



**HOTEL
IN A BOX**



Integrated Resort Development

Sustain Worldwide Conference

What is a successful integrated resort?



A Profitable Hotel

Residential Units Sold Out



Leisure Component Breaking Even

Club Memberships In Demand



Retail and Commercial Units Rented Out



Key Success Factors

Accessibility all year round

Mix of business and leisure guests

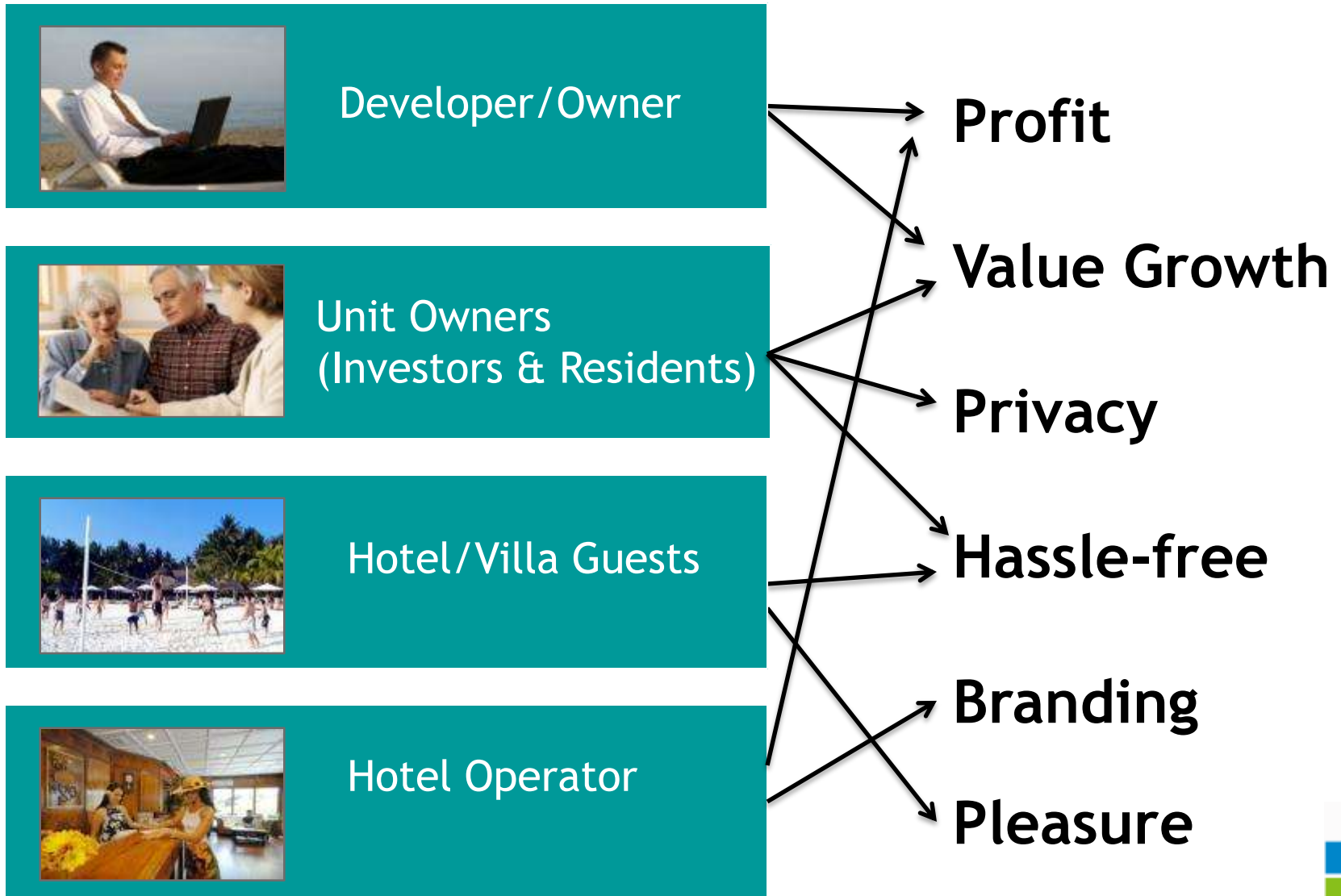
Good community maintenance

Strong destination marketing program

Synergies between the resort's entities



Your Stakeholders and What They Want



Keep Your Eye on the Ball



Management Framework

	Developer	Hotel Operator	Homeowner Association	Membership Club
Developer		Technical Services Agreement	Community Service Charge Agreement	Community Svc. Charge Agreement
Hotel Operator	Lease or Management Contract		Preferential Rates & Loyalty Deal	Management Agreement
Homeowner Association	Covenants, Conditions & Restrictions	Rental Pool Management Agreement		Preferential Villa Rental Rates
Membership Club	Lease or CC&Rs	Playing rights & Joint Marketing	Preferential Membership Rates or Usage	



Which Development Model Makes Sense?



Develop



Own



Engage Operator

Need capital, experience and a well-structured contract



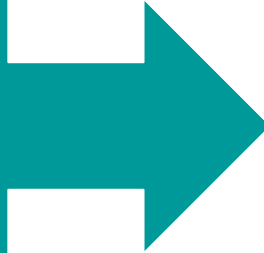
- Control
- Capture 100% Value



- Resource intensive
- Risk is not shared



Development Model 2



Joint Venture

Need fair valuation of land. Must have local knowledge.



- Shared risk
- More resources



- Potential culture clash
- Dilution of equity



Development Model 3



Long lease to a developer

Lease must encourage developer to build high-quality



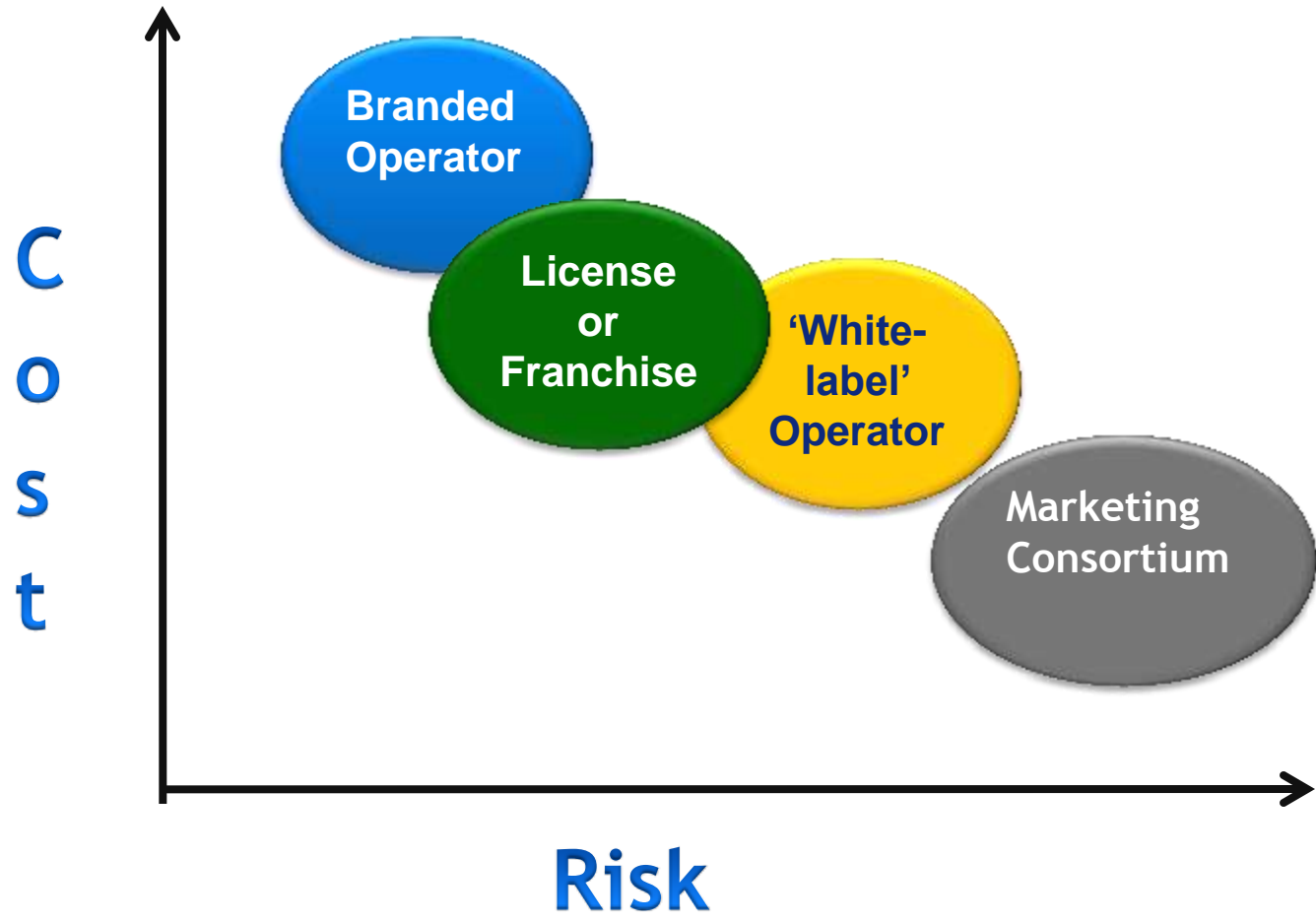
- Steady income
- Allows for re-invention later



- Near end of term, difficult to justify refurb
- Little control



Hotel Management/Marketing Options



What Are Hotel Operators Looking For?

Destination

- Long high season
- “Sex Appeal”
- Easy access

Location

- Dominant position
- Natural beauty
- Can link with gateway

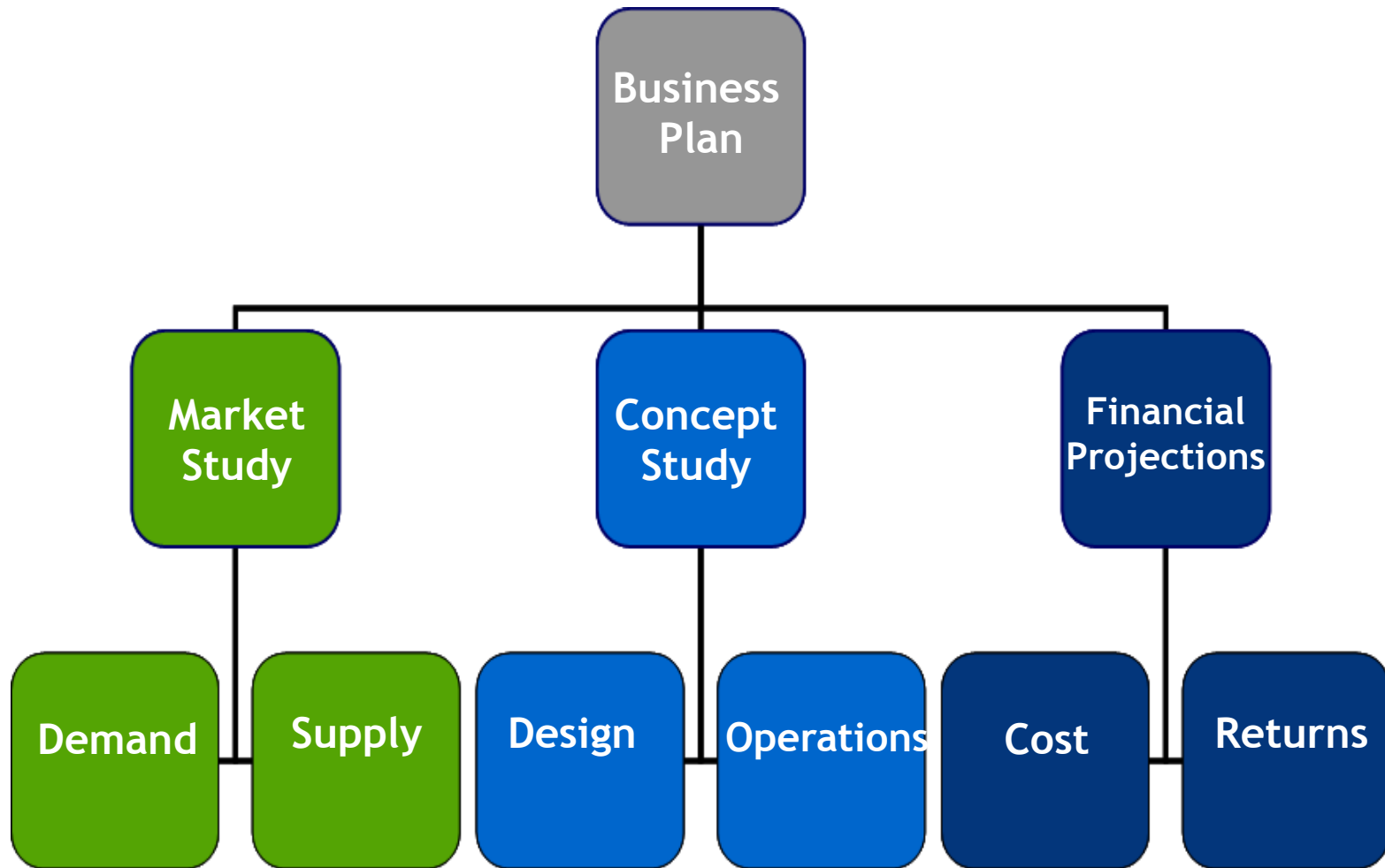
Property

- Conforms to brand
 - Sustainable
 - Easy to operate

Developer/Owner

- Realistic expectations
- Funded
- Responsive

Business Planning Process



Choosing an Operator



- Brand ≠ Operator
- Which combination will deliver customers + efficiency + profit?
- Look at channels of distribution, loyalty program, customer profile, competitors and investment in the brand and people
- Good operator can bring business through its un-branded channels
- Must adapt to and be able to manage change
- Delivers profitability above market averages over a sustained period
- Must nurture talent and sustain high employee satisfaction
- Uses SOPs but learns from errors and THE GUEST
- Can manage a number of outsourced vendors and chooses high-quality providers



Big Chain Hotels Sustainability Initiatives



- Green Engage- online sustainability system
- Monitors energy, water and waste consumption
- Over 1,000 hotels participating
- Average newbuild= 15-25% in annual energy savings



- Encourages its 170,000 employees to make a difference
- Plant for the Planet: Billion Tree Campaign



- First measured carbon footprint- 69.5 lbs of CO² PAR
- Reducing landfill through recycling
- Climate-specific landscaping to reduce irrigation
- Retro-fitting old hotels to save energy



- Introduced Element- first LEED Certified brand
- Use more eco-friendly materials in construction
- Not centralised CSR program, depends on the brand



Promoting Sustainability in Your Resort

Need an umbrella sustainability committee or a sustainability “Czar”



Paid for by community service charges



Thank You and Good Luck!

