De conformidad con lo establecido en el artículo 228 del Real Decreto Legislativo 4/2015, de 23 de octubre, por el que se aprueba el texto refundido de la Ley del Mercado de Valores y normativa complementaria, NH Hotel Group, S.A. (en adelante, "la Sociedad" o "NH") comunica el siguiente

HECHO RELEVANTE

La compañía comunica que hoy, 28 de septiembre de 2017, celebrará un "Investor Day" con la comunidad financiera . Durante el acto se expondrán las presentaciones que se acompañan al presente Hecho Relevante, copia de las cuales se pondrá a disposición a través de la página web de la Sociedad (www.nhinvestorday.com).

Madrid, 28 de Septiembre 2017

Carlos Ulecia
Secretario General

Strategic brand management
28th September 2017

Investor
Day

Four things we do better:

- Strategic Brand Management

- Efficient Media Investment

- Engaging Loyalty Programs

- Methodological Customer
  Experience improvement

NH Collection Roma Palazzo Cinquecento, Italy

NH Collection Firenze Porta Rossa, Italy

1. Strategic Brand Management

Index

nhow Berlin - Germany

Brands: Repositioning success story

Year 2013

Urban		
Upper upscale	Upscale	Midscale
nhow HOTELS (2 hotels)	**nH** HOTELS	

Leisure/Urban	
Upper upscale	Upscale
Hesperia RESORTS	

Brands: Repositioning success story

Year 2017

Urban				Leisure	
Upper upscale (lifestyle)	Upper upscale	Upscale	Midscale	Upper upscale	Upscale
nhow HOTELS	NH COLLECTION HOTELS	nH HOTELS		Hesperia RESORTS	

Brands: Repositioning success story

NH Collection Madrid Palacio de Tepa, Spain

NH Collection brand building roadmap:

Opportunity (2013)	Main initiatives (cross-teams)	Key results	KPIs / Economics
Increase ADR and profitability of selected number of NH Hotels.	• Re-branding & Product renovation • New operational promise consumer focused • New F&B / Gastronomy offer • Advertising & Media mix • PR & Communication, including events and partnerships • Commercial plan / Distribution channels	• New customer profile • NHC Brand Awareness & New Brand image / Attributes • Media value • Brand attractiveness for top events • Quality score & TA ranking improvement • Awards	• ADR & REVPAR • Total revenue • EBITDA

nh | HOTEL GROUP

Brands: Repositioning success story

NH COLLECTION
HOTELS

HOTELS: 69   ROOMS: 11,019

> EXCLUSIVE LOCATIONS

> HISTORICAL CLASSIC OR CONTEMPORARY LANDMARKS

   BUILDINGS

> REMARKABLE ELEGANT DÉCOR

> SERVICE BEYOND GUESTS' EXPECTATIONS

> WORLD-FAMOUS GASTRONOMY WITH LOCAL TOUCH

FEEL THE EXTRAORDINARY

Within the Upper-Upscale segment, NH Collection renovated hotels are located in the **main capital cities** of Europe and Latin America. Unique, authentic, determined to go one step beyond guests' expectations.

NH Collection Grand Hotel Krasnapolsky – The Netherlands

NH Collection Mexico City Reforma, Mexico

NH Collection Gran Hotel Calderón, Spain.

8

Brands: Repositioning success story

NH Collection Venezia Palazzo Barocci - Italy

Brands: Repositioning success story

NH Collection Amistad Córdoba - Spain

Brands: Repositioning success story

NH Collection Grand Hotel Convento di Amalfi - Italy

Brands: Repositioning success story

NH Collection Roma Palazzo Cinquecento - Italy

Brands: Repositioning success story

NH Collection Monterrey - Mexico

Brands: Repositioning success story

NH Collection Doelen Amsterdam – The Netherlands

Brands: Repositioning success story

NH Collection Barcelona Gran Hotel Calderón - Spain

Brands: Repositioning success story

NH Collection Frankfurt City - Germany

Brands: Repositioning success story

NH Collection Barcelona Constanza - Spain

Brands: Repositioning success story

NH Collection Roma Palazzo Cinquecento - Italy

Brands: Repositioning success story

NH Collection Buenos Aires Centro Histórico - Argentina

Brands: Repositioning success story

NH Collection Firenze Porta Rossa - Italy

Brands: Repositioning success story

NH Collection Guadalajara Centro Histórico - Mexico

Brands: Repositioning success story

NH Collection Madrid Eurobuilding - Spain

Brands: Repositioning success story

NH Collection Amsterdam Grand Hotel Krasnapolsky – The Netherlands

Brands: Repositioning success story

Brands: Repositioning success story

Brands: Repositioning success story

Brands: Repositioning success story

Brands: Repositioning success story

NH Collection Amsterdam Grand Hotel Krasnapolsky, The Netherlands

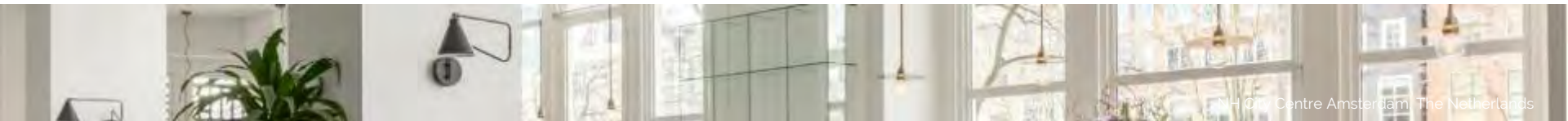## Upper-upscale – weight increase in total portfolio:

% of rooms	2013	2017
Upper Upscale	1%	21%
NH Collection	**0%**	**20%**
nhow	1%	1%
Rest of the portfolio	99%	79%

Source: NHHG Hotels Portfolio December 2016. The split (%) does not include unbranded NH hotels which complement the portfolio of assets (Breathless PC, Now Larimar PC, Secrets Royal Beach PC…)
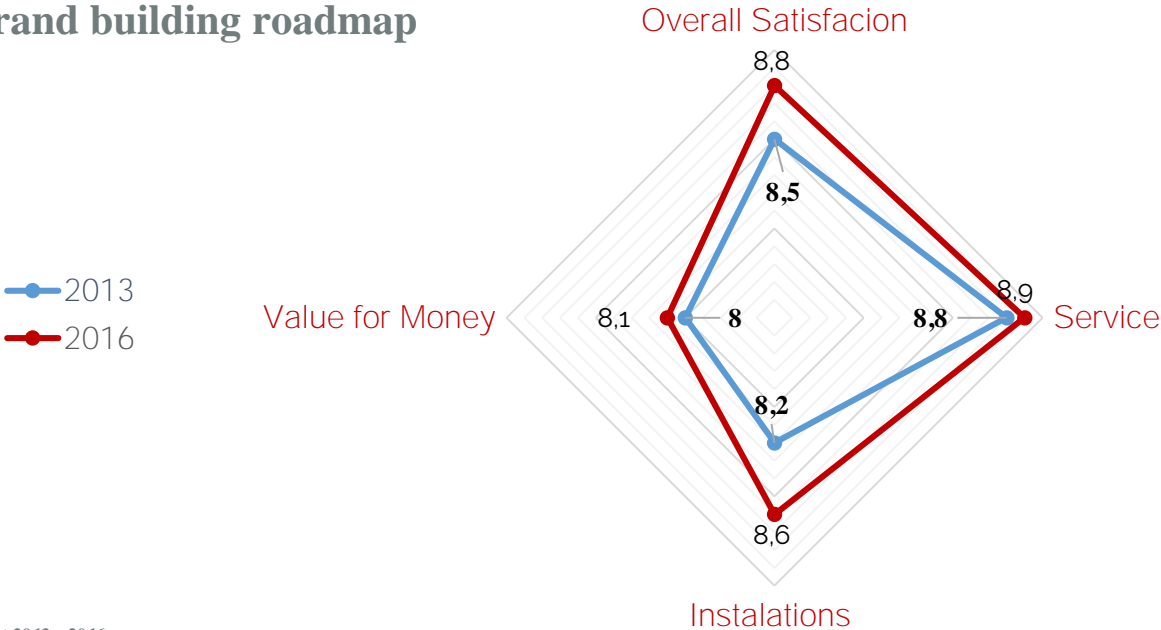
nh | HOTEL GROUP

Brands: Repositioning success story

NH Collection brand building roadmap:

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Brands: Repositioning success story

NH Collection Madrid Abascal, Spain

NH Collection brand building roadmap

Legend:
- 2013
- 2016

Radar chart axes and values:
- Overall Satisfacion: 8,8 / **8,5**
- Service: 8,9 / **8,8**
- Instalations: 8,6 / **8,2**
- Value for Money: 8,1 / **8**

nh | HOTEL GROUP

Brands: Repositioning success story

Restaurant Vermeer, The Netherlands

NH Collection Brand awareness heading "best in class" brands' league:
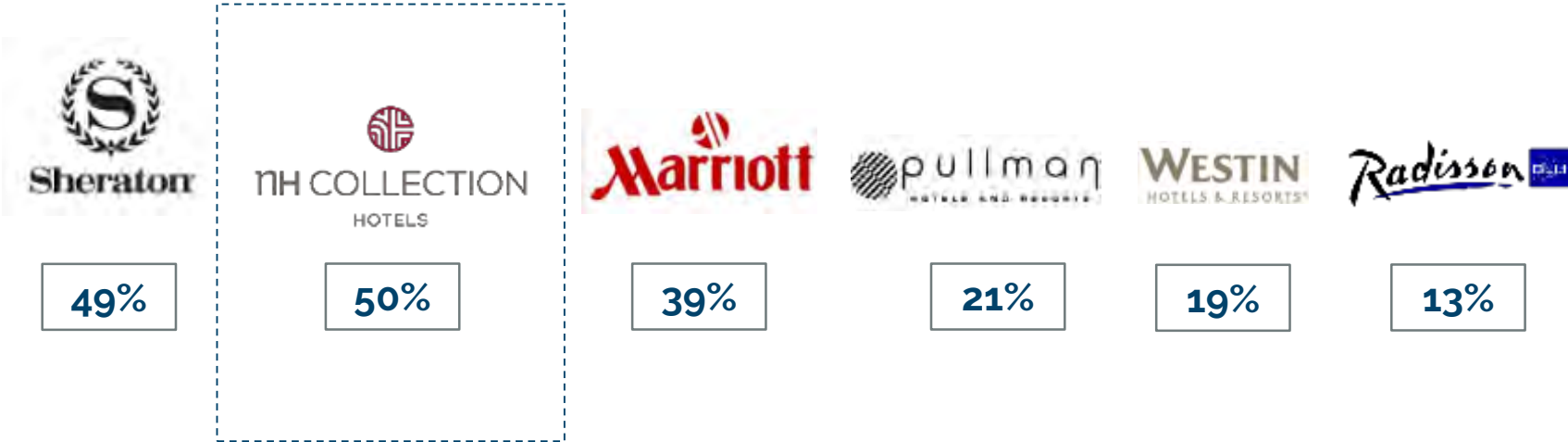
Sheraton	NH COLLECTION HOTELS	Marriott	pullman	WESTIN	Radisson
49%	**50%**	**39%**	**21%**	**19%**	**13%**

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Brands: Repositioning success story

NH Collection Bogotá Teleport Royal, Colombia

Brand Image attributes evolution from NH Hotels to NH Collection :

nH HOTELS

Brand image attributes
- It conveys confidence
- Value for Money
- Best Location

nH COLLECTION

Brand image attributes
- It conveys confidence
- Innovative / High-tech
- Elegant & Sophisticated
- It offers authentic experiences

Premium image perceived (0-10)

7.4

Never Stayed

7.8

Stayed

8.1

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Brands: Repositioning success story

Brand PR Media Value – Key results increased approx. 40% due to NH Collection

2013
€4,79 M

2016
€77,4 M

Source: Equivalent Advertising Value based on press media monitoring via acceso.com platform in Spain

Brands: Repositioning success story

La Terraza del Casino, Spain

ADR (€)

Index 130

Index 152

72,5 **97,9** 86,1 **131,2**

2013   2017 S1

Occ. (%)

71,1%   **72,5%**

65,7%   69,3%

2013   2017 S1

RevPar (€)

Index 140   Index 159

47,5 **69,6** 59,6 **95,1**

2013   2017 S1

■ *NH Collection*

■ *NH 4**

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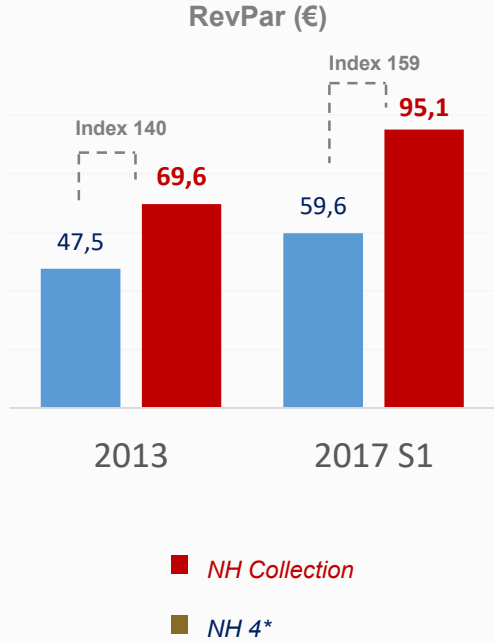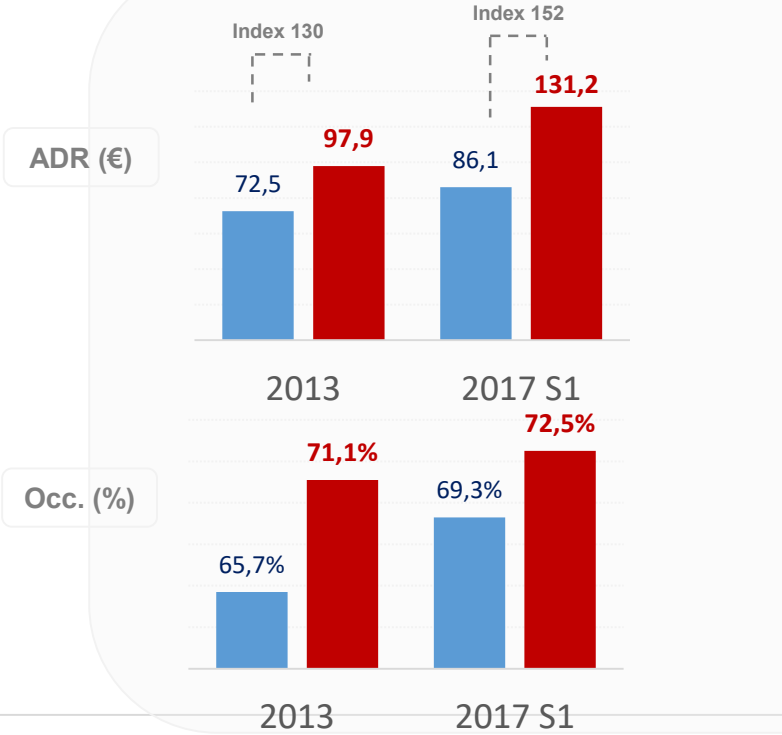
nhow
HOTELS

Brands: Our next challenge

nhow Rotterdam, The Netherland

nhow Berlin, Germany

nhow Milan - Italy

nhow
HOTELS

🏛 HOTELS: **3**

🛏 ROOMS: **828**

- ➤ **ICONIC**
- ➤ **CONTINUOUS DISRUPTION AND SENSE OF "WOW"**
- ➤ **AWAKENING YOUR SENSES**
- ➤ **MEETING & EVENTS FOCUS**

ELEVATE YOUR STAY

Every **nhow** hotel has its own personality:
a singular concept inspired by the city vibe. New forms of **architecture, design and technology** by visionary architects and interior designers of world renown: **Matteo Thun, Rem Koolhaas, Karim Rashid or Norman Foster.**

Each **nhow** hotel becomes a distinctive landmark both for the guest and the inhabitants of the city.

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Brands: Our next challenge

nhow Rotterdam, The Netherland

nhow brand development pipeline:

- 🔵 3 Opened: Milan, Berlin, Rotterdam
- 🟣 5 Under construction
- 🟢 2 Under negotiation (final stage)
- 🟡 10 Target destinations (leads)

nhow London 250 City Road (190 rooms)

nhow Amsterdam RAI (650 rooms)

Hamburg

Brussels

nhow Frankfurt (375 rooms)

Paris

Munich

Madrid

Vienna

Venice

Miami

Rome

nhow Cartagena de Indias

Barcelona

nhow Marseille (150 rooms) (ex Pullman)

nhow Lima

nhow Santiago Chile (146 rooms)

Brands: Our next challenge

nhow Milano - Italy

Brands: Our next challenge

nhow Milano - Italy

Brands: Our next challenge

nhow Milano - Italy

Brands: Our next challenge

nhow Berlin - Germany

Brands: Our next challenge

nhow Berlin - Germany

Brands: Our next challenge

nhow Berlin - Germany

Brands: Our next challenge

nhow Berlin - Germany

Brands: Our next challenge

nhow Rotterdam - The Netherlands

nhow
HOTELS

Going Further

Video

▣ 1_Marketing_ BRAND_ NHOW.mp4

nH | HOTEL GROUP

Brands: Repositioning success story

Restaurant Santceloni, Spain

Upper-upscale – weight increase in total portfolio:

% of rooms	2013	2017	2019E
Upper Upscale	1%	21%	23%
NH Collection	**0%**	**20%**	**20%**
nhow	1%	1%	4%
Rest of the portfolio	99%	79%	76%

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Brands: Fuel for the future

NH Bratislava Gate One, Slovakia

NH Utrecht, The Netherlands

NH Ribera de Manzanares, Spain

dillera

nh HOTELS

🏛 HOTELS: **294**

🛏 ROOMS: **42,145**

➤ **CONVEY CONFIDENCE**

➤ **BEST LOCATIONS**

➤ **COMFORTABLE AND FUNCTIONAL**

➤ **SERVICES & FACILITIES ADAPTED TO GUESTS' NEEDS**

ALWAYS A PLEASURE

Upscale urban hotels for the travelers who, for business or leisure purposes, are looking for the best value for money option.

NH Milano, Fiera,

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Brands: Fuel for the future

NH München Messe - Germany

NH Dusseldorf - Germany

Brands: Fuel for the future

Brands: Fuel for the future

NH Parma - Italy

NH Milano Palazzo Moscova - Italy

Brands: Fuel for the future

NH HOTELS

NH Madrid Ventas - Spain

Brands: Fuel for the future

NH Madrid Principe de Vergara - Spain

Brands: Fuel for the future

NH Dusseldorf City Nord - Germany

Brands: Fuel for the future

NH Venezia Laguna Palace – Italy

Brands: Fuel for the future

NH Madrid Nacional, Spain

NH Hotels refurbishing – positive results:

RevPar (€)

Index 111

65.9

59.3

47.5

■ **NH 4*Refurbished**

■ **NH 4***

2013   2017 S1

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Thank you

NH Collection Grand Hotel Convento di Amalfi, Italy
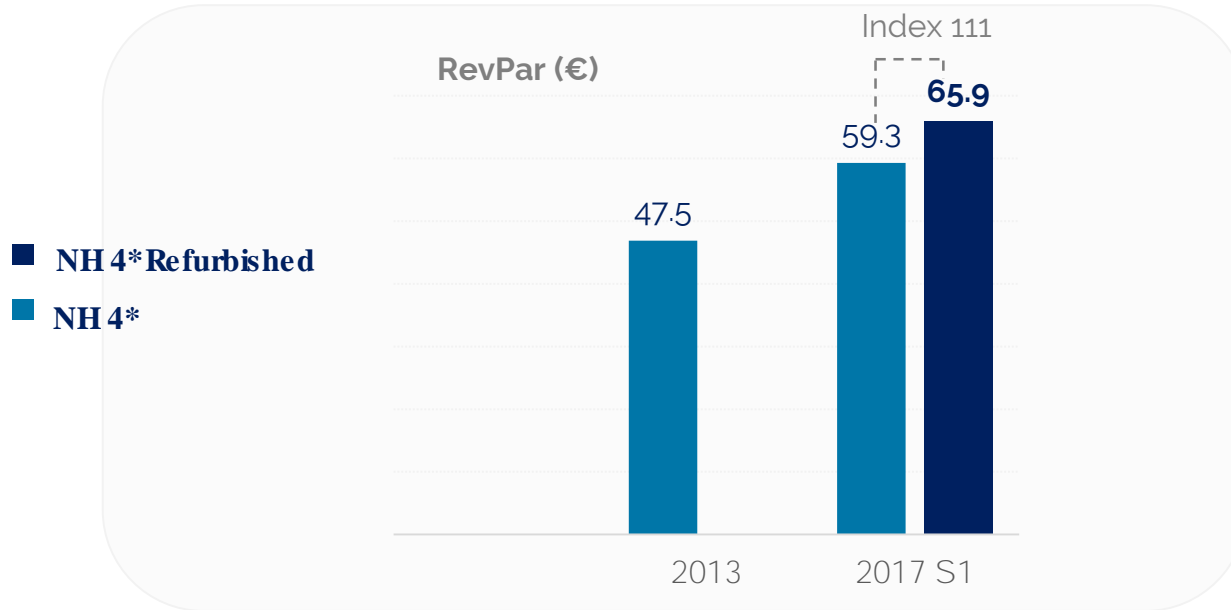
Efficient marketing investment
28th September 2017

Investor
Day

NH Collection Rome Palazzo Cinquecento, Italy

2. Efficient Marketing Investment

Index

nhow Rotterdam , The Netherlands

The consumer path to conversion

NH Collection Madrid Palacio de Tepa, Spain

Upper Funnel

Mid Funnel

LowFunnel

NH WEB

PURCHASE FUNNEL

Inspiration

Consideration

Lead

CONVERSION

Buy
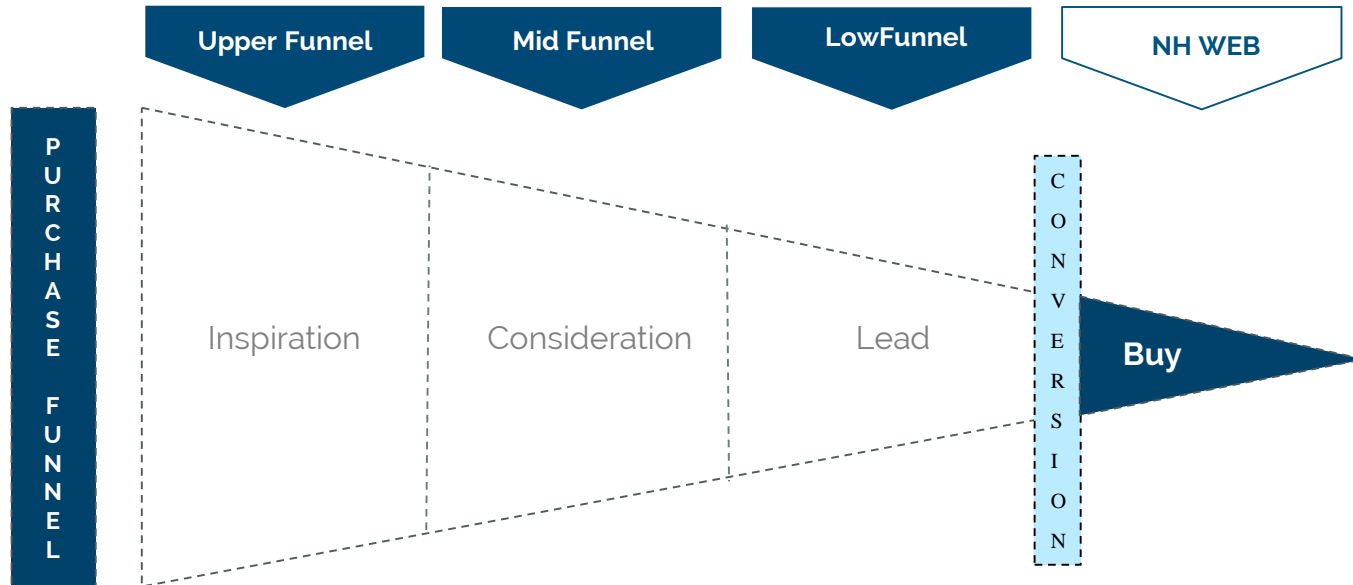
The media…

NH Collection Amsterdam Grand Hotel Krasnapolsky, The Netherlands

Upper Funnel **Mid Funnel** **LowFunnel** **NH WEB**

M E D I A   M I X

Brand Display & Offline
EL MUNDO

RTB Prospecting
Social Media Ads
Top Destinations
OTAS
Emailing
tripadvisor KAYAK

Metasearch
Afiliates
Retargetting
Google trivago

C O N V E R S I O N

Buy

The path to conversion is not linear…

The path to conversion is not linear…

Restaurant Vermeer, The Netherlands

Video

2_Marketing_GENERATION_PATH TO CONVERSION.mp4

NH | HOTEL GROUP
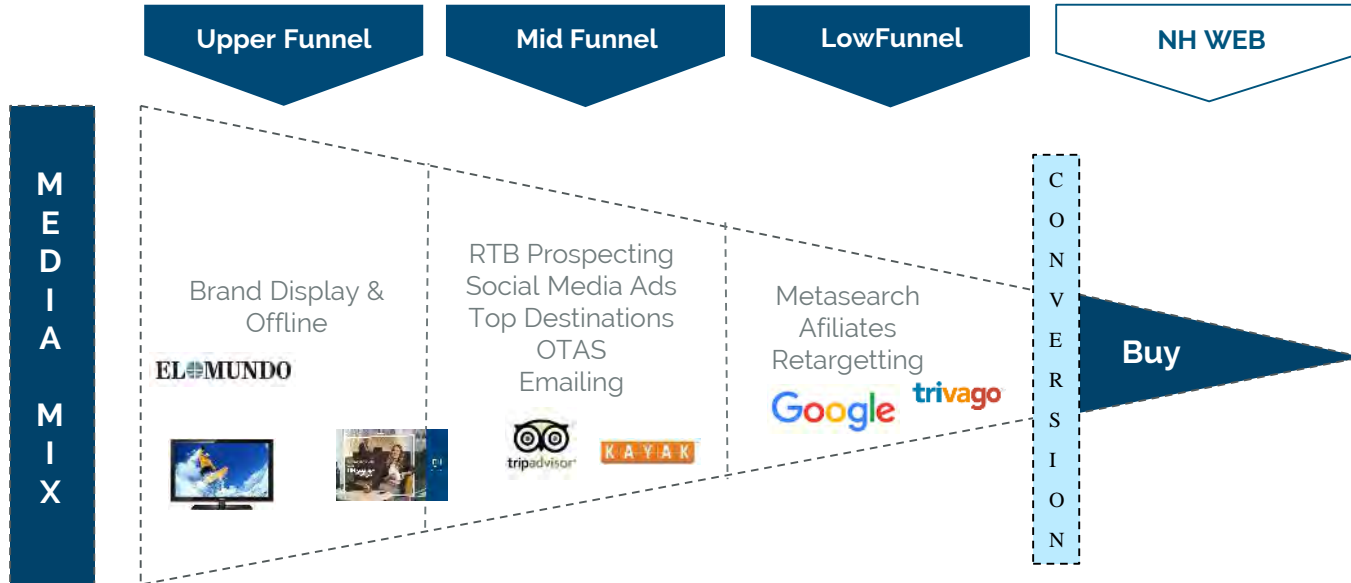
The path to conversion is not linear…

NH Collection Madrid Abascal, Spain
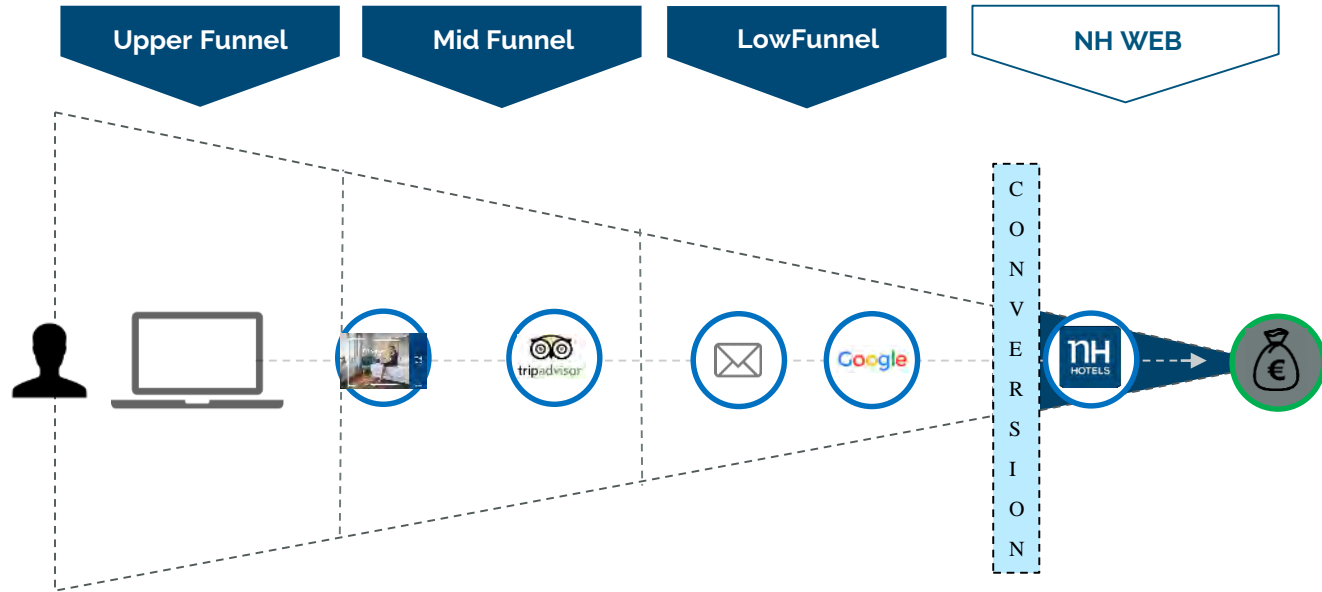
We need to understand the ROI and net contribution

Devices　　　　**Touchpoints & Interactions**　　　　**Conversions**

nh | HOTEL GROUP
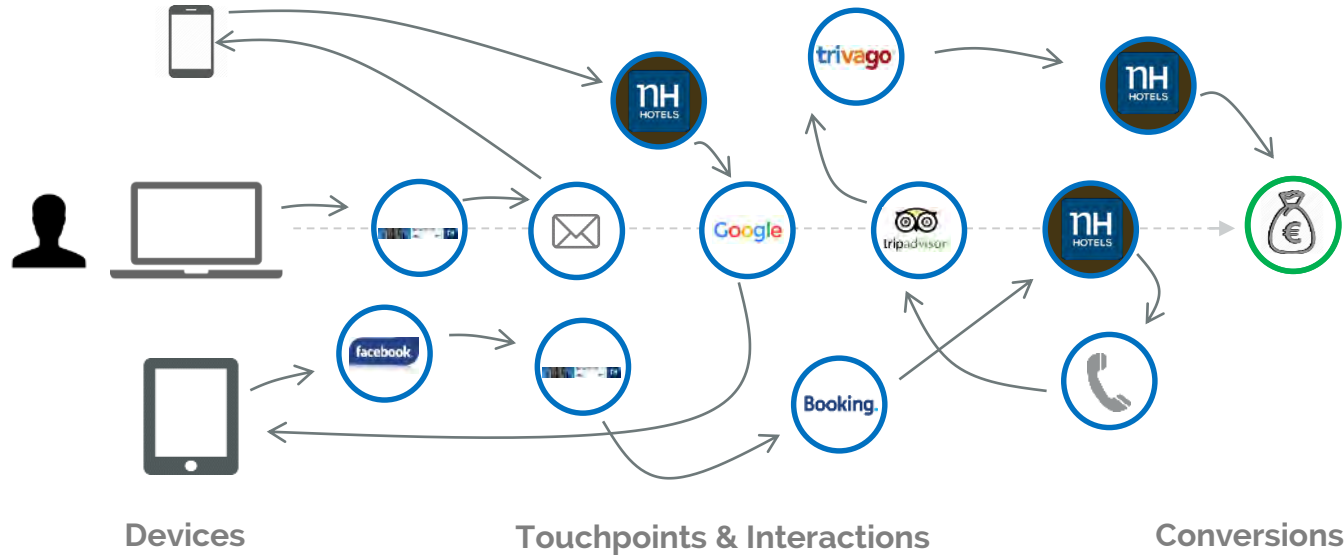
Three things that are driving success

NH Brussels Grand Place Arenberg, Belgium

1. Full integration to generate qualified information (volume) efficiently

Full integration, deduplication and visibility of multi-touch path to conversion
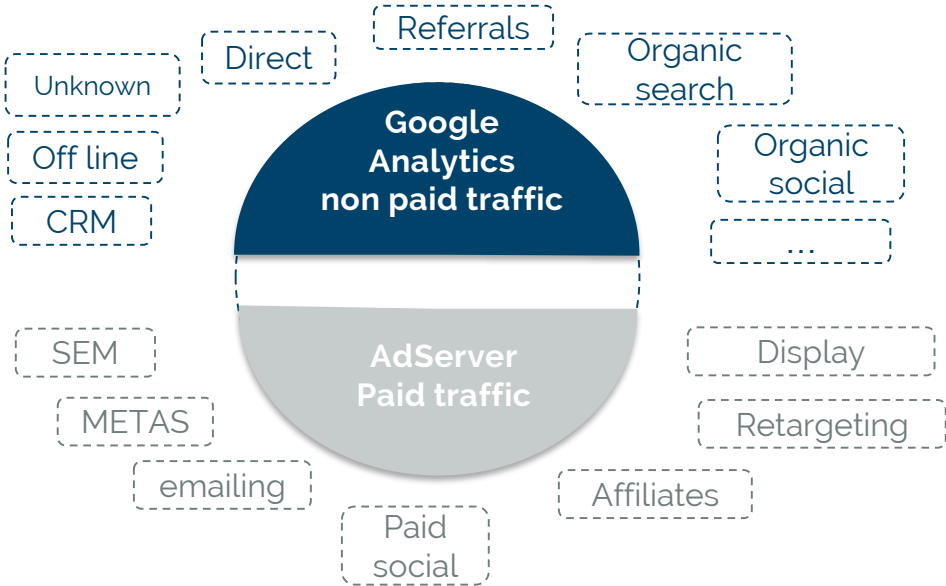
Unknown

Direct

Referrals

Organic search

Off line

CRM

Google Analytics non paid traffic

Organic social

...

SEM

AdServer Paid traffic

Display

METAS

Retargeting

emailing

Affiliates

Paid social

Three things that are driving success

1. Full integration to generate qualified traffic (volume) efficiently

NH own attribution model

Three things that are driving success

2. Best in class brand search optimization (SEO)…

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Three things that are driving success

NH Madrid Nacional, Spain

2. Best in class brand search optimization (SEO)… extended by brand relevant content marketing strategy

Landing Pages

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Three things that are driving success

Restaurant Santceloni, Spain

2. Best in class brand search optimization (SEO)… extended by brand relevant content marketing strategy

Tourist Guides

Three things that are driving success

NH Collection Madrid Palacio de Tepa, Spain

2. Best in class brand search optimization (SEO).
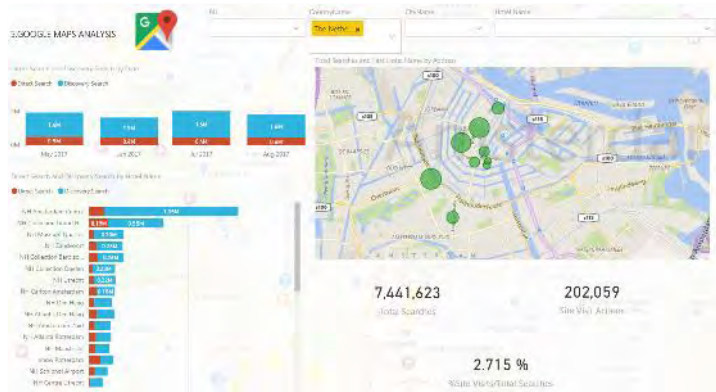
- Local Optimization

  Leverage organic traffic from Maps

- Mobile Friendly

  Mobile first product development

- Technical Excellence

  Continuous performance optimización
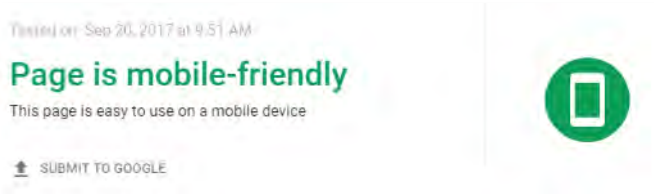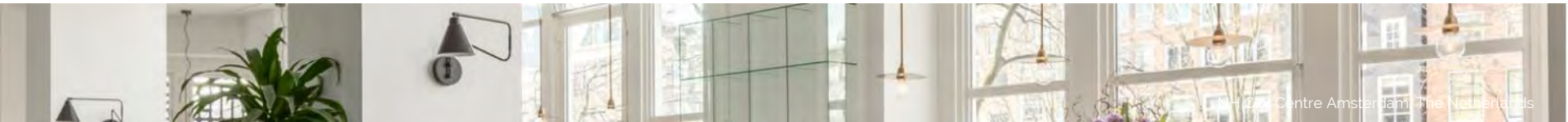
nH | HOTEL GROUP

Three things that are driving success

2. Best in class brand search optimization (SEO)… extended by brand relevant content marketing strategy

Organic traffic evolution[1]

-15%   **-5%**   **+5%**   **+10%**

H1'16	H2'16	H1'17	H2'17 FCST
Technical migration	Brand content optimization	New rich-content formats	User generated content

(1) Source: Google Analytics

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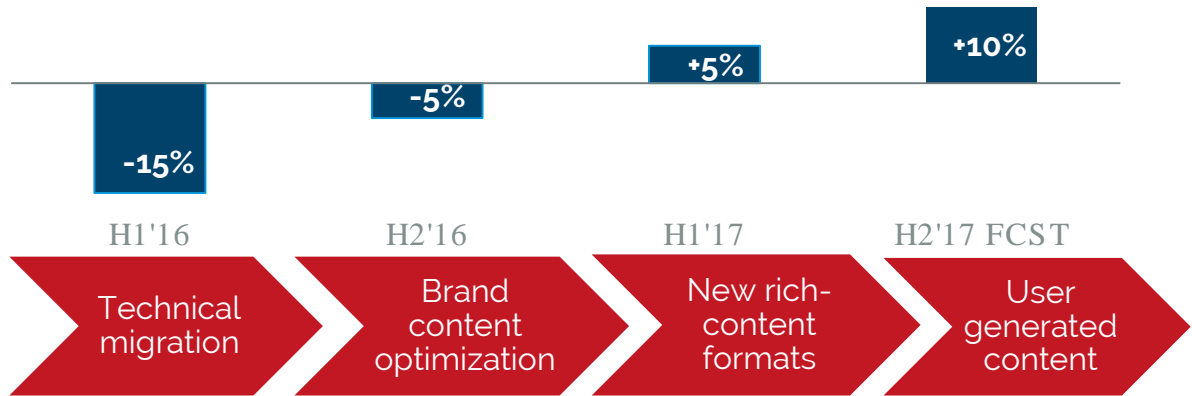
Three things that are driving success

Restaurant Vermeer, The Netherlands

3. Somethings we do ourselves: In-house vs Outsourcing

| Upper Funnel | Mid Funnel | Low Funnel |

N H T O D A Y

Offline Brand
Display

**Prospecting
Social Media Ads
Top Destinations
Emailing**

**Paid Search
Metasearch
Retargeting
Affiliates**
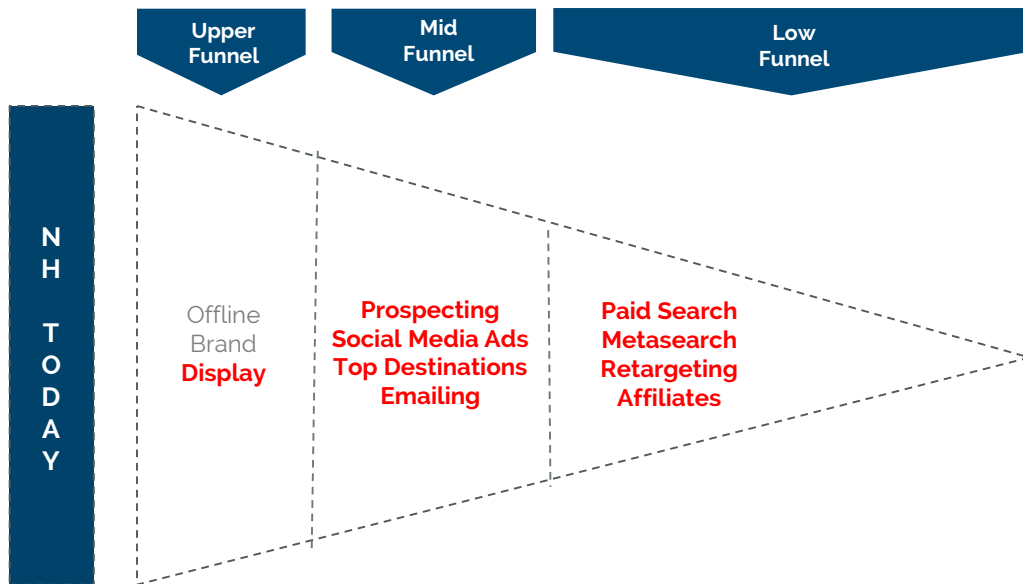
In-House because…

- Strategic weight
  - ✓ Transparency
  - ✓ Better learnings

- More efficient
  - ✓ Faster
  - ✓ Cheaper

- More control & flexibility

= More revenue & Lower CPA

Our success

NH Brussels Grand Place Arenberg, Belgium

Standard "Last Click" vs NH Model (Multi Touch)

Example

...Last Click
2013

...Multi-Touch Model
Today

Same investment

Different Mix

CPA = 100

CPA = 82
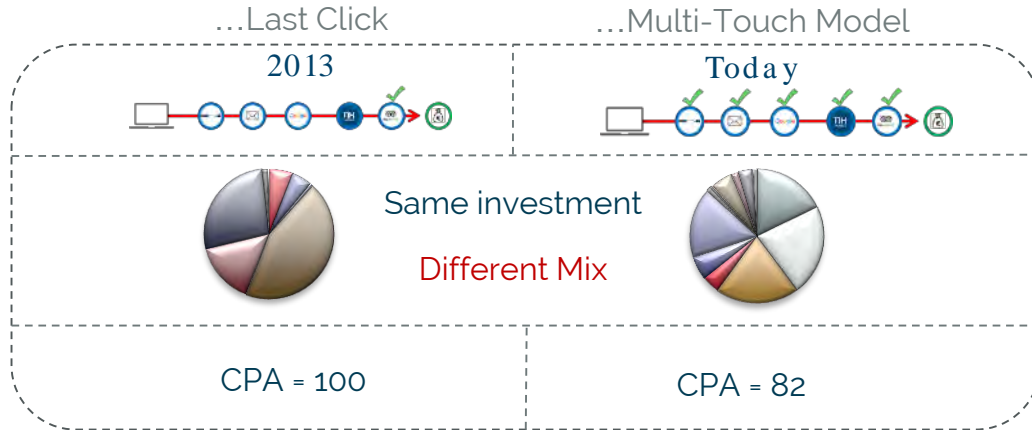
- ✓ RTB Prospecting
- ✓ Social Media Ads
- ✓ Display Top Destinations
- ✓ emailing
- ✓ SEM
- ✓ Affiliates
- ✓ Metasearch
- ✓ Retargeting
- ✓ SEO

+18%

Avg improvement optimized channels

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The best is yet to come…

Scientific, systematic and methodologic approach …

NH OWN
On line Attribution Model

Today…

- Web Media
Planning
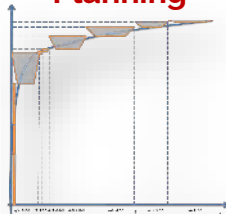
- **Working…but evolving**
  - ✓Unlimited touchpoints
  - ✓On going fine-tuning
  - ✓CRM & SM weight adjustments

The best is yet to come…

Scientific, systematic and methodologic approach …

Today…

NH OWN
On line Attribution Model

• Web Media
Planning
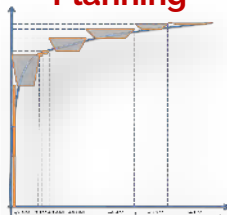
•**Working…but evolving**
✓Unlimited touchpoints
✓On going fine-tuning
✓CRM & SM weight adjustments

NH OWN
On line predictive model

• Web Media
Investing

•**Optimize media buying and prospecting**
✓All on line media investment …optimize each available "impression" based on its potential ROI

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The best is yet to come…

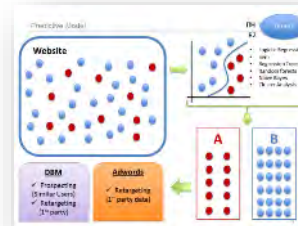Scientific, systematic and methodologic approach …

NH OWN

Revenue contribution Model

Started…

- Marketing
ROI
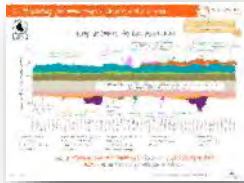
- **Capability of impacting forecast/revenue**
  - ✓ All marketing activities
  - ✓ All bookings beyond ONLINE

What drivers contribute to City X bookings?

Search Brand

Paid Search (**Brand** y **Non Brand**)

Exogenous Effect

Autumn Promo

DISPLAY A & B

Metasearch X & Y

Reviews/Satisfaction

BASELINE: Brand Awareness and Brand Searche

Competitive Activity

Exogenous Effect

Holidays Xmas, **New Years**, **Summer**, Easter

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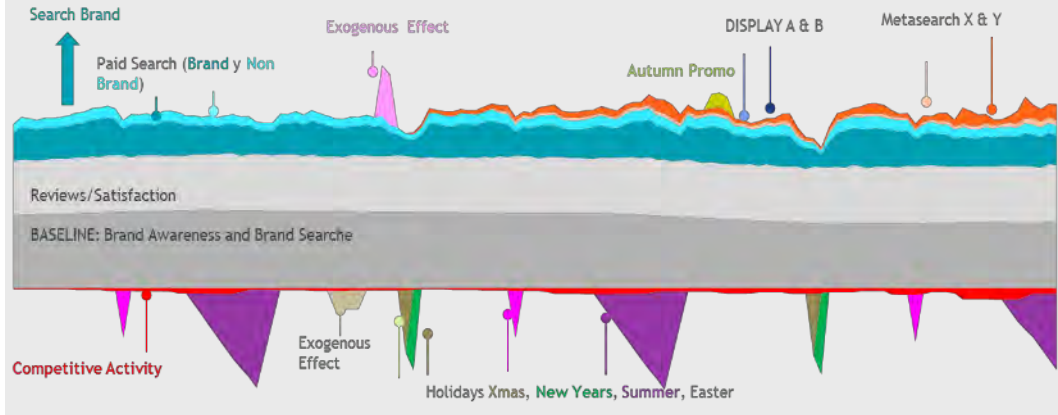
No surprisingly we are preferred partner of choice for leading on line companies

NH Collection Bogotá Teleport Royal, Colombia

Video

3_MARKETING_GENERATION_ GOOGLE Testimonial.mp4

nh | HOTEL GROUP

The consumer...

La Terraza del Casino, Spain

Upper Funnel **Mid Funnel** **LowFunnel** **NH WEB**

PURCHASE FUNNEL

Inspiration Consideration Lead

CONVERSION

Buy

Industry: Leading web platform

NH Collection Amsterdam Grand Hotel Krasnapolsky, The Netherlands

2013

2017

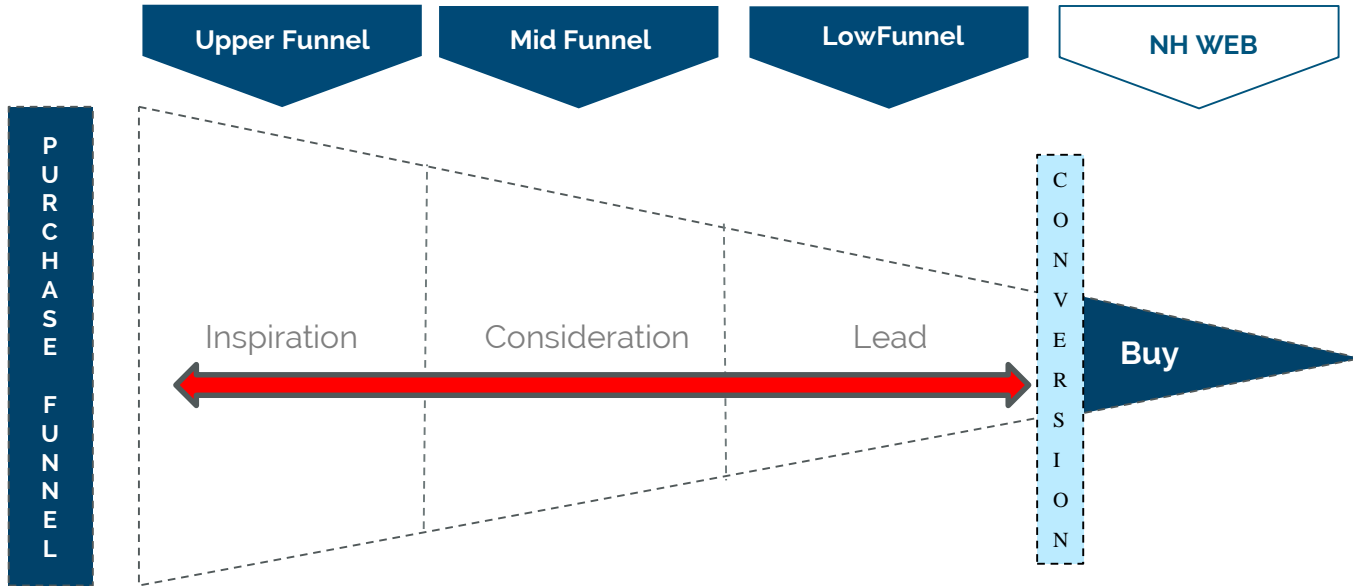## Main changes

- Optimized funnel
- Responsive
- Multi-brand
- Online membership rate since 2014
- Performance improvements (load time, search time)
- New SEO optimized content and pictures for all hotels
- New Meetings&Events section
- Real-time online help via Chat
- Loyalty focus

Main KPI improvement

	Old web	New web	Delta
Domain score (SEO)	38%	67%	+29pp
Bounce Rate	47%	33%	-30%
Pages per visit	2.6	3.8	+46%
Look to Book ratio	15%	39%	+260%
Conversion rate	2.71%	3.22%	+19%

(1) Source: Google Analytics

26

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Industry: Leading conversion rate optimization

NH web conversion rate is recognized as a best practice, 2.5 times higher than industry average[2]

Conversation rate and average order value of nh-hotels.com[1]

CAGR 14-17

+6%

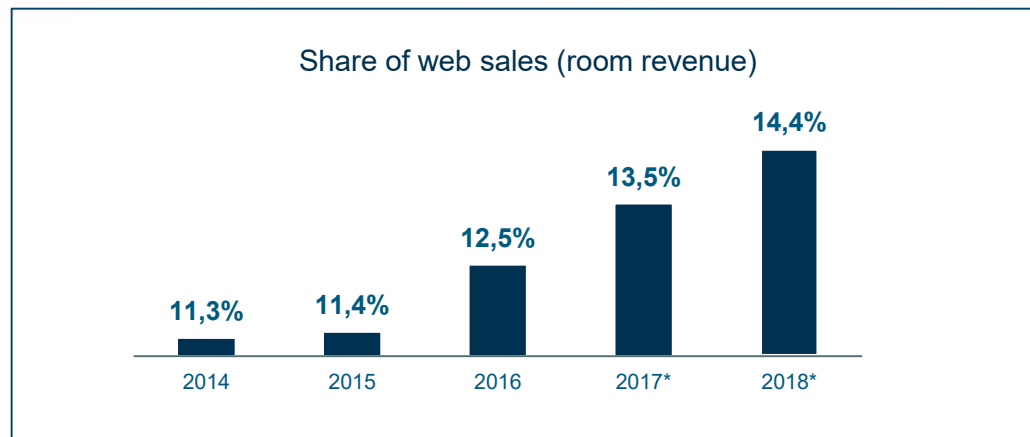3,22%

3,06%

2,73%

2,71%

Conversion rate, %

AOV, €

2014   2015   2016   2017
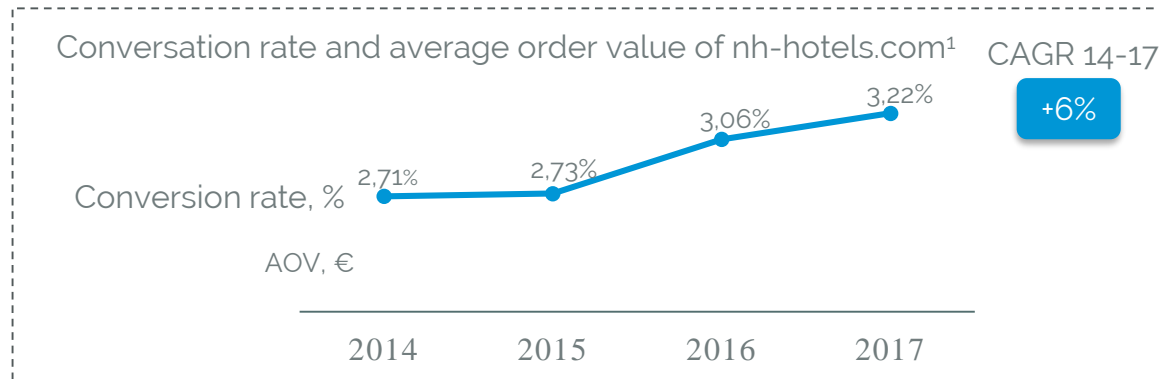
(1) Source: Google Analytics, comparison based on H1 results
(2) Source: The Cocktail, industry analysis, 2015.

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Sound direct sales growth

- The share of web revenues have been continuously increasing since 2014 at a sound pace of 1pp every year.

Share of web sales (room revenue)

2014	2015	2016	2017*	2018*
11,3%	11,4%	12,5%	13,5%	14,4%

Source: internal analysis.

Thank you

NH Rewards Loyalty Program
28th September 2017

Investor
Day

NH Collection Firenze Porta Rossa, Italy

3.NH Rewards Loyalty Program

Index

Positive acquisition trend 7.7 mil. members (YTD SEP 2017)

NH Collection Madrid Palacio de Tepa, Spain

NH Rewards has reached 36% of Total NH Hotel Group revenues

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REWARDS

Mill members evolution

				8 M
			6,3 M	
		5,4 M		
	4,4 M			
3.3 M				
2013	2014	2015	2016	2017
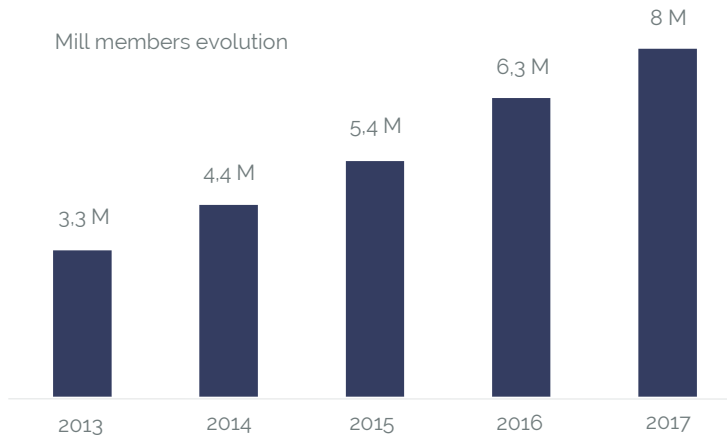
Key program elements

- Exclusive rate for members, that reaches 80% of bookings through our web

- Online express registration

- Welcome gift with points

- Mixed payment and full inventory

- Simplify loyalty program's to accomplish the delivery

- Direct marketing campaigns to our website (7% of weakly traffic)

4

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NH Rewards is an important pillar of our strategy

NH Collection Amsterdam Grand Hotel Krasnapolsky, The Netherlands

Level of influence belong to a loyalty program in choosing a hotel (Totally + Considerably)

Spain	Italy	Germany	Netherlands
52%	76%	64%	46%

NH Rewards is among the top performing loyalty programs in our key markets.

Spain	Italy	Germany	Netherlands
#2	#5	#5	#3

…. so we will continue investing in loyalty

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New NH Rewards

is coming…

Revamp 2018
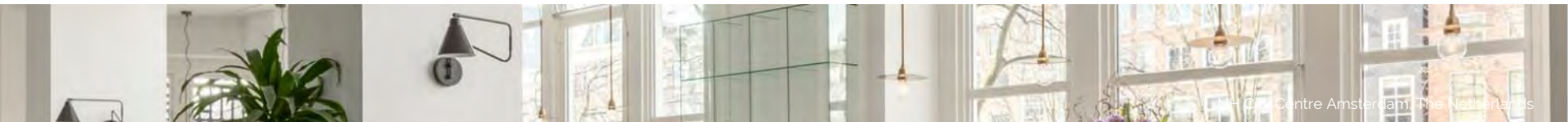
Turning the strategy on reward points and personalization rather than price
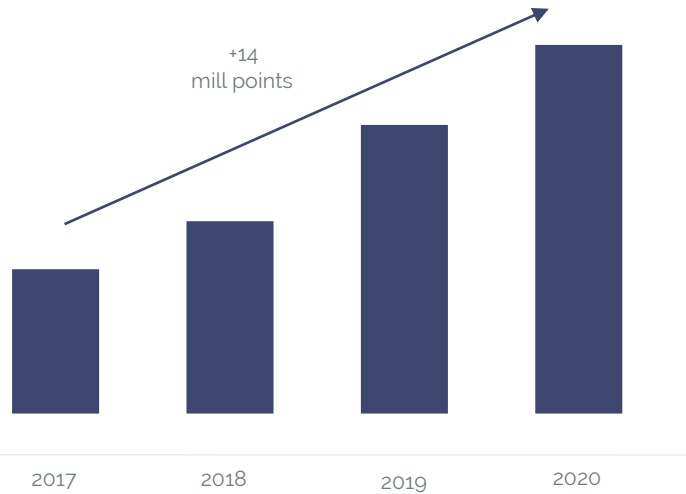
Key program elements

- Reward customer activity with a even **more generous value proposition** with points: Clients can be "Rich" in points

- **Increased budget of points**. New points budget for tactical promotions covering hotel needs

- Pushing **digital channels**

- Establishment of a **loyalty pricing policy**, where the price will be assigned according to the type of customer and NH Rewards tier with Duetto.

- Attract the interest of **partners** and integrations.

nh | HOTEL GROUP
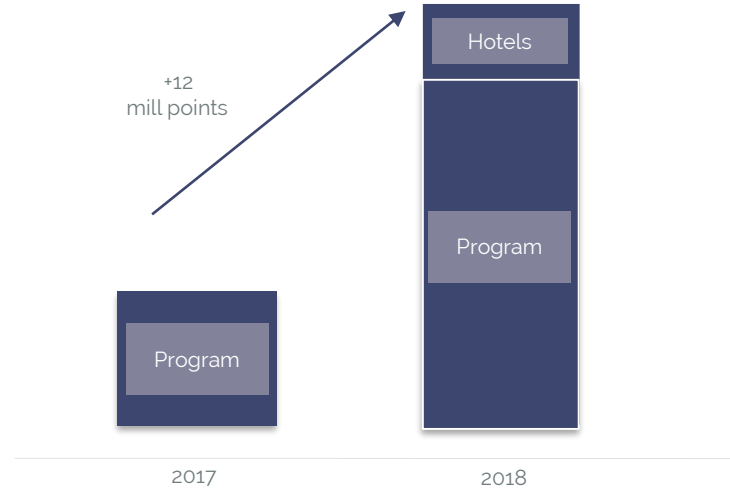
Considerable increase in the budget of points

Restaurant Vermeer, The Netherlands

Encourage points as a versatile and economic marketing tool

Live points

+14
mill points

2017   2018   2019   2020

Promotional points

Hotels

Program

+12
mill points

Program

2017   2018

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Expected Results: How initiatives will impact to customers

NH Brussels Grand Place Arenberg, Belgium

More Attractive

Reduction of the costumer's effort, being possible to obtain a free night afterin 11.

More Points

Costumers will benefit of c. double of points and with more dynamic campaigns of promotional points

More Satisfaction

NH Rewards members will show greater satisfaction and become more supportive.

More Competitive

In the top 5 of hotel chains programs even without taking into account that we have no blackout dates

More Acquisition

> 14 Million members in 2020. Target

More Recurrence

More stays accumulating point and an increase of at least 20% in the redeemed nights.

10

Thank you

Methodological Customer Experience Improvement

28th September 2017

Investor Day

NH Collection Rome Palazzo Cinquecento, Italy

4. Methodological Customer Experience Improvement

Index

NH_Nhow-Berlin
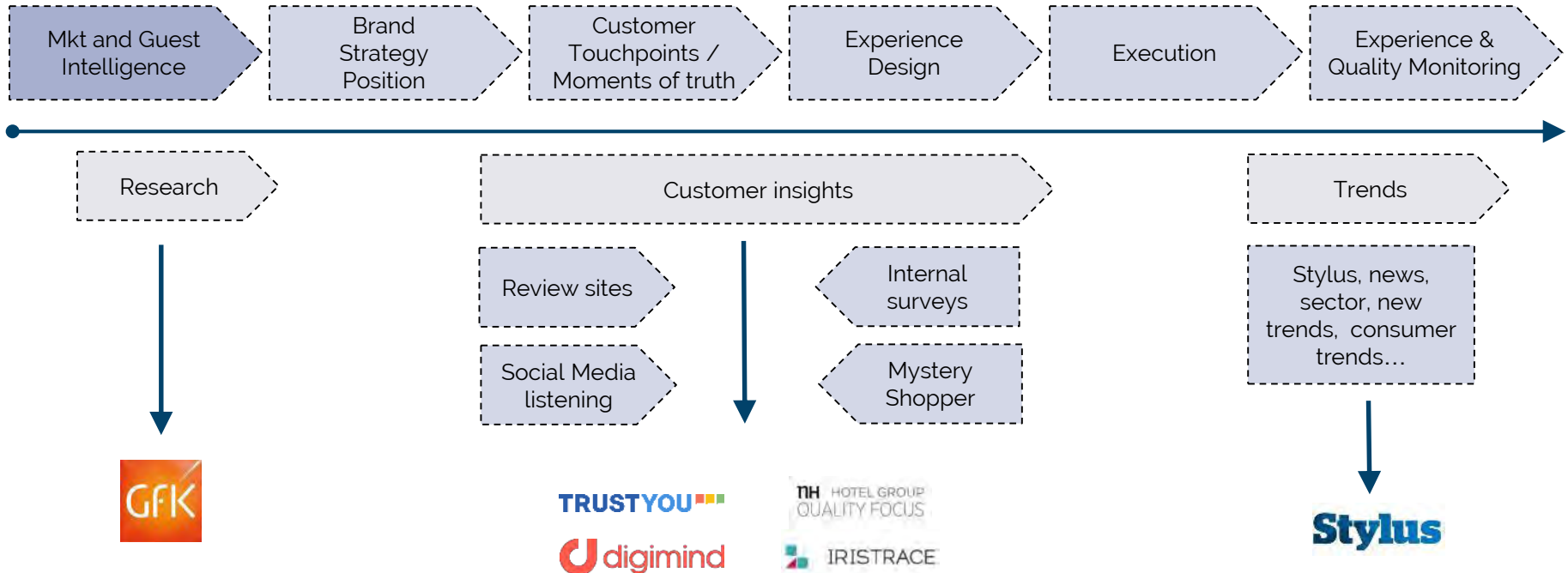
Customer experience definition

We have developed an integrated and feedback loop methodology to improve customer experience

Procedure

Customer experience definition

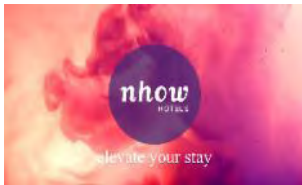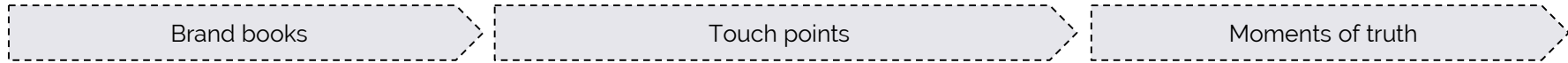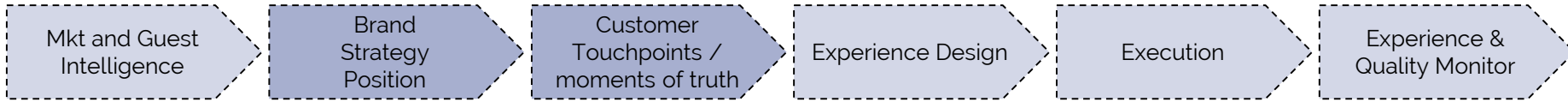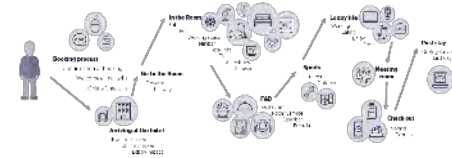NH Collection Madrid Abascal, Spain

Mkt and Guest Intelligence → Brand Strategy Position → Customer Touchpoints / Moments of truth → Experience Design → Execution → Experience & Quality Monitoring

Research

Customer insights

Trends

Review sites

Social Media listening

Internal surveys

Mystery Shopper

Stylus, news, sector, new trends, consumer trends…

GfK

TRUSTYOU

digimind

NH HOTEL GROUP QUALITY FOCUS

IRISTRACE

Stylus

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Customer experience definition

NH Collection Bogotá Teleport Royal, Colombia

Mkt and Guest Intelligence → Brand Strategy Position → Customer Touchpoints / moments of truth → Experience Design → Execution → Experience & Quality Monitor

Brand books | Touch points | Moments of truth

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Customer experience definition

NH Brussels Grand Place Arenberg, Belgium

| Mkt and Guest Intelligence | Brand Strategy Position | Customer Touchpoints / moments of truth | Experience Design | Execution | Experience & Quality Monitor |

| OP | Standards (annual update) |
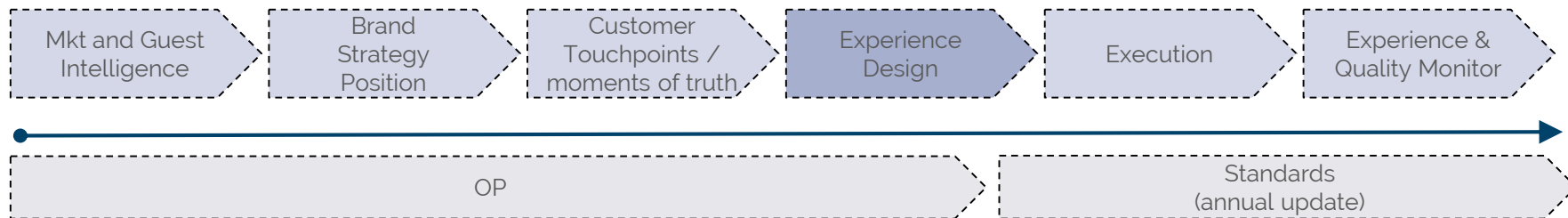
NH HOTELS
1. Always Yes!
2. Brilliant Basics
3. Easy Free WiFi
4. World famous NH Breakfast
5. Food solutions and advice at anytime
6. All you need and want
7. Perfect laundry
8. Lazy Sundays
9. Perfect fit
10. Leading Eco-efficiency

NH COLLECTION
1. Always Yes! and one step ahead
2. Extraordinary Brilliant Basics
3. Easy high-speed WiFi
4. World famous NH Collection breakfast
5. Healthy and tasty food at any time
6. Beyond all you need and want
7. Perfect and express laundry
8. Lazy Sundays
9. World-class fitness area
10. Leading Eco-efficiency

nhow HOTE_S
1. the power of yes
2. beyond brilliant basics
3. nhow connected
4. wake up nhow!
5. f&b hotspot
6. we know you
7. express laundry!
8. nhow & the city
9. it's fitness time
10. leading eco-efficiency

NH MEETINGS
1. Ambassador Service
2. Specialized Advisory Service
3. Customized Professional Response
4. Free Easy Wifi
5. Tempting Breaks
6. Eco-friendly meetings
7. Always Yes
8. High tech made easy

7

Customer experience definition

Restaurant Vermeer, The Netherlands

| Mkt and Guest Intelligence | Brand Strategy Position | Customer Touchpoints / moments of truth | Experience Design | Execution | Experience & Quality Monitor |

Impact on Customer perception

Quick wins

Prioritize

Inaction zone

Cost / Operational Complexity
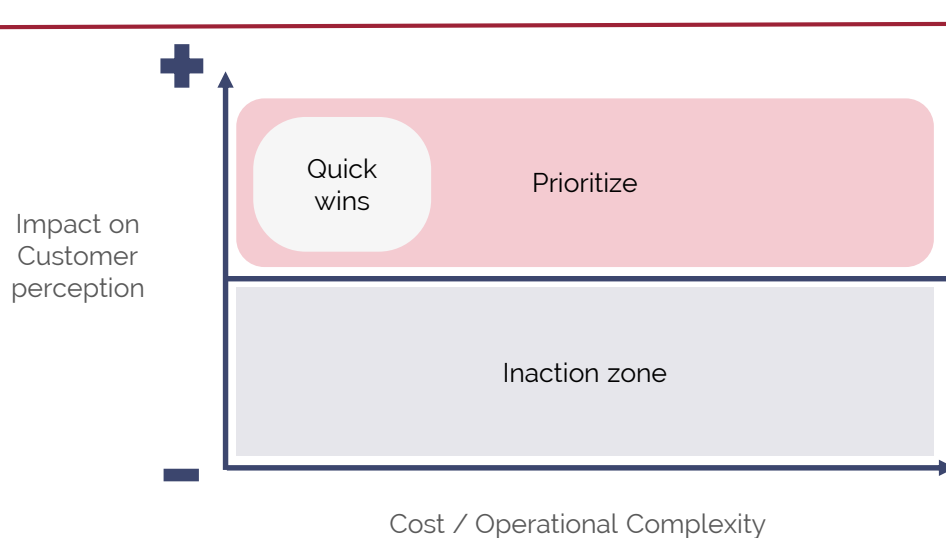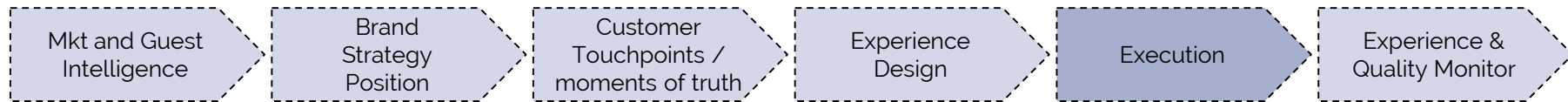
Key projects (2.013-2.017)

NH Collection Amsterdam Grand Hotel Krasnapolsky, The Netherlands

Booking process
Confirmation of booking
Welcome e-mail 24h
Online Check-in

Go to the Room
Elevator
Hallway

Arriving at the hotel
Normal check-in
Online check-in
Lobby impact

In the Room
Enter
Bed
Working space
Minibar
Hotel info
TV
Amenitties
Shower

F&B
Restaurant
Room Service
Openbar
Breakfast

Sports
Indoor
Outdoor

Lobby life
Working
Eating
Enjoy
Social

Meeting room

Check out
Normal
Express

Post stay
Quality Survey
Birthday
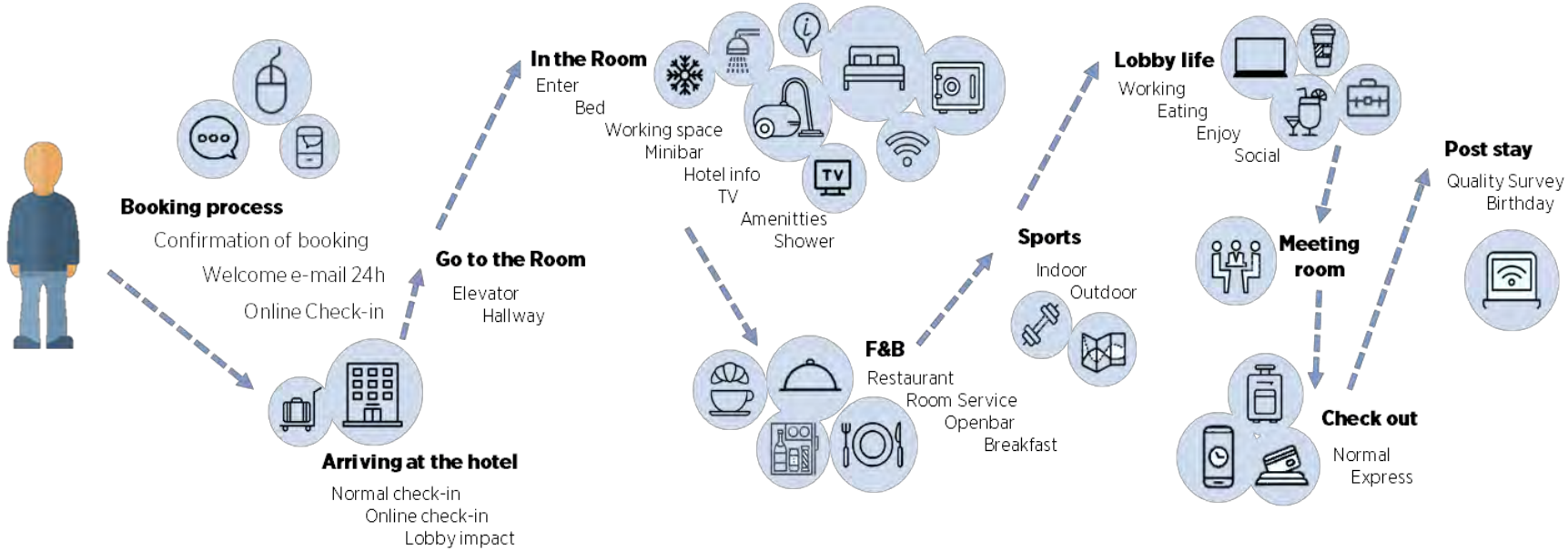
Key projects (2.013-2.017)

nhow Rotterdam, The Netherland
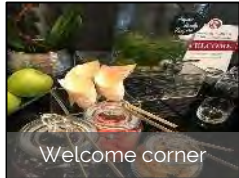
Welcome corner

Digital Signage

Family Room

VIP details

Music

Booking process
Confirmation of booking
Welcome e-mail 24h
Online Check-in

Go to the Room
Elevator
Hallway

Arriving at the hotel
Normal check-in
Online check-in
Lobby impact

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Indoor
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Lobby life
Working
Eating
Enjoy
Social

Meeting room

Check out
Normal
Express

Post stay
Quality Survey
Birthday

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Restaurant Santceloni, Spain

35.500 Showers

33.000 TVs

110.000 Pillows

17.000 Hair dryers

38.500 Mattresses

5.000 Nespresso

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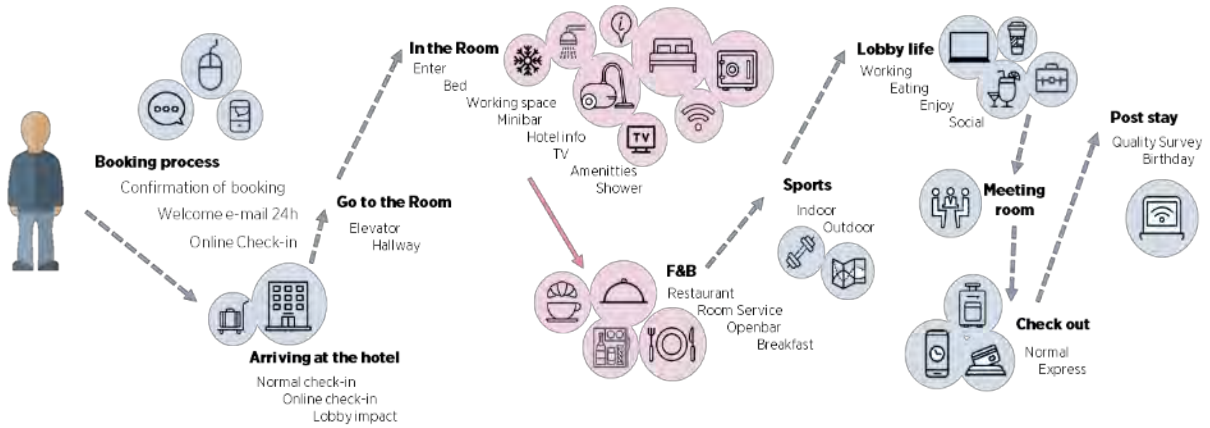
Restaurant Santceloni, Spain

Key projects

NH Madrid Nacional, Spain

Booking process
Confirmation of booking
Welcome e-mail 24h
Online Check-in

Go to the Room
Elevator
Hallway

Arriving at the hotel
Normal check-in
Online check-in
Lobby impact

In the Room
Enter
Bed
Working space
Minibar
Hotel info
TV
Amenitties
Shower

F&B
Restaurant
Room Service
Openbar
Breakfast

Sports
Indoor
Outdoor

Lobby life
Working
Eating
Enjoy
Social

Meeting room

Check out
Normal
Express

Post stay
Quality Survey
Birthday

Inspiring Gyms

3D Holographic telepresence

M&E

Sand Box (wip)

Key projects (2.013-2.017)

Restaurant Santceloni, Spain

Booking process
Confirmation of booking
Welcome e-mail 24h
Online Check-in

Go to the Room
Elevator
Hallway

Arriving at the hotel
Normal check-in
Online check-in
Lobby impact

In the Room
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Shower

F&B
Restaurant
Room Service
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Breakfast

Sports
Indoor
Outdoor

Lobby life
Working
Eating
Enjoy
Social

Meeting room

Check out
Normal
Express

Post stay
Quality Survey
Birthday

4.500 Tables

13.000 Chairs

157 Projectors

800 Power racks

51 Video Walls

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Customer experience definition

La Terraza del Casino, Spain

Procedure

- Customer Touchpoints / Moments of truth
- Experience design
- Execution
- Experience Monitoring
- Mkt and Guest Intelligence
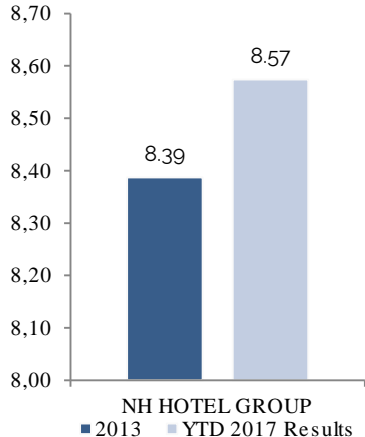- Brand Strategy Position

nh | HOTEL GROUP
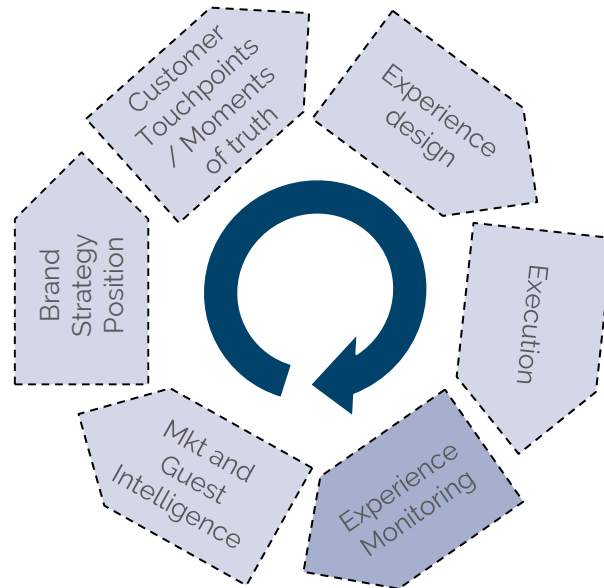
Quality Results

La Terre del Casino, Spain

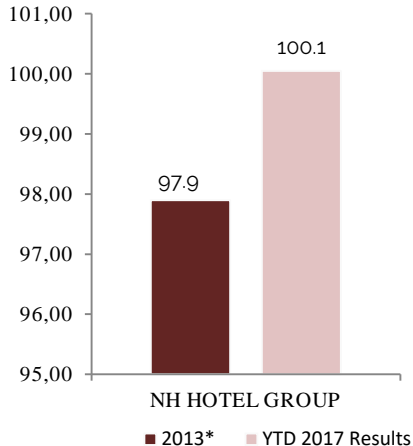**NH CUSTOMER SURVEY:**

NH overall score Customer Survey from Quality Focus On Line

NH CUSTOMER SURVEY OVERALL SCORE TREND

- 8.39 (2013)
- 8.57 (YTD 2017 Results)

NH HOTEL GROUP

■ 2013　■ YTD 2017 Results

QPI TREND

- 97.9 (2013*)
- 100.1 (YTD 2017 Results)

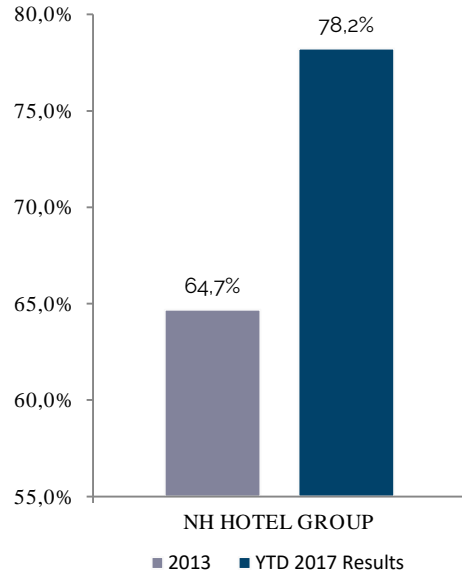NH HOTEL GROUP

■ 2013*　■ YTD 2017 Results

QPI:

Hotel QPI (Quality Penetration Index) according Compset loaded in Quality Focus Online tool and considering all Quality Focus review sites (TripAdvisor, Booking.com, Expedia, HRS & HolidayCheck)

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Quality Results

NH Collection Madrid Abascal, Spain

TRIPADVISOR INDEX TREND

- 2013
- YTD 2017 Results
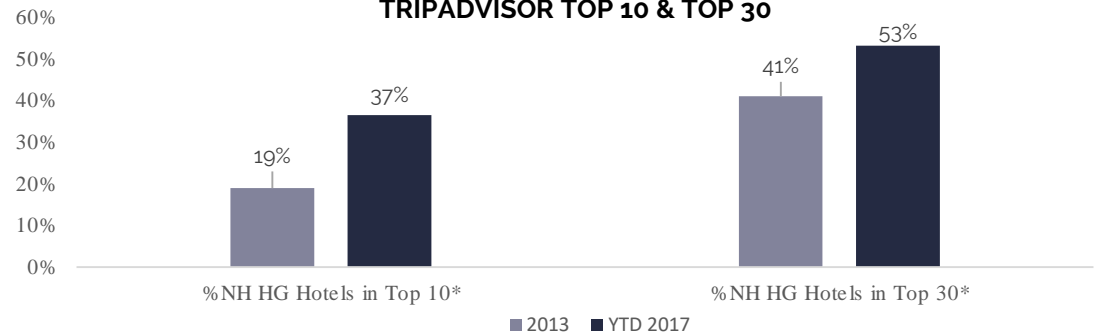
TRIPADVISOR INDEX:

TOP TA Index (position in the city vs. total number of hotels in the city).

TRIPADVISOR TOP 10 & TOP 30

- 2013
- YTD 2017
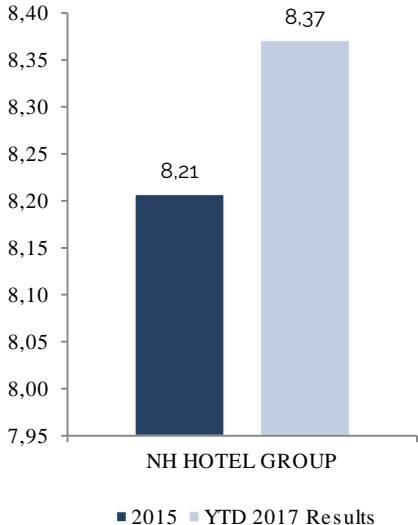
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Quality Results

BOOKING.COM:

Booking.com Overall Score from Booking.com reviews.
Guests fill out a score (from 2.5 to 10, 10 being the highest) for each categories: staff, service & facilities, cleanliness of the room, comfort, value for money, location.
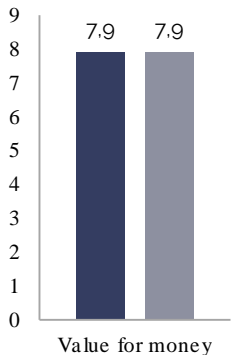
BOOKING.COM OVERALL SCORE TREND

	NH HOTEL GROUP
2015	8,21
YTD 2017 Results	8,37

■ 2015 ■ YTD 2017 Results

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Quality Results

> **Value for Money** has been maintained despite the rise in ADR

Total Quality Score

	Value for money
2013	7.9
YTD 2017	7.9

ADR (€)

2013	77
YTD 2017	95

■2013 ■YTD 2017   ■2013 ■YTD 2017

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NH Collection Taormina, Italy
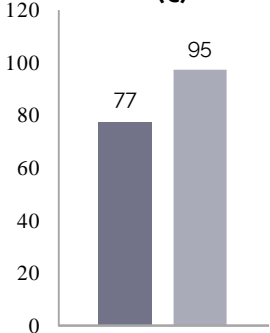
Seamless transactions

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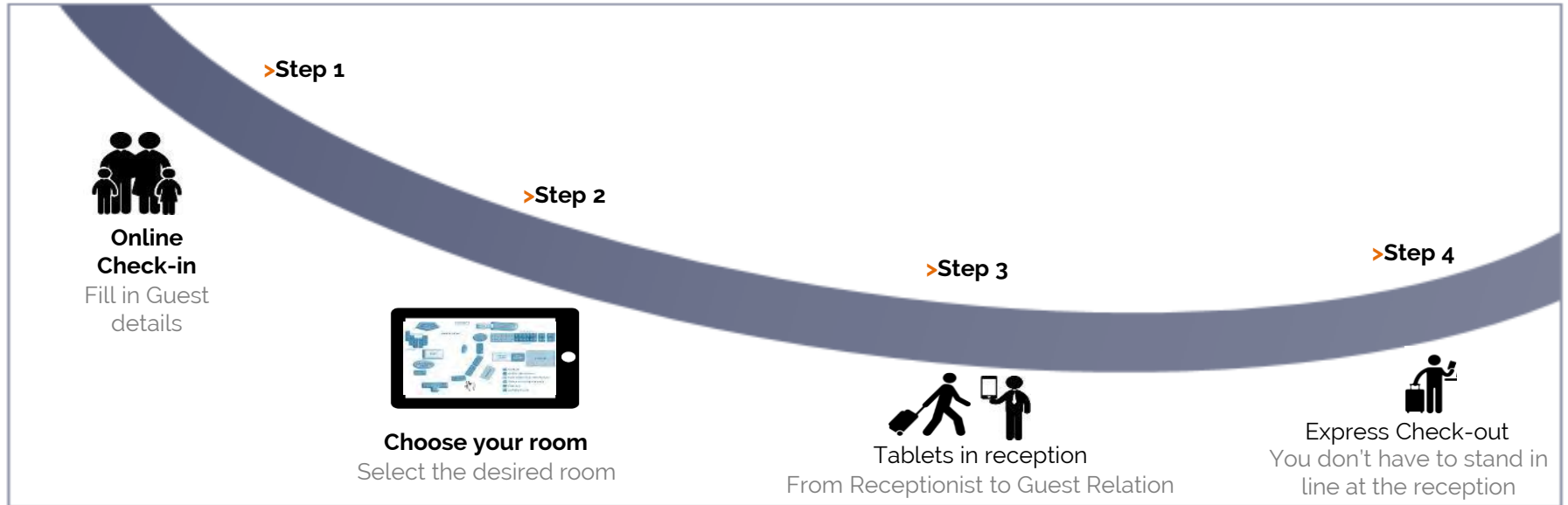
NH Transformation Plan

NH Collection Bogotá Teleport Royal, Colombia

"One day, our reservation, check-in and check-out processes will be faster than anyone's"

>**Step 1**

>**Step 2**

>**Step 3**

>**Step 4**

Online Check-in
Fill in Guest details

Choose your room
Select the desired room

Tablets in reception
From Receptionist to Guest Relation

Express Check-out
You don't have to stand in line at the reception

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Check-in online

NH Collection Madrid Abascal, Spain

Provide a Web/App tool that allows the **guest's identification**, from direct and indirect channels, **before the arrival**.
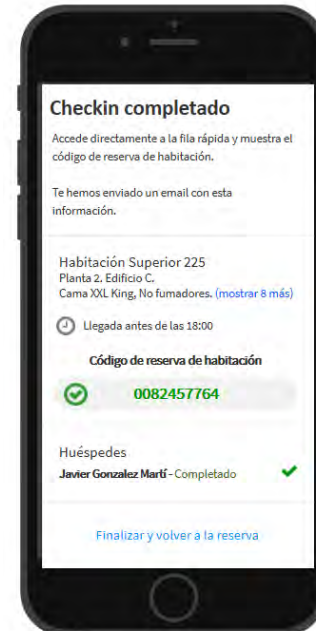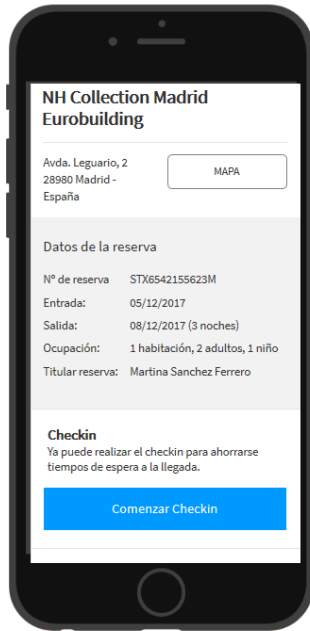
Main Benefits

- Identify guest before arrival (indirect and direct channels)

- **Reduce time in front desk**, optimizing check-in process

- Improve and extend customer database and rewards acquisition

- **Ancillary revenue offering** cross-selling/upselling based on preferences.

- Competitive edge

- Accomplish EU data protection new regulations and increase opt-in acceptance.

- **On-air May'18.**

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# Check-in online

NH Brussels Grand Place Arenberg, Belgium

NH Collection Madrid Eurobuilding

Avda. Leguario, 2
28980 Madrid -
España

MAPA

Datos de la reserva

Nº de reserva	STX6542155623M
Entrada:	05/12/2017
Salida:	08/12/2017 (3 noches)
Ocupación:	1 habitación, 2 adultos, 1 niño
Titular reserva:	Martina Sanchez Ferrero

Checkin
Ya puede realizar el checkin para ahorrarse tiempos de espera a la llegada.

Comenzar Checkin

Verizon   1:40 PM   100%
Chekin

Llegada

Selecciona la hora de llegada aproximada

Hora de llegada

Tipo de viaje
○ Ocio   ○ Negocio   ○ Evento

Continuar

Checkin completado

Accede directamente a la fila rápida y muestra el código de reserva de habitación.

Te hemos enviado un email con esta información.

Habitación Superior 225
Planta 2. Edificio C.
Cama XXL King, No fumadores. (mostrar 8 más)

🕐 Llegada antes de las 18:00

Código de reserva de habitación

✓ **0082457764**

Huéspedes
Javier Gonzalez Martí - Completado ✓

Finalizar y volver a la reserva

23

Choose your room

La Terraza del Casino, Spain

Provide a **Web/App tool that allows the guest's to choose room** according their **preferences** before the arrival. Attractive value added for customers!
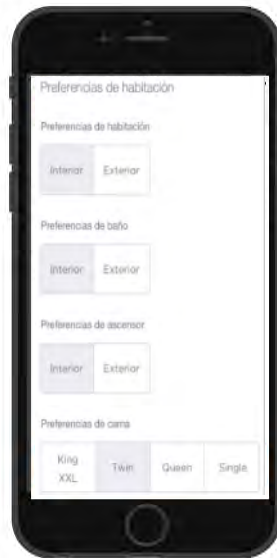
Main Benefits

- Enhance customer experience and **improve satisfaction** as all preferences are guaranteed (room assigned).

- **Ancillary revenue** offering cross-selling/upselling based on preferences

- **Direct sales**

- Competitive edge.

- Test in Eurobuilding, running. **On-air, May'18**

nh | HOTEL GROUP
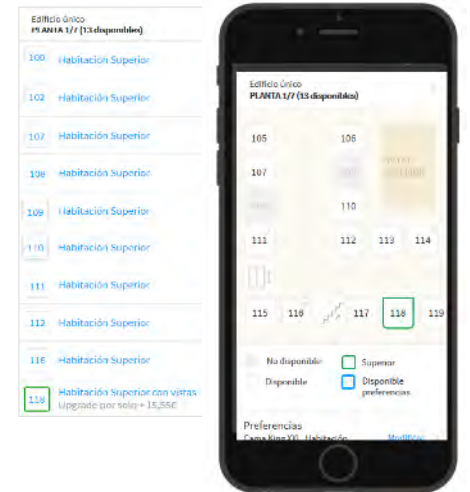
Preferences & chose your room

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Express check-out

NH Madrid Nacional, Spain

Guests wanted more control over their stay and more choices to simplify the typically departure process at hotels

We want to provide a **Web/tool that allows jump the queues at front desk.**

Main Benefits

- **Avoid queues on peak time**, check-out moment (when clients are in a hurry to go work, fly…)

- Front desk efficiency

- Innovative perception

- **On Air, Nov'17**
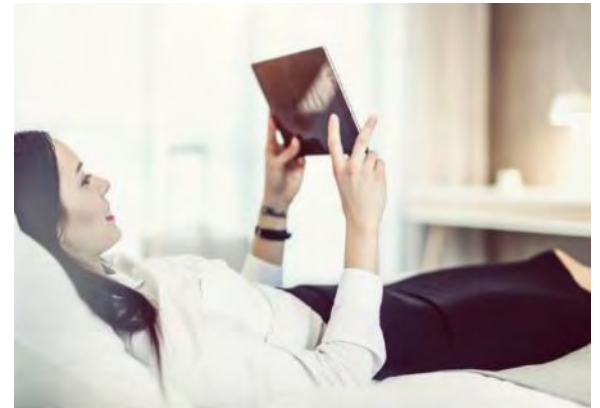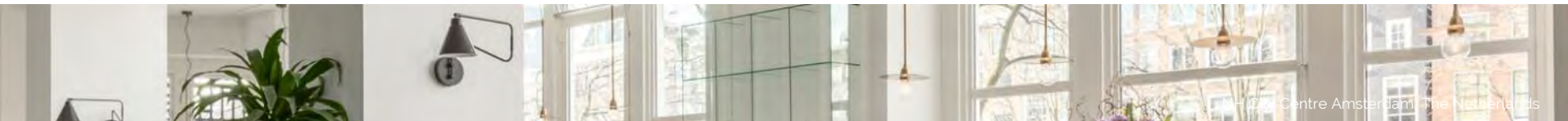
nh | HOTEL GROUP
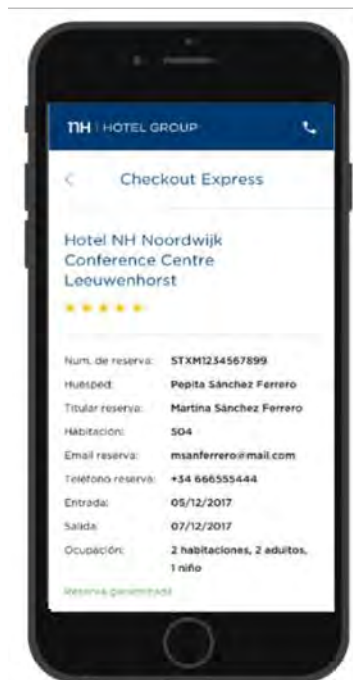
Express check-out

Express check-out

Restaurant Vermeer, The Netherlands

Thank you

Restaurant Vermeer, The Netherlands