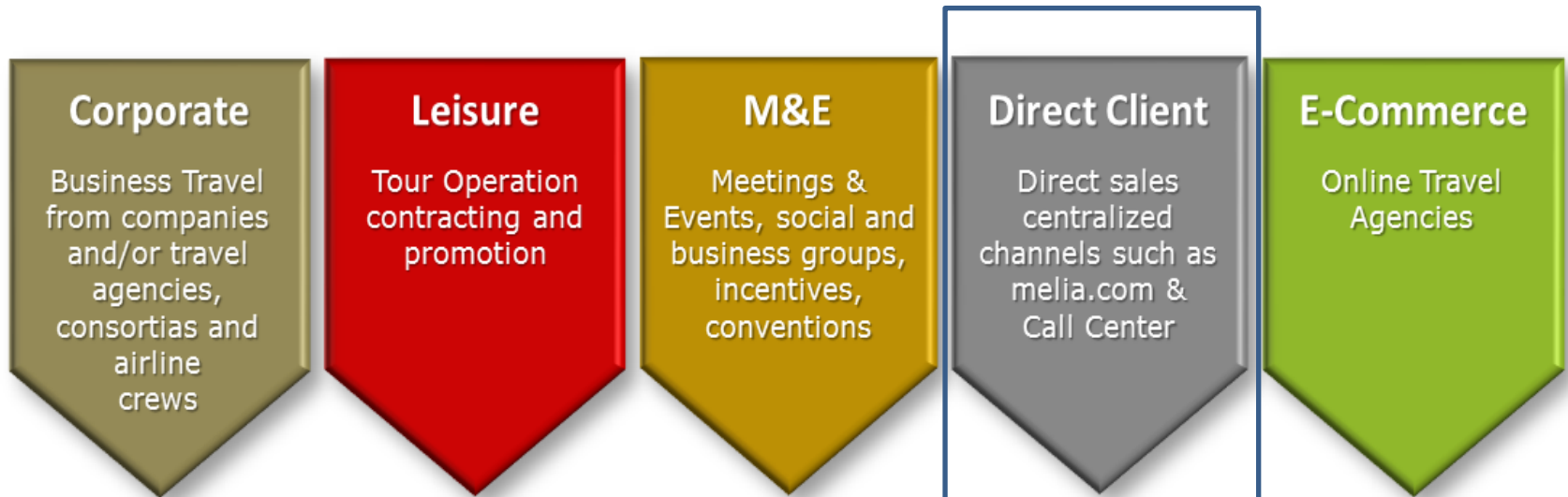


Direct Channel Evolution

Our goal is to significantly boost direct sales with annual growth of 30% over the next three years



Segment Contribution



Year	Corporate	Leisure	M&E	Direct Client	E-Commerce
2009	21%	39%	11%	18%	11%
2014	16%	29%	10%	23%	21%
2016	10%	27%	11%	29%	23%
2018	10%	22%	10%	35%	23%

FROM GOING DIGITAL...

Organizations have started to **Prioritize their decisions based in the customer**, understanding channels, devices, etc.



Customer Centricity



Omnicanalidad



Online management



New Models



... TO BEING DIGITAL

Now employees have the power and **it is time to develop their skills, roles and culture ...**



Digital Workforce



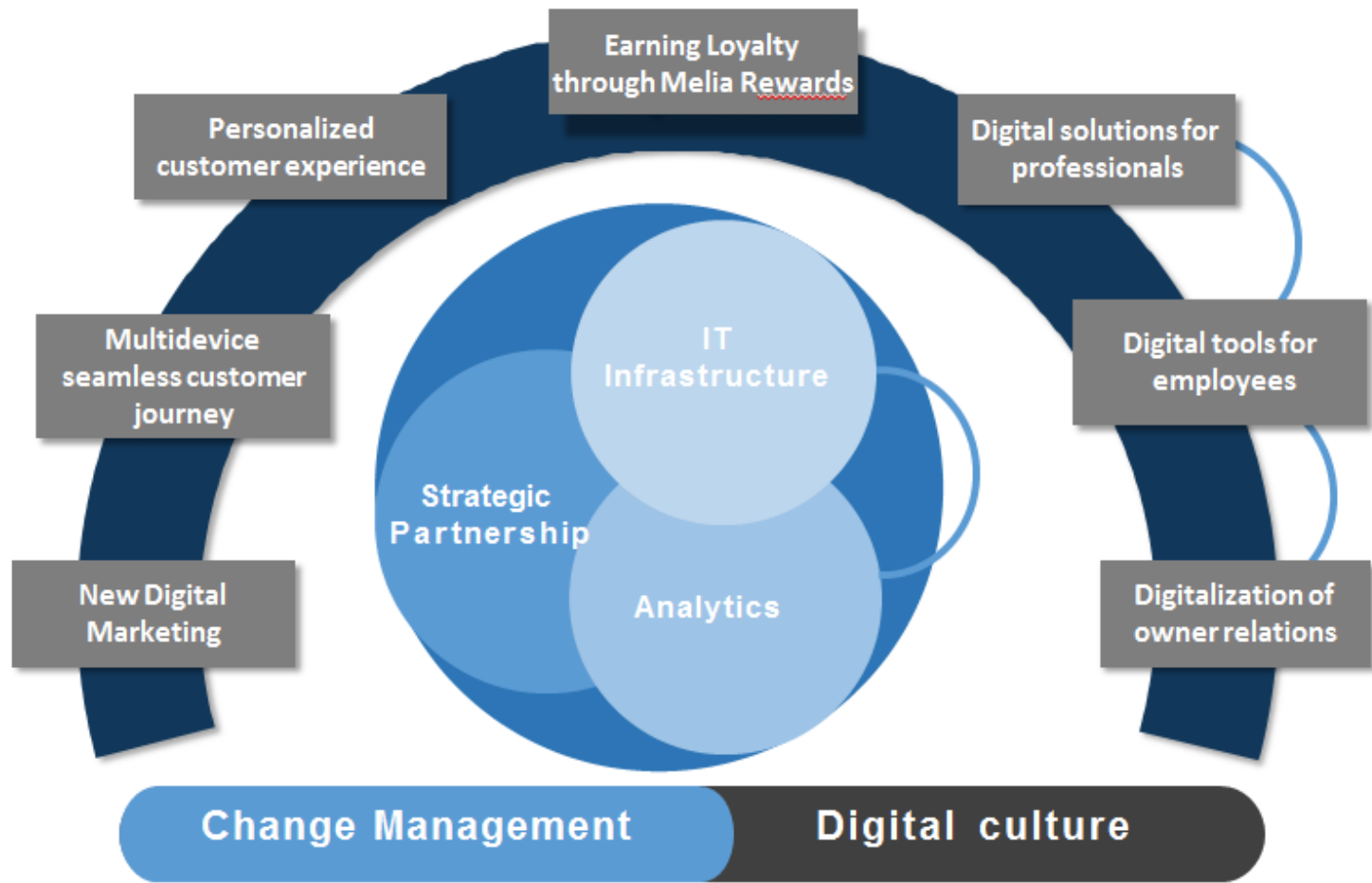
Digital Culture



Organiz. structure



Technology and Platforms

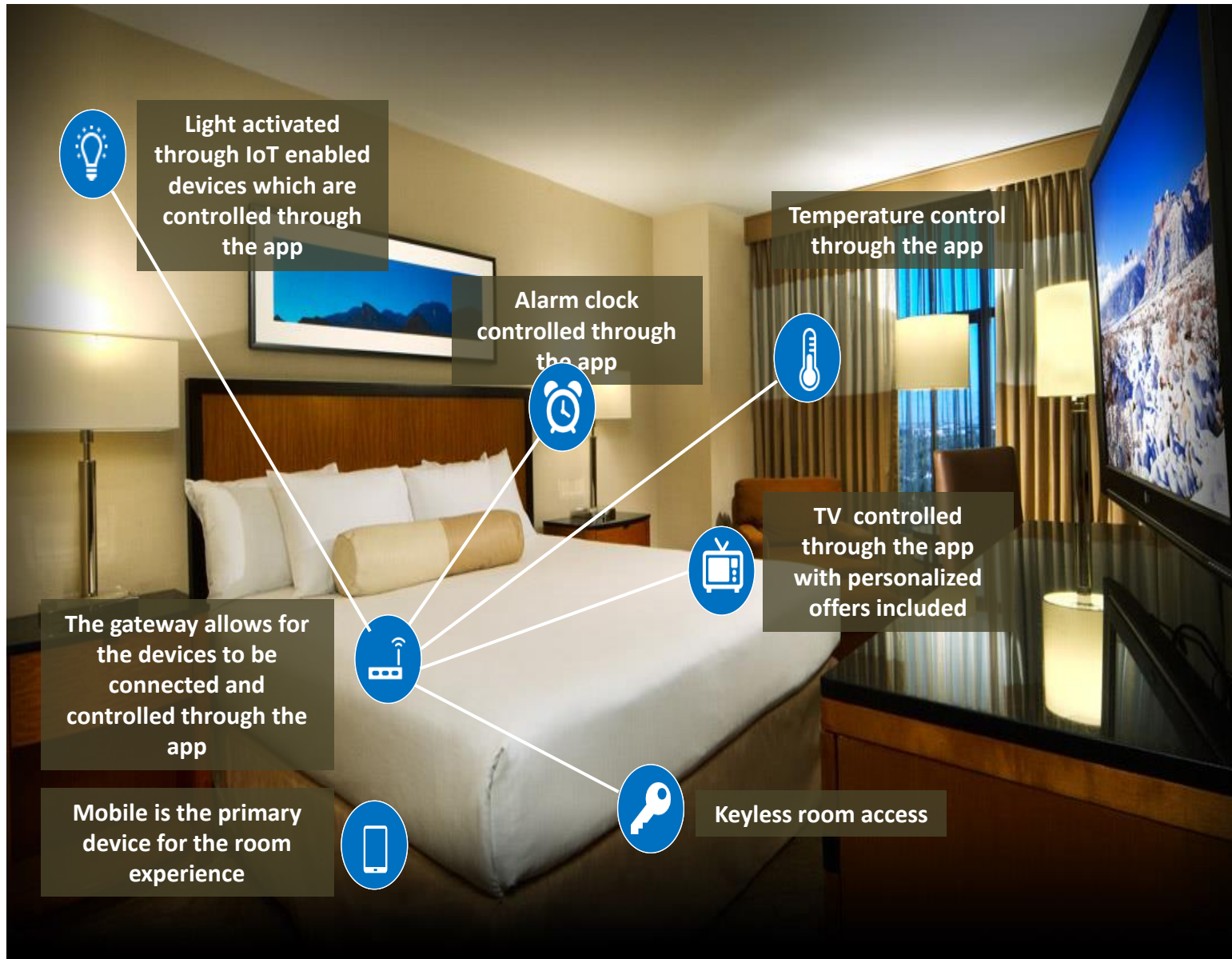


The digital transformation is not an option

The new role of the Hotel



The new role of the Hotel



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Technology
and
Platforms



Digital
Workforce



Digital
Culture



Organiz.
structure

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FOR THE PEOPLE

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HEALTHY IS
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VR'S DREAMS
COME TRUE

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TAKING THINGS OFF
THE THINKING LIST

10

DESIGN FROM WITHIN

A person is sitting on a chair on the peak of a tall, dark rock formation. The background is a clear blue sky. The overall scene is a metaphor for reaching a high point or achieving a goal.

B2WE

Why successful organizations will invest in employee experience

WHAT'S GOING ON

- Many jobs in the U.S. today (86 percent) are service-related.
- Technology has enabled skills that are easily transferable.
- Companies are battling for top-tier talent.
- Mary Barra, GM CEO: "We use a position called digital sculptors. We're competing with Pixar for those individuals."
- The rise of on-demand working leads to the demise of middle management?
- Prepare for the four-generation workforce.
- Gen X and baby boomers adhere to more traditional career progression.
- Millennials and Gen Z tend to be more transient, idealize jobs where social impact plays a role.
- Culture as currency: 95% value it over salary.
- This issue is very visible in digital tools for anything from time entry to procurement to travel booking.

But, what defines the digital workforce?

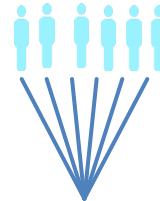
The companies are investing in the tools and technologies they need to digitize processes, from sales to supply chain...



The digital workforce will be **interconnected** and network oriented



The digital workforce will be enabled by and **interlinked** with technology



The digital workforce will be empowered by **diversity**



The digital workforce will be **agile** and develop continuously

The digital workforce will be enabled by and interlinked with technology

And will affect to the entire value chain of the hospitality industry...

DREAM

SELECT

BOOK

PREPARE

STAY

SHARE

RETURN



The receptionist, can alleviate bottlenecks using the **Tablet** to help the guest to register with remote.

When the guest comes to check-in early, the **receptionist records the request in the PMS** (software application)

The responsible for cleaning is notified through their **wearable** that planning has changed. When it has finished, the responsible notifies it to warn the customer.

Social Networks Manager answers to the doubts raised by the customers in social networks.



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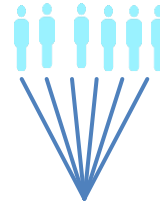
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Workspace

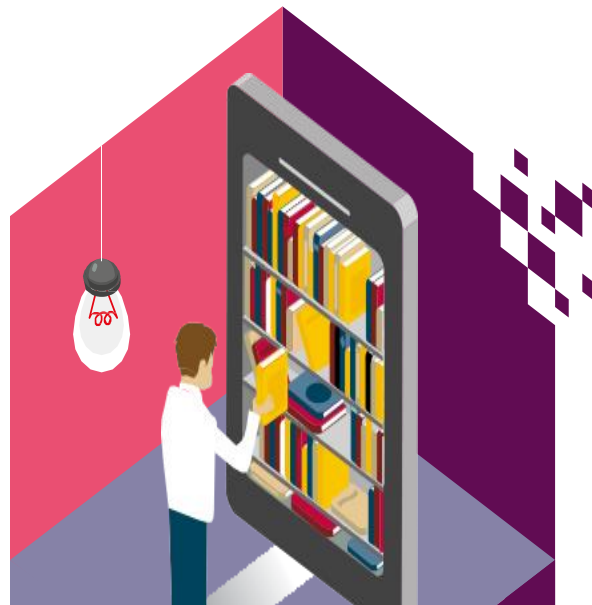
In companies, immersed in the processes of transformation, the place will be a driver of the transformation, which seeks to:

Promote communication, collaboration and coexistence

Spaces to promote “casual collisoning”.

Integrated and open spaces to facilitate collaborative and efficient work.

Different kind of close spaces to encourage the creativity and teamwork.



Adapt to the employee's needs, both professional and personal

Multidisciplinary and multifunctional spaces with light and customized furniture.

Spaces to make activities to break the routine.

Be care of the quality of the air, light and views of the outside.

Ergonomic furniture to facilitate the health of employees.

Generate commitment and proximity with customers

Technology that make available to employees the news and comments of customers in real time.

Place to try the latest digital innovations of the company before putting them into practice.

Virtual space where show customers innovations and the most creative stories of the company.

Accenture **Interactive**
Part of Accenture Digital

MELIÀ

CONGRATULATIONS MELIÀ!

BEST EUROPEAN DIGITAL
TRANSFORMATION
ENTERPRISE AWARD

