

REGIONAL STRATEGIC MARKETING PLAN

PACIFIC –SEBEL





Brand positioning

The Sebel are stylish and spacious personally-serviced apartments for experiencing inspiring places.

The Sebel. The Space to experience. Since 1963

THE SEBEL HISTORY

Local brand since 1963
Sebel Townhouse first Sebel hotel
Formerly Mirvac Hotels

EMOTIONAL BENEFITS

UPGRADED LIVING FREEDOM
Integrated & Considered Design.
Versatile.
Timeless. Refined.
Space to be you. Empowered.

BRAND CHARACTER

EFFORTLESSLY SOPHISTICATED
Stylishly Intelligent. Approachable.
TRAVELLED
Worldly. Adventurous. Inquisitive. Open.
Dynamic. Liberation

THE SEBEL DESIGN – COMING UP

- Refine
- Intelligent
- Upscale
- Contemporary
- Exclusive
- Mature



Target Audience

The Sebel - aspirational

Demographics

- Singles and Couples
- Elite to high status demographic groups

Aspirational Target

- Independent Sophisticates

Behaviours/Mindset

- They know what they like and have an insatiable curiosity for new experiences.
- They are stylish and adventurous and want to know that everything is taken care of, whilst maintaining their independence.
- Driven and successful, they desire unique, personally curated experiences that showcase the best a location has to offer

Broad-minded. Travelled. Confident. Accomplished. Educated.
Charismatic. Driven. Warm.

Passions

- Travel
- Interior Design
- Authentic Food
- Coffee

Competitor Brands

- Meriton Apartments
- Marriott Apartments
- AirBnB



Target Audience

The Sebel - actual

Top Interests

- Food & Dining/Cooking Enthusiasts/30 Minute Chefs
- Lifestyles & Hobbies/Business Professionals
- Travel/Travel Buffs
- Shoppers/Value Shoppers
- Sports/Fitness/Health & Fitness Buffs

Demographics

Top 4 Australian states: NSW/QLD/WA/VIC

Top 4 suburbs: Northern Sydney/North Western Sydney/Northern Perth/Northern Brisbane

Top 3 Guest profile: Mid Status suburban, low status suburban & High Status Urban

Age Group (Sebel website data): Majority 25 – 44 (50%)

Gender (Sebel website data): Majority female (64.34%)

Behaviours/Mindset

Booking lead time:

8 – 14 days/29 – 60 days/91+ days

Booking channels:

Public direct (40%) Public Indirect (27.6%) Accor Plus (13.7%) Corporate Negotiated (12.8%)

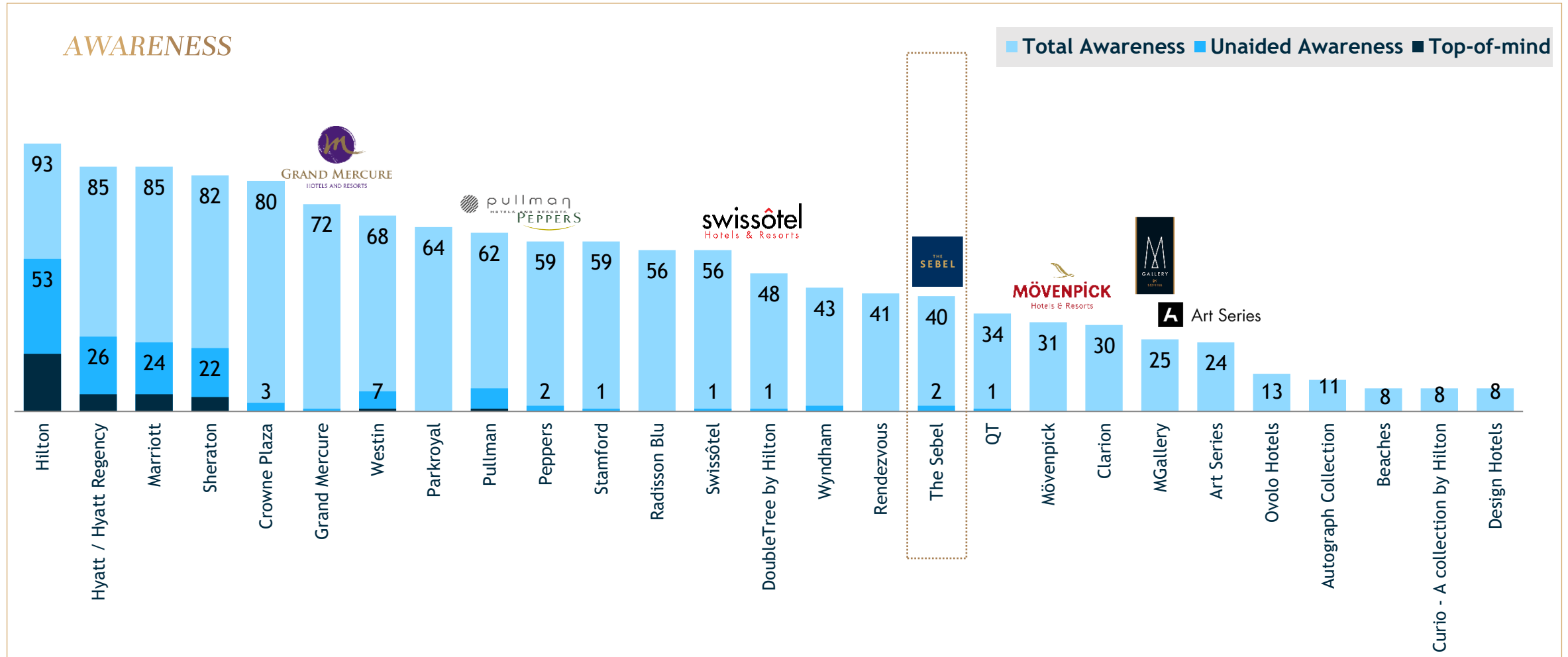
Average length of stay: 2 – 2.5 nights

Devices used to browse website: Desktop (56%), Mobile (33.33%), Tablet (10.02%)



Brand Tracking Research

Awareness



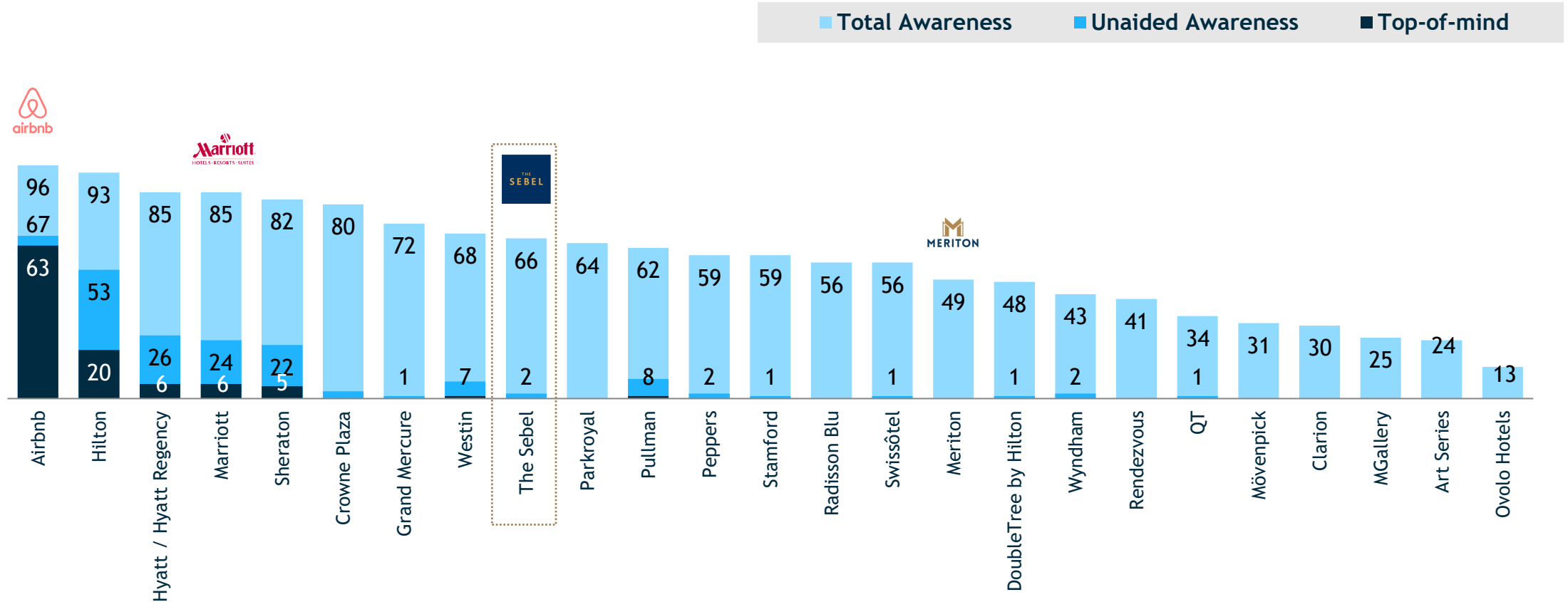
Source: Beam Awareness Study 2018 research conducted by BVA BDRG



Brand Tracking Research

With 24 properties in the country, The Sebel outpaces Meriton on awareness, but remains at a far distance from the behemoths (Airbnb, Hilton, Hyatt, Marriott...).

AWARENESS



Source: Beam Awareness Study 2018 research conducted by BVA BDRC



1 Drive Sebel.com website

- 6-months SEO project with 1 prospect to lift up organic performance
- Focus on technical audit, content updates/integration of new hotel content
- as well as link building & blog outreach

Results:

- +22% in organic traffic YOY
- Number of generated links: 15 (of 21)
- Website revenue generated: \$586K (+2,042%)



2 Develop new Sebel positioning & video

- Enhance consistency & quality by developing Sebel repositioning guidelines including Sebel history, Brand character, Emotional benefits, Sebel standard, Host & Welcome, Lounge, Spaces & Dining Circle



Every individual within The Sebel is considered a Host. They are warm, friendly and committed to providing a personalised experience. They understand what our guests are looking for and bring the brand to life in meaningful ways.

THE SEBEL HOST

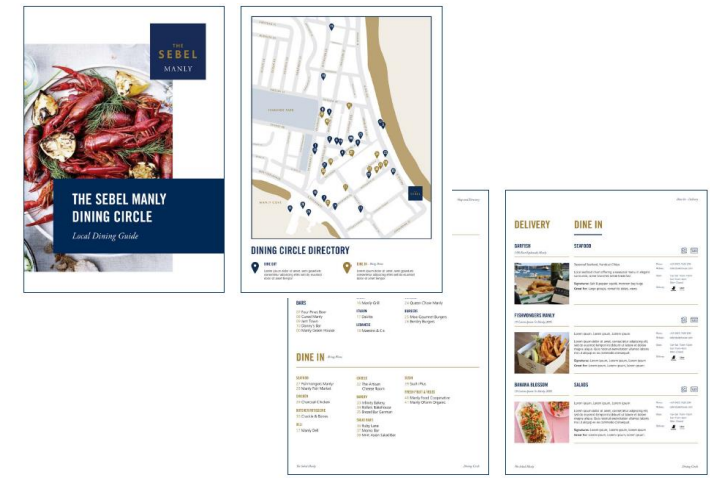


Every element of The Sebel experience has been curated, down to the finest detail. Our spaces and our Hosts create an atmosphere that is not only aesthetically appealing but also makes our guests feel at ease, respected and welcome.

THE SEBEL WELCOME

3 Roll out of Dining Circles in two hotels

- The Sebel Monee Ponds & Sebel Manly Beach rolled out the Dining Circles including app design to recommend local F&B highlights to the guests
- Full roll out to the network pending including website integration



Sebel Dining Circles 2019

pending roll out



BRAND PILLAR

The Sebel Dining Circle, also known as Curated Local Dining Experiences, has been lovingly curated and routinely evaluated by the most discerning foodies we know – the locals. *The places locals love.*

Our brand pillar concept has been developed based on four guiding principles:

1. Service – it has a clear function and offers a distinct value-added service for guests seeking an authentic local dining experience.
2. Simplicity – it is easy to use, providing a short-circuit guide to great local dining when our guests want it.
3. Flexibility – it accounts for the diverse nature of The Sebel network, scaling based on the size of the property but also flexible for those with their own restaurants and bars and those that are limited on the number of vibrant dining scenes available.
4. Selectivity – it has a strong sense of curation and a direct link to The Sebel's heritage of being *in the know*.

THE SEBEL DINING CIRCLE

- A curated collection of the best local dining experiences
- Available within a 10 minute walk, drive or delivery radius
- Provides a 10% VIP discount for The Sebel guest (when they show their room key)
- Accounts for all dining occasions and situations (Dine Out | Dine In | Dine with Us)
- Provides chargeback services
- Engages local foodies to curate or credit the dining experiences

The Sebel Dining Circle offers commercial and community-building benefits but also positions The Sebel and our properties well ahead of other service apartment providers.

GUEST	OPERATOR	HOTEL	BRAND
Enhances the quality of their stay and ability to embrace the local environment whilst enjoying a 10% discount	Provides a new customer channel, which will ultimately generate revenue, whilst building their awareness with different audiences	Drives a unique service offering and differentiator for guests, solidifying their decision to stay with The Sebel	Accounts for the needs and desires of our guests through a service that benefits them directly, whilst positioning our hotels and Hosts as in the know and well connected

Our dining circle accommodates the different occasions and situations that impact our guests' dining experience.

DINE OUT	DINE IN	DINE WITH US
Occasions (Coffee, Breakfast, Bars...)	Bring Home (Providores and eateries by cuisine type)	Restaurant (Directs to onsite menu)
Restaurants (By cuisine type)	Home Delivery (By cuisine type and delivery agent)	Room Service (Directs to in-room menu)
Special Experiences (Unique listing)		

- Recommendation of high quality food operators within 10 min proximity to hotels
- Great brand/guest experience initiative currently being trialled at 2 hotels

Few gaps to be reviewed before roll out:

- Hotels with existing restaurants
- Recommendations of external business with no commercial benefit
- No SEO website integration strategy (How/Why would a guest search for it when choosing a hotel)



STRENGTHS

- Growth in Australia with The Sebel Yarrowonga Silverwoods (Feb 2020) and The Sebel Moonee Ponds (Nov 2019), Sebel Ringwood (Q4), Sebel Harbour Light Cairns (rebrand)
- New hotels feature very contemporary, intelligent designs – unique locations
- Large network across the Pacific (28x and growing)
- The brand is managed in Australia/Pacific and affords the ability to implement initiatives relevant to our guests and network
- The Sebel is well-known brand with a history in the local market – formerly Mirvac Hotels
- Friendly service and spacious apartments were highlighted amongst the key guest highlights in 2019

WEAKNESSES

- Lack of social media influencer marketing across the apartment portfolio
- Operational maintenance concerns picked up in guest reviews
- Challenges in brand consistence due to mostly franchise properties (RPS: -0.35% YTD 31 Sept 2019 vs target)
- Lack of dining facilities
- Marketing resources are low to implement activities /require support
- No external audit program in place
- Primarily a franchise network which creates difficulty when rolling out brand initiatives
- The apartment locations are not always central which requires specialised marketing i.e. driving local experiences to fill rooms
- No strategy in place for the Sebel website as a standalone website and local management, minimal amplification in 2019

OPPORTUNITIES

- With the expansion of “home stay” concept, through new peer to peer platforms like Airbnb, travellers are now open to the idea of “non-hotel” and Serviced Apartments which are gaining more popularity
- Leverage new partnership opportunities to communicate key USP's for the brand
- The 24h service aspect is one of the highlight comparing to its competitors
- Key competitors have underdeveloped Social Media and no influencer Marketing for apartment hotels
- Expand on Dining Circles concept to develop it as a revenue driver and optimise Search on sebel.com
- The Sebel will benefit from the Accor A&L integration & campaign & content focus in 2020, given the similar product offerings
- The Sebel website can be a valuable tool in driving direct bookings and also driving awareness for The Sebel Locations
- Local audits could encourage hotels to increase brand consistency

THREATS

- Growth of AirBnB market share
- Market conditions remain challenging in Australia in 2020 with occupancy rates across Australia are projected to drop by 0.5% due to increase in supply
- The Sebel is scored a low index of 79% for being family friendly
- The Sebel scored very low for brand love and brand momentum
- Lacks a strong brand story/history for aspirational target audiences, needs to be communicated to build an emotional connection with consumers

Source: 2018 BEAM Study



2020 At a Glance

BRAND The Sebel

PERIOD January 2020 – December 2020

RPS **2020 Target** 2019 YTD: 85.85 | 2019 target: 86.20

HOTEL NPS 2019 YTD 61.17

AMBITION To be the number one choice in the apartment and hotel category

STRATEGIC STATEMENT Increase awareness of the local Sebel brand by 5% within Australian affluent population

RATIONALE With focus on developing repositioning guidelines for the Pacific with roll out only in late 2019, there is the requirement to further amplify a Sebel branded experience to drive guest satisfaction, competitor differentiation, word of mouth and brand awareness. The Sebel website and its SEO success in 2019 will build the pillar for the brand locally and will continue to be a key focus.

KEY OBJECTIVES

1. Drive performance of the Sebel website with an increase in organic traffic by 25% (Target Traffic 111, 142.50 sessions) and increase in domain authority by 4 points (Target DA 40) and direct revenue by 35% (Target \$791.519.85)
2. Increase guest satisfaction across network, prioritizing support for 3 bottom hotels
3. Drive brand awareness by tapping into the brand passions via new partnerships (Health/Fitness/Cooking)

DIRECTIONAL INVESTMENT
(\$\$ needed to fulfil this plan) \$



Strategic Plan 2020

Ambition

To be the number one choice in the apartment hotel category

KEY OBJECTIVES	STRATEGIC LEVERS	KEY ACTIONS	KPI IMPACT	BUDGET ALLOCATED
Drive performance of the Sebel website & ultimately increase revenue on AH.com	Digital	<ul style="list-style-type: none"> SEO support including blog content creation & amplification of content Activate Pacific Instagram account & quarterly national brand e-newsletter 	AWARENESS/ TACTICAL	AUD AUD
Drive brand awareness	Content/PR	<ul style="list-style-type: none"> Align the brand with a health/wellness influencer for content creation & outreach – hotel fam Create business model with a premium produce/recipe delivery service to amplify USP 	AWARENESS	AUD AUD
Increase guest satisfaction	Programs	<ul style="list-style-type: none"> Mystery stays at 3 bottom hotels in the Pacific & 2x self assessments across the network Roll out of Dining Circles/with business model extension & customer journey focus Expand on guidelines for Sebel Welcome (Host) 	RPS/LQA	AUD

= AUD



Drive website performance

DESCRIPTION	<ul style="list-style-type: none"> Sebel.com shows organic growth in 2019 after starting to work with I Prospect. With focus more on technical updates, page optimizations, there is opportunity to further grow domain and increase web direct bookings by focusing on unique content creation & amplification. <ol style="list-style-type: none"> Create blog content relevant to the Brand's passions, e.g. Destinations (Travel), Authentic Food & Design – own, paid content & partnership content Amplification of new content by blogger & influencer outreach to drive link building of strong domains (30 DA+) Increase digital brand touch points/website referral to our customers via: <ul style="list-style-type: none"> Activate Pacific Sebel Instagram account and share new content (paid posts) Social: develop content pillars, collect existing content from successful hotel pages, hotel social media group for support, 6x quality post (paid) per month Activate a quarterly Pacific Sebel newsletter with up to date content on: new hotel openings/destinations/designs & campaigns in place <p>Targets:</p> <ul style="list-style-type: none"> Grow organic traffic by 25% Grow DA by 4 points Grow direct revenue by 35% 											
	AUD											
TIMING	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
	★	★	★	★	★	★	★	★	★	★	★	★

Increased ad spend in winter need months

Unique Sebel destinations



- Morrabin
- Margaret Beach
- Pinnacle Valley
- Monee Ponds
- Coral Coast
- Pelican Waters

Unique Design



Influencer alignment/partnerships

Content/PR

PACIFIC

Drive brand awareness

DESCRIPTION

- With Sebel guests' number one passion for food/cooking & healthy lifestyle as well as limited dining facilities & fully serviced apartments, two areas of partnerships are recommended to show a stronger differentiation of product/services to our competitors and increase awareness of the brand
- Partner with Pacific recognized fresh ingredient/recipe delivery service (Hello Fresh/Marley Spoon):**
 - Commercial benefit to arrange a cash back/commission to the business for guest purchase
 - Suitable partner to increase guest satisfaction but also reduce food wastage for any short/long stay guests wanting to cook
 - Cross promotion and content sharing opportunities to increase reach to relevant target audience
 - Project based work with Health/Fitness influencer**
 - Highlight product (fully serviced kitchen facilities & spacious apartments)
 - Create content (cooking/fitness/destination/design)
 - Cross promotion of content across influencer's channels

BUDGET

AUD

TIMING

JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
	★	★	★	★	★						

Content creation/
hotel famil

Content distribution/
winter

Ali Oetjen



- Ali Oetjen, formerly known as Bachelorette 2018, now fitness/health ambassador
- Just released her own cook book
- 176K + followers: demographic
- Soon to be yoga teacher, holding Yoga retreats in VIC – opportunity to host
- Existing partnership with Hello Fresh
- Authentic.powerful.confident..charismatic

Hotel famil in only new Sebel designed hotels:

- Moonee Ponds (VIC)
- Flinders lane
- Sebel Docklands
- Brisbane Margaret Beach



Increase guest satisfaction

DESCRIPTION	Recent brand sentiment revealed what guests positively comment on (destination, location, space & friendly service, F&B). In order to drive guest satisfaction, I would recommend focusing on two positive brand pillars and its implementation across the network:											
	1. Dining Circles <ul style="list-style-type: none"> Extend to create a commercial business model to give hotels the option to collect commission/cash back from local partners, review digital implementation on website to enhance guest service journey & drive SEO Roll out & support network implementation of finalized brand guidelines 											
	2. Welcome Host <ul style="list-style-type: none"> Develop more in depth welcome host guidelines to support T&C when recruiting and developing position descriptions. Sebel Host to brand differentiate from a traditional receptionist (tapping in the highlighted positive guest sentiment and focus on strengthen this element moving forward) 											
	3. Mystery stays in 3 bottom hotels <ul style="list-style-type: none"> Organised team mystery stays in hotels with lowest RPS YTD 2019: Sebel Brisbane Margaret Beach, Sebel Melbourne Malvern, Sebel West Perth 											
BUDGET	AUD											
TIMING	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
	★	★	★		★	★		★	★	★		

Update & roll out dining Circles

Mystery stays

Welcome Host roll out



Every individual within The Sebel is considered a Host. They are warm, friendly and committed to providing a personalised experience. They understand what our guests are looking for and bring the brand to life in meaningful ways.

THE SEBEL HOST



Everyone loves a new experience and The Sebel guest is no different, with a love to eat local. The Sebel Dining Circle is a collection of the best dining experiences around.

THE SEBEL DINING CIRCLE





Key Milestones Overview 2020

PACIFIC





KEY LEVERS	KEY ACTIONS	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
DIGITAL	Website SEO, including content blog strategy, amplification of content												
	Quarterly Sebel Brand newsletter												
	Activate Pacific Instagram, develop content strategy & procedures												
CONTENT/PR	Influencer content famil & content distribution												
	Partnership (commercial model) with premium meal recipe/ingredient delivery service												
	Cross promotion of content with influencer support												
PROGRAMS	Update & roll out of Dining Circles												
	Welcome Host guidelines roll out												
	Mystery stays												



1
RESEARCH



Pacific Competitors

				
BRAND AWARENESS	66%	85%	49%	34%
POSITIONING/MISSION	"Stylish and spacious personally-serviced apartments for experiencing inspiring places"	<p>"good food and good service at a fair price."</p> <p>"We deliver higher levels of service excellence, create memorable moments and exceed every expectation making brand ambassadors and guests for life."</p>	<p>"Better Quality And Value Guaranteed"</p> <p>Our apartments are designed to make life easier, more comfortable and more convenient, both inside and out. To compliment a healthy, active lifestyle, Meriton offers a significant suite of resort-style facilities across our range of developments.</p>	<p>"help create a world where you can belong anywhere and where people can live in a place, instead of just traveling to it."</p> <p>"Belong Anywhere"</p>
Observation 1 – Offers	<ul style="list-style-type: none"> • Book early and save • No one likes goodbyes (30% off the nights you extend) 	<ul style="list-style-type: none"> • Corporate (discount) /Senior (15% off) offers • Park & Fly deals • stay 4 pay for 3 • Discounted Sunday rates 	<ul style="list-style-type: none"> • Extended stays (21+ consecutive nights discounted rate) • Low Sunday rates (Sydney, Brisbane & Gold Coast) 	<ul style="list-style-type: none"> • Coupons (invite your friends) • Recommend a friend for money off your next stay
Observation 2 – Brand funnel 1st/2nd choice	1%	7%	2%	8%

Source: Beam Awareness Study 2018 research conducted by BVA BDRC



What our guests say

Brand sentiment data YTD 22 Oct 2019



POSITIVE WORDS (OVER 90)

VIEW
RESORT HOTEL
CITY HOTEL
BUSINESS HOTEL
SERVICE FRIENDLINESS
LOCATION
SHOPPING
EXCURSIONS
DISTANCE TO BEACH
DISTANCE TO CITY CENTRE
SIGHTSEEING
RESTAURANTS & BARS
FRIENDLY ATMOSPHERE



NEGATIVE WORDS (UNDER 70)

ROOM MAINTENANCE
BATHROOM
FURNITURE
SHOWER
AIR CONDITIONING
BATHROOM CLEANLINESS
BATHROOM MAINTENANCE
MINIBAR
TV
HOTEL MAINTENANCE
HOTEL CLEANLINESS
HOT BEVERAGES
WIFI



F&B Landscape

The Sebel F&B Revenue

Brand F&B Revenue	2019 ACTUAL YTD	% vs Budget	% vs LY
Total F&B Revenue inc. conferencing	2,646,941	-3.3%	-0.0%
Total F&B Revenue excl. conferencing	1,809,706	+1.1%	+4.0%
Conference revenue	837,235	-11.6%	-7.9%
Breakfast revenue	875,413	+9.6%	+10.0%
Restaurant revenue (inc. Bfast)	1,534,081	+3.4%	+5.2%
In-room & mini bar revenue	265,917	-8.8%	-2.5%
Bar revenue	9,708	-32.2%	+3.4%

- Breakfast revenue is almost +10% on budget matching last years positive results of +10%.
- Strong F&B revenue excluding conferencing continues this year off the positive result from last year.
- Bar Revenue is falling behind vs budget but should strongly pick-up heading into the festive season months.

Source: AccorHotels Food & Beverage Financials – July 2019 YTD

Note: results account for QW Brisbane, Mandurah, Maroochydore, East Perth, Noosa, Twin Waters, Brisbane & Chatswood only





Where does The Sebel stand today?

PACIFIC

			The Sebel
	Quality	Provides quality & service that is worth the price	96
		Offers consistent standards of quality from one hotel to the other	92
	Rooms & Facilities	Has nice and comfortable bedrooms where I can relax	96
		Has great bathrooms	91
		Offers great services dedicated to my wellbeing	110
		Has pleasant and well-designed meeting facilities	112
	F&B	Offers great food experience	129
		Offers great quality breakfast	108
		Is known for its restaurants or bars	116
		Has bars with a great atmosphere	120
	Staff	Has staff with a caring attitude	103
		Has proactive and efficient staff	108
	Design	Makes me feel the atmosphere of the destination	100
		Has lobbies with attractive design and décor	102
		Where each hotel has its own distinctive design	81
	Atmosphere & Brand	Is modern	98
		Is trendy	86
		Is committed to sustainability	74
	Self-image	Has hotel lobbies that are great to work in	102
		Provides a feeling of high status	127
		I want to talk about on social media	88
	Momentum & Relationship	Is family friendly	79
		Is perfect for having a great time with others	96
		Always has exciting things going on	106

The Sebel is strong on F&B. It would benefit from educating travellers on what the brand stands for and offers, including any sustainability approach it takes.

Index 120+ Well above market tier performance
110 - 119 Above market tier performance
Index <80 Below market tier performance

Source: 2018 BEAM Study

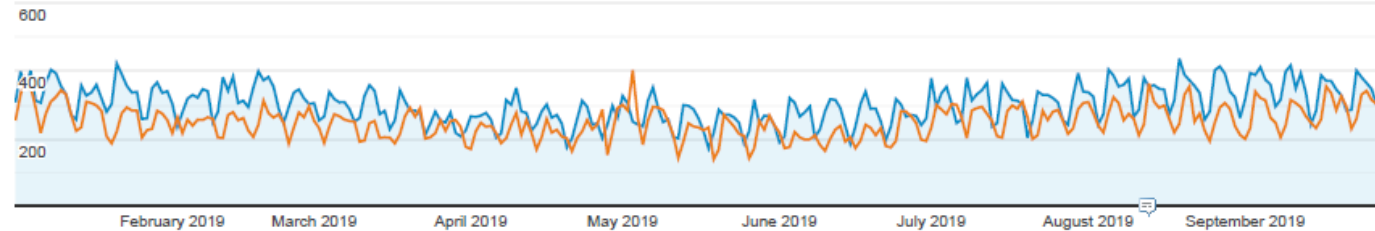


TheSebel.com Performance

website

Jan 1, 2019 - Sep 30, 2019: ● Users

Jan 1, 2018 - Sep 30, 2018: ● Users



Users

Organic Traffic

21.95%

72,073 vs 59,101



New Users

Organic Traffic

22.16%

70,726 vs 57,896



Sessions

Organic Traffic

22.07%

88,914 vs 72,839



Number of Sessions per User

Organic Traffic

0.10%

1.23 vs 1.23



Pageviews

Organic Traffic

18.56%

219,722 vs 185,323



Pages / Session

Organic Traffic

-2.87%

2.47 vs 2.54



Avg. Session Duration

Organic Traffic

-6.62%

00:02:11 vs 00:02:20



Bounce Rate

Organic Traffic

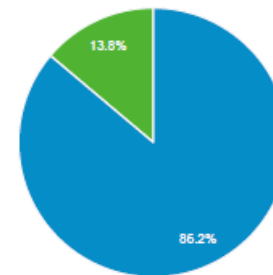
2.63%

31.73% vs 30.91%

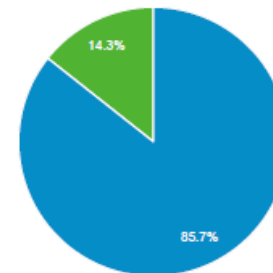


■ New Visitor ■ Returning Visitor

Jan 1, 2019 - Sep 30, 2019



Jan 1, 2018 - Sep 30, 2018



- Sebel.com grew organic search by 22% YOY
- No growth in domain authority (remains 36)
- Key work from I prospect in 2019: Technical audit, Copywriting revisions on existing landing pages, Link building (15/21) by blogger outreach
- No Blog content/strategy in place in 2019

Source: Google Analytics

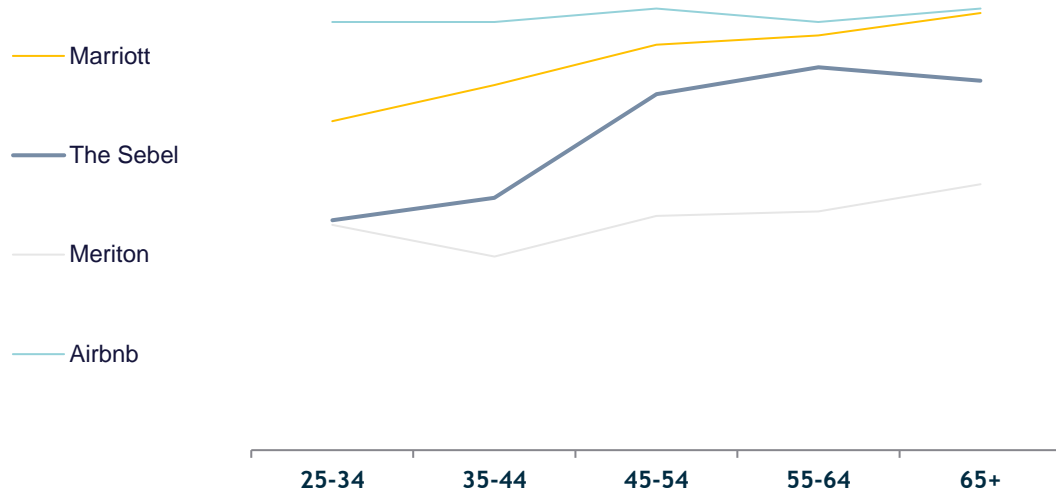


Brand Tracking Research

BY AGE PROFILE

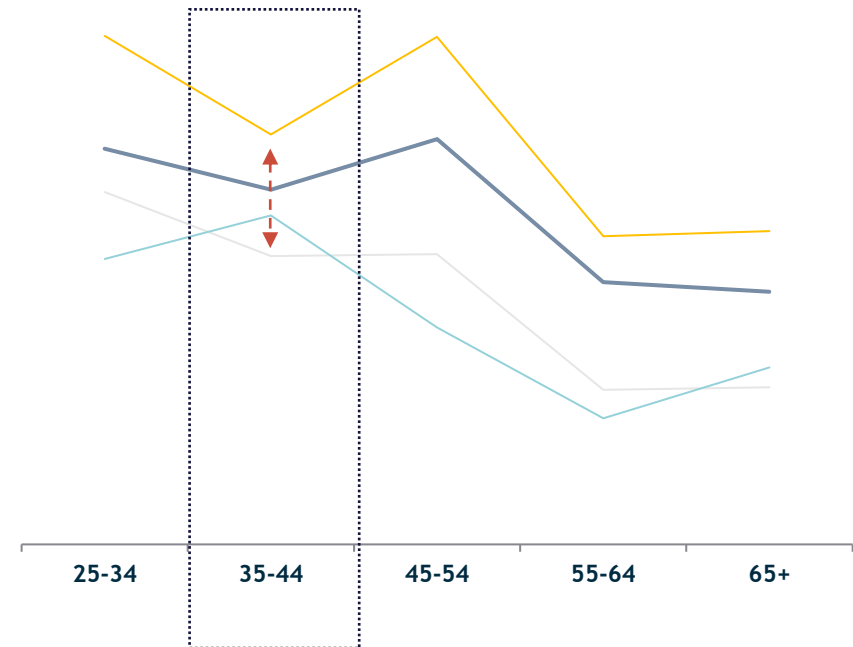
Question: Which, if any, of the following accommodation brands are you aware of, even if only by name?

AWARENESS



Question: Thinking of the types of accommodation that you are allowed to use and assuming they were all available and equally convenient in their location, which would be your first and second choice for a business/leisure stay? / Which other brands would you be pleased to use for either business or leisure?

CONSIDERATION (Brand aware)



External Research

Trends in the industry

Hotel Industry Trends

- It is becoming critical to personalize and tailor the services to the needs and preferences of the travellers
- Incorporating wellness into travels is trending
- Travellers want to improve physical and emotional wellbeing when traveling
- Travellers want to experience the authentic way of life in the location they visit
- The hospitality industry is increasingly focused on making commitments to sustainability
- Almost two thirds of travellers (60%) experiences are now valued higher than material possessions, 2019 will see travellers packing in many different and authentic experiences.

Premium Short Stay Serviced Apartments

- Travellers want to have areas to socialise in (communal areas) and be able to invite friends and family over when staying in Apartments.
- The serviced apartment sector could be doing a better job at promoting its properties through social media influencers.
- An increasing number of travellers rent urban apartments. Once this was the domain of business executives on short-term projects; now it is a trend spreading to leisure travellers.
- Serviced apartments give the traveller the choice on whether they would like to cook themselves or order in, they are not only dependant on eating out or room service. Having more space also gives a sense of freedom to the traveller.
- Many people choose serviced apartments because they have that 'home away from home' feeling.
- Combining business and work with leisure travel, bleisure travel represents the best of both worlds. Whether they're extending a work trip to take advantage of the possibilities offered by a destination or just squeezing in a little sightseeing before or after work, Millennials are finding savvy ways to explore the world without taking time off work. Online work, makes bleisure travel even more popular.
- Service apartments are becoming a global hit because it provides more space and flexibility at either a similar or lesser tariff than what a guest would normally pay at a similar standard property.



Source: <https://www.vizlly.com/blog-airbnb-infographic/>



The Sebel Analysis of 2019

KEY AREAS		COMMENTARY		LESSONS LEARNT															
HOTEL NPS / RPS (RESULTS VS TARGET)	Australia	New Zealand																	
	<ul style="list-style-type: none">2019 RPS target = 86.28RPS September 2018 = 85.75RPS YTD = 86.36	<ul style="list-style-type: none">2019 RPS target = 82.73RPS September 2018 = 83.56RPS YTD = 82.56		<ul style="list-style-type: none">Overall the results were positive when compared with last years target figuresRPS was up 0.87 vs 2018 and up 0.70 vs target															
KEY BUSINESS METRICS:																			
- DIGITAL YTD	<table><tr><th>Web Revenue/Rooms</th><th>YTD (Sep 2019)</th><th>LY (Sep 2018)</th></tr><tr><td>Direct Web Rooms</td><td>52,812 (+28.2%)</td><td>37,914</td></tr><tr><td>Direct Web Revenue</td><td>12,726,596 (+36.4%)</td><td>8,089,892</td></tr><tr><td>Indirect Web Rooms</td><td>66,800 (+15.5%)</td><td>43,153</td></tr><tr><td>Indirect Web Revenue</td><td>17,189,014 (+40.2%)</td><td>10,282,411</td></tr></table>			Web Revenue/Rooms	YTD (Sep 2019)	LY (Sep 2018)	Direct Web Rooms	52,812 (+28.2%)	37,914	Direct Web Revenue	12,726,596 (+36.4%)	8,089,892	Indirect Web Rooms	66,800 (+15.5%)	43,153	Indirect Web Revenue	17,189,014 (+40.2%)	10,282,411	<ul style="list-style-type: none">Opportunity to shift indirect bookings to direct through apartment offers and promotions to different market segment groups, i.e families/seniors/bleisure travellers.Strengthen and increase TheSebel.com website traffic to increase Direct web revenue for next year.
Web Revenue/Rooms	YTD (Sep 2019)	LY (Sep 2018)																	
Direct Web Rooms	52,812 (+28.2%)	37,914																	
Direct Web Revenue	12,726,596 (+36.4%)	8,089,892																	
Indirect Web Rooms	66,800 (+15.5%)	43,153																	
Indirect Web Revenue	17,189,014 (+40.2%)	10,282,411																	
- TheSebel.com web bookings	<ul style="list-style-type: none">+22% increase in organic traffic YTDRevenue generated: \$586,311 (+2,042%YOY)		<ul style="list-style-type: none">Website traffic has significantly increased from 2018 to 2019.New visitors more than 80% of the marketBuilds the foundation for further revenue/brand growth in 2020/21																

Source: Brand Web Dashboard Sep YTD 2019



Brand Objectives 2020

PACIFIC

1

Summary of Brand Plans

- Bullet list
- Bullet list
- Bullet list
- Bullet list

BUDGET: \$XXXX

2

Summary of Brand Plans

- Bullet list
- Bullet list
- Bullet list
- Bullet list

BUDGET: \$XXXX

3

Summary of Brand Plans

- Bullet list
- Bullet list
- Bullet list
- Bullet list

BUDGET: \$XXXX





RAFFLES \ ORIENT EXPRESS \ BANYAN TREE \ DELANO \ SOFITEL LEGEND \ FAIRMONT \ SLS \ SO \ SOFITEL \ THE HOUSE OF ORIGINALS
RIXOS \ ONEFINESTAY \ MANTIS \ MGALLERY \ 21C \ ART SERIES \ MONDRIAN \ PULLMAN \ SWISSÔTEL \ ANGSANA
25HOURS \ HYDE \ MÖVENPICK \ GRAND MERCURE \ PEPPERS \ THE SEBEL \ MANTRA \ NOVOTEL \ MERCURE \ ADAGIO
MAMA SHELTER \ TRIBE \ BREAKFREE \ IBIS \ IBIS STYLES \ IBIS BUDGET \ JO&JOE \ HOTELF1