



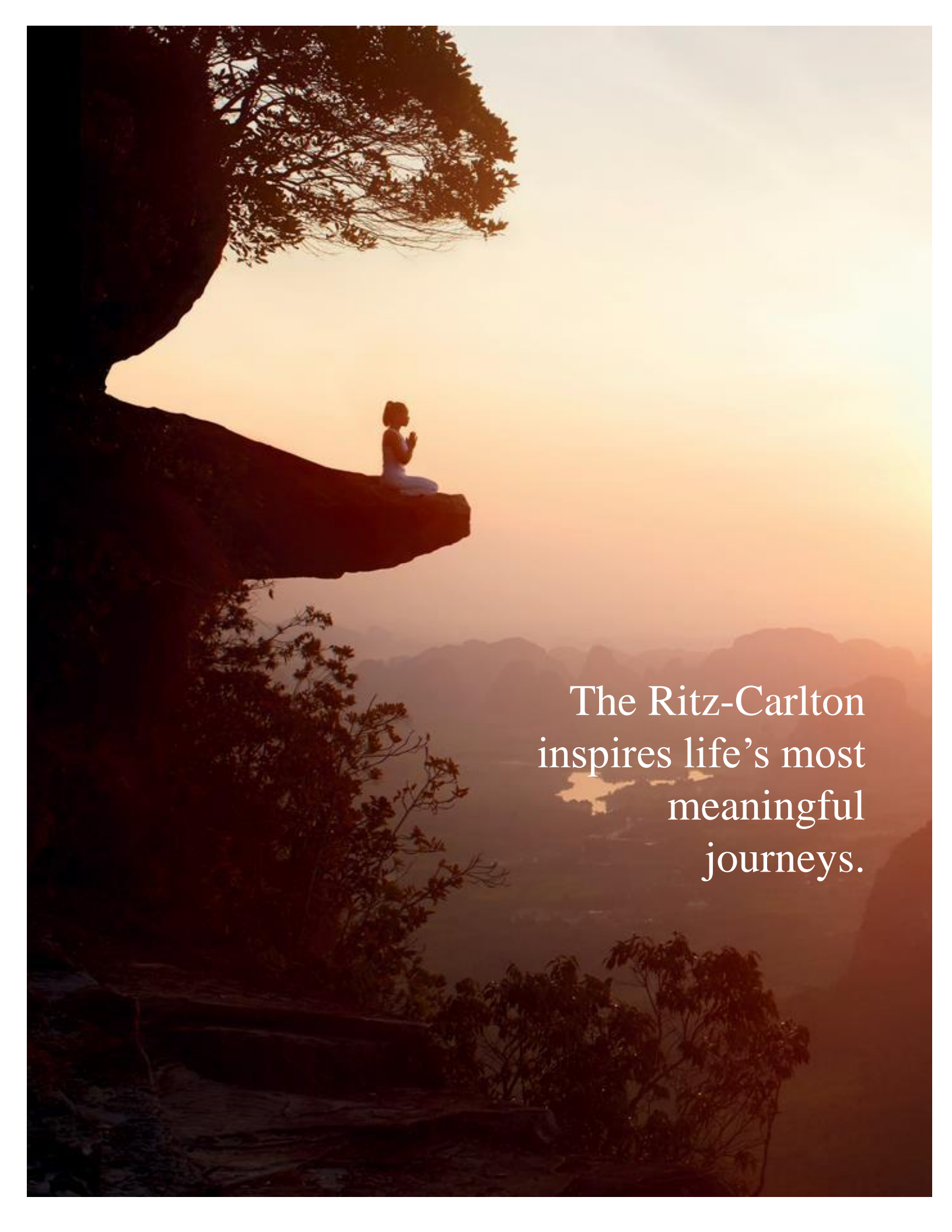
THE RITZ-CARLTON



BRAND EXECUTIVE SUMMARY

DRAFT, MAY 2017

NOTE: The information contained in this document presents early direction for 2018 and outlines proposed initiatives. It is intended to guide discussions with Continent and Corporate Senior Leadership.

A person is sitting in a meditative pose on the edge of a dark, rocky cliff. The scene is bathed in the warm, golden light of a sunrise or sunset, with the sun low on the horizon to the right. The background shows a vast, hazy landscape of rolling hills and valleys. The overall mood is peaceful and contemplative.

The Ritz-Carlton
inspires life's most
meaningful
journeys.

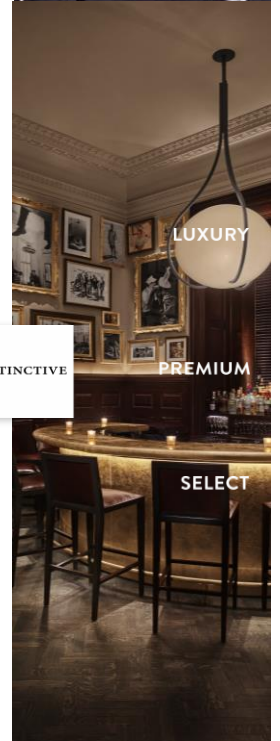
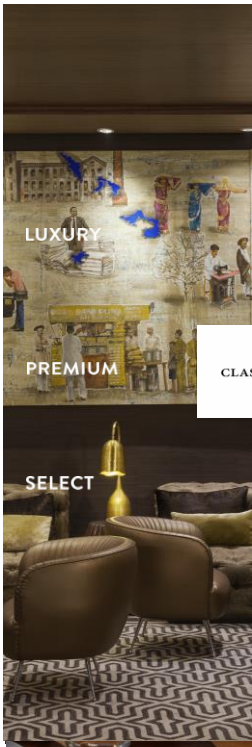


THE RITZ - CARLTON

TABLE OF CONTENTS

MI Brand Portfolio	4
Brand Positioning & Target Profile	5
Strategic Direction	6
Current Brand Programs	7
Proposed Brand Initiatives	8

BRAND ARCHITECTURE



CLASSIC

DISTINCTIVE



BRAND POSITIONING: Creating Indelible Marks

We create experiences so exceptional that long after a guest stays with us, the experience stays with them. The Ritz-Carlton is a place our guests can return to whenever they like, simply by closing their eyes.

Legendary – With respect to our iconic heritage, we set the standard for rare and special luxury experiences the world over. The Ritz-Carlton's reputation extends across generations to create a living legacy equal parts past, present and future.

Gracious – The Ritz-Carlton is renowned for the mutuality of respect between our Ladies & Gentlemen and guests. As an oasis of civility, the brand combines thoughtful service and a personal connection to create an experience that will last a lifetime.

Inspiring – The Ritz-Carlton encourages guests to be their best self by co-creating personalized experiences that capture their imagination and passions, creating indelible memories through moments of artistry, surprise and delight.

Our brand beliefs define us, they are how we see the world and how the world sees us. The Ritz-Carlton believes... In speaking to wants and desires, not to rational needs. In creating an enticing attraction, not in leading with reason and value. In standing out to a discerning eye, not in blending in with the crowd. In being extraordinary in the art of anticipating, not in being merely competent. In exceeding your highest expectations, not in just meeting the most basic of them. In the power of being timeless, not in following trends which may quickly pass. These beliefs unite to create unforgettable moments and memories for our guests that last a lifetime.



TARGET CONSUMER: The Global Affluent Tribe

The Global Affluent Tribe are a growing segment of luxury travelers united far more by what they love than where they live. They share five core values:

Mobility - leading mobile-anchored lives and celebrating life as a series of journeys.

Success - carving out new routes to affluence and shaping their own definition of luxury.

Status - expertise and connoisseurship as the new social currency, and valuing rare experiences over expensive things.

Networking - seeking inclusive access and connections based on shared interests.

Consumption - looking for greater depth and meaning with not only what they own, but how they purchase.

Although separated by distance, culture and creed, today's affluent and influential class are brought together by their unique beliefs about wealth and the world they share.

STRATEGIC DIRECTION



While the Baby Boomers and Gen X travelers still make up a large percentage of the luxury marketplace, we must also recognize that it is the Millennial generation who define the future of luxury travel. This new generation of luxury traveler is younger and far more globally mobile than previous generations. They want richer, more genuine experiences and more meaningful connections to local culture. They value beautiful design, intelligent comfort and innovation. They expect high-quality, impeccable service by knowledgeable staff who share a human relationship with guests. But this is a baseline requirement for the new luxury traveler, not a differentiator. Service interactions that offer guests exposure to new experiences or help guests learn something new will become the differentiator.

Implications

- Integrate innovation into The Ritz-Carlton DNA.
- Redefine product and service to meet the needs and expectations of the luxury consumer.
- Increase relevance to the new luxury traveler to create guests for life.
- Promote corporate citizenship and recognize that we all have a commitment to improve ourselves and the world around us.
- Nurture an environment that empowers and fosters unparalleled performance.
- Rethink the operating model in the United States and drive strategic growth globally.

These implications informed the six strategic pathways that will drive The Ritz-Carlton forward:

- Drive strategic growth
- Evolve product and service
- Create guests for life
- Inspire exceptional ladies and gentlemen
- Expand global citizenship
- Create a culture of innovation

CURRENT BRAND PROGRAMS

DRIVE STRATEGIC GROWTH

Achieve strategic new unit growth in brand-building destinations.

Maximize potential of The Ritz-Carlton and Reserve development pipelines.

EXPAND GLOBAL CITIZENSHIP

Drive sustained focus and execution of Community Footprints hotel and brand programs in alignment with The Ritz-Carlton Founding Partner commitment to IMPACT 2030 and the UN Global Goals through our signature programs which promote positive social and environmental impact.

Activate signature programs, Succeed through Service, Impact Experiences and environmental responsibility activities, as well as relevant annual events, such as Earth Hour and International Volunteer Day, at all Ritz-Carlton hotels, clubs and residences globally.

Achieve and maintain Community Footprints BPM Green Zone status at all hotels, clubs and residences to ensure an authentic global commitment to the brand's Community Footprints platform.

Through global Marketing and Public Relations strategies, promote The Ritz-Carlton as the luxury industry leader in social and environmental responsibility.

CREATE A CULTURE OF INNOVATION

Continue to use Innovation Toolkit and resources to infuse new approaches into property operations and culture globally.

CREATE GUESTS FOR LIFE

Leverage Luxury Conjoint Analysis to determine how outcomes impact brand positioning and standards, etc. - Joint initiative with all Marriott Luxury Brands.

Support properties in sustaining reinvigorated Scenography programs that promote story sharing/sense of place.

Sustain Ritz Kids Programming, incorporating Jean-Michel Cousteau partnership and enlivening key touch points.

INSPIRE EXCEPTIONAL LADIES AND GENTLEMEN

Pilot in Asia Pacific and launch Luxury Institute for the development of high-potential Guidance Team members and mid-level managers to increase 1) GM bench strength, 2) Develop a consistent understanding of the luxury hospitality expectations and the luxury consumer - Joint initiative with Marriott Luxury Brands.

EVOLVE PRODUCT & SERVICE

Evolve service strategy based on global consumer insights to include four distinct work streams: 1) Attract, Engage and Retain, 2) Empower, 3) Train, 4) Technology.

Support all Ritz-Carlton Reserve properties in development, testing and roll out of new experience signatures, Reserve Credo Card, Reserve principles and Personal Host training programs to support strategy execution.

Immerse new Global Design Team and Continent Design Teams and launch Global Design Strategy in key markets around the world and ensure all new builds and renovations are on strategy.

Develop updated brand design standards to reflect Global Design Strategy.

Support development of renovation compliance process.

Develop preferred designer list for future new builds and renovations.

Support properties in implementing and sustaining new brand voice and driving 100% compliance.

PROPOSED 2018 BRAND INITIATIVES

INITIATIVES	2018 Property Impact - Cost or Operational
DRIVE STRATEGIC GROWTH	
Achieve strategic new unit growth in brand-building destinations.	--
Maximize potential of The Ritz-Carlton and Reserve development pipelines.	--
EXPAND GLOBAL CITIZENSHIP	
Drive sustained focus, execution and reporting of Community Footprints hotel and brand programs in alignment with The Ritz-Carlton Founding Partner commitment to IMPACT 2030 and the UN Global Goals through our signature programs which promote positive social and environment impact.	
Promote brand authenticity through strategic storytelling of brand efforts and impact with existing and new external partners to inspire “citizen consumers,” particularly the millennial generation.	
Achieve and maintain Community Footprints BPM Green Zone status at all hotels, clubs and residences to ensure an authentic global commitment to the brand’s Community Footprints platform.	
Through global Marketing and Public Relations strategies, promote The Ritz-Carlton as the luxury industry leader in social and environmental responsibility.	
CREATE GUESTS FOR LIFE	
Sustain Ritz Kids Programming, incorporating Jean-Michel Cousteau partnership and enlivening key touch points.	
Support properties in sustaining reinvigorated Scenography programs that promote story sharing/sense of place.	
INSPIRE EXCEPTIONAL LADIES AND GENTLEMEN	
Enhance and update existing Ritz-Carlton hotel opening process and leverage for all luxury brands to seamlessly integrate into the various continental platforms to ensure all elements of each brand’s service, culture and operational process are supported and differentiated. (cross brand)	Yes
Refresh the look and feel of The Ritz-Carlton Employer Brand materials and careers microsite to support efforts around attracting the right talent.	Yes
EVOLVE PRODUCT AND SERVICE	
Evolve service strategy based on global consumer insights to include four distinct work streams: 1) Attract, Engage and Retain, 2) Empower, 3) Train and 4) Technology.	Yes
Continue to support all Ritz-Carlton Reserve properties in development, testing and roll out of new experience signatures, Reserve Credo Card, Reserve principles and Personal Host training programs to support strategy execution.	Yes
Continue Global Design efforts including immersion of teams, sustainment of Global Design Strategy and ensuring all new builds and renovations are on strategy.	
Support recurring luxury initiatives for F&B and Meetings and Events to include new strategies for in room dining and honor bar. Activate new brand positioning (Meeting of the Senses) for Meetings and Events.	