HILTON
WORLDWIDE

How Hilton Won Gartner's Gold Award

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Agenda

1. Hilton Worldwide and SALT Overview

2. Commercial Impact of Guest Experience

3. Turning Insights into Action across 4,000+ properties through:

   • **Engagement**: Embracing guest feedback and gaining quick insights through intuitive modules in SALT
   • **Guest is Boss:** Driving best in class practices based off of guest priorities and sentiment
   • **Innovation & Validation**: Leverage SALT to discover unmet guest needs to drive innovation and test best practices to validate impact
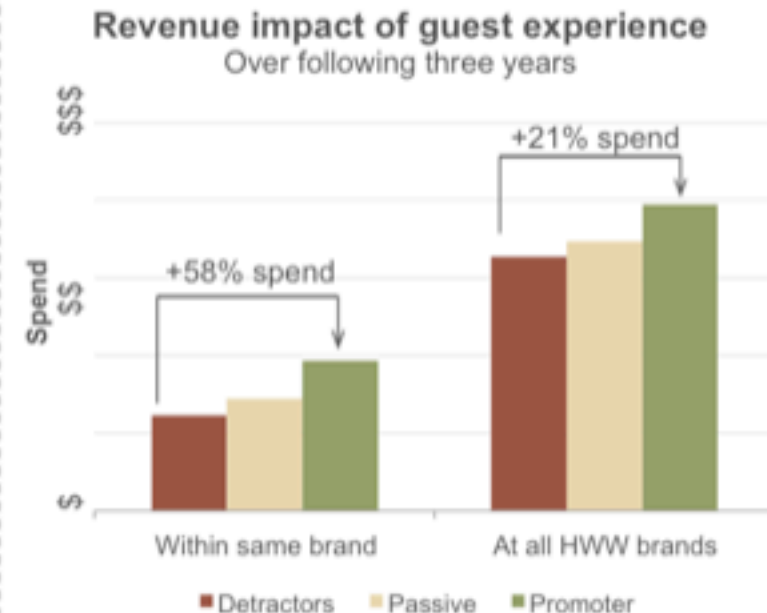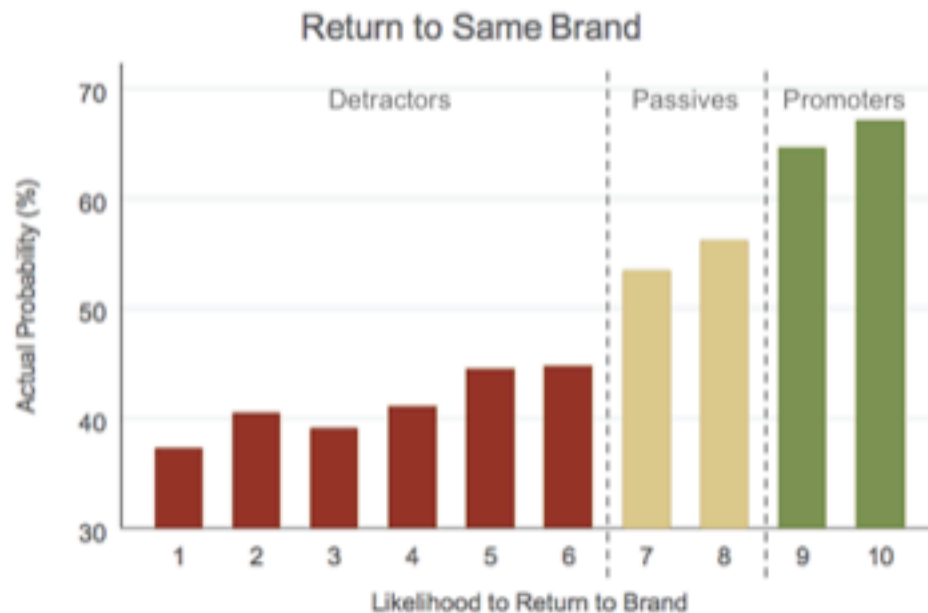
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Hilton Worldwide Overview

Vision: To fill the earth with the light and warmth of hospitality

Mission: To be the preeminent global hospitality company - the first choice of guests, team members, and owners alike.

HOSPITALITY	We're passionate about delivering exceptional guest experiences.
INTEGRITY	We do the right thing, all the time.
LEADERSHIP	We're leaders in our industry and in our communities.
TEAMWORK	We're team players in everything we do.
OWNERSHIP	We're the owners of our actions and decisions.
NOW	We operate with a sense of urgency and discipline.

Guest Experience tools and facts
Team objective: connect all guest experience data sources into actionable insight

SALT

- 12M invites sent annually
- 3M+ responses
- Nearly 55,000 users across the enterprise
- 26 languages
- Collects 250,000+ incremental TripAdvisor reviews annually

MPS

- 703 properties enrolled
- 163,000 invites sent annually
- 45,000 responses

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SALT has been linked to future stays, revenue
Strong guest experience has positive financial impact on brand, the enterprise

The link between likelihood to return to brand and future stay behavior is consistent for the enterprise and across all brands. Note: There is significant difference in return rate between detractors (1-6), passives (7-8), and promoters (9-10). **Net: 9s and 10s matter!**

Return to Same Brand

Revenue impact of guest experience
Over following three years

+58% spend

+21% spend

SALT invitation and survey

Each survey is branded with logos and brand colors
And can be taken on a mobile device

Loyalty is one of the key metrics at HWW
As with our other metrics, calculation is based on % of respondents answering 9/10

Turning Insights into Action across 4,000+ properties

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Embracing guest feedback is linked to higher performance
High SALT usage and guest centric culture leads to better performance

Frontline Engagement vs. Overall Service – All Properties YTD Jan 1 – May 31, 2014

High SALT usage properties perform better consistently, demonstrated by tight distribution of scores

Statistics:
- 80% of 55,000 active users are engaging daily with guest feedback (*>5 page views daily*).
- 55% users engaging with guest feedback even on the weekends.

Disseminate insights and drive action through intuitive and impactful modules in SALT

Insight: Problems on property devastate guest experience and loyalty

Action: #1 priority must be to increase problem free stays
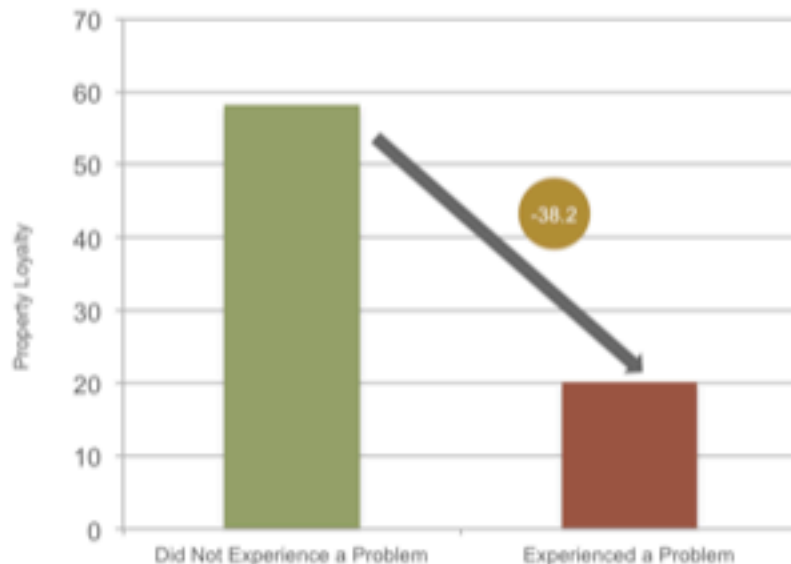
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Guide best in class practices through guest priorities and sentiment for loyalty gains
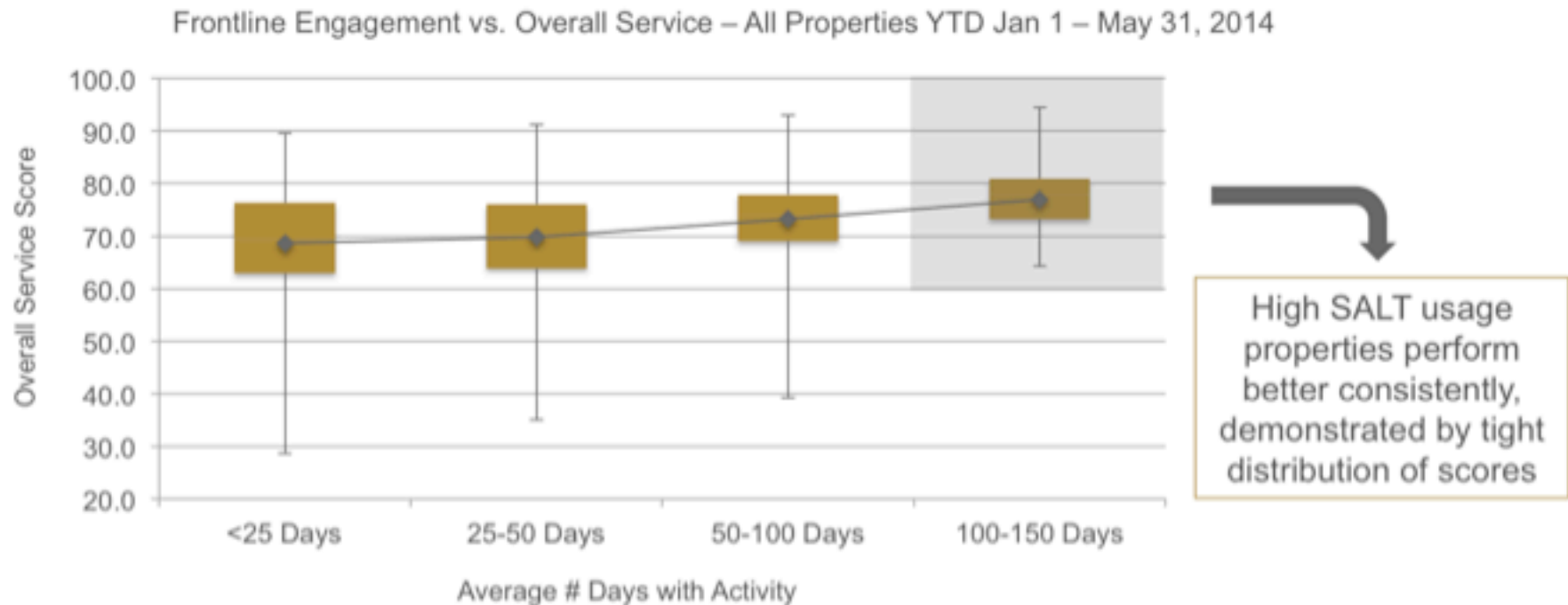
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#1 priority must be to reduce problem incidence as it devastates property loyalty and guest experience
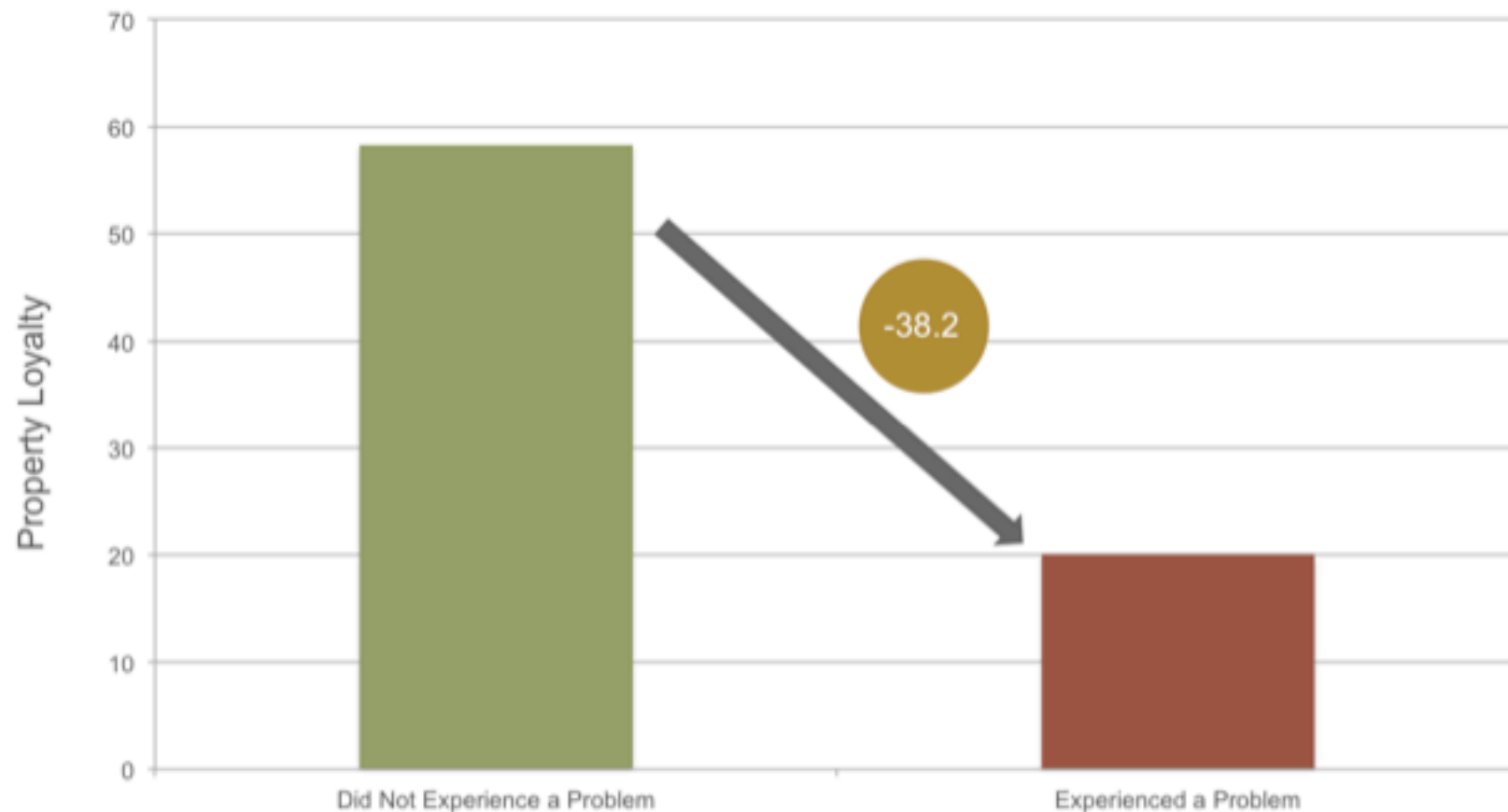
#2 priority must be to exceed guest expectations for resolutions in order to recover property loyalty

Impact to Loyalty by Resolution Expectation
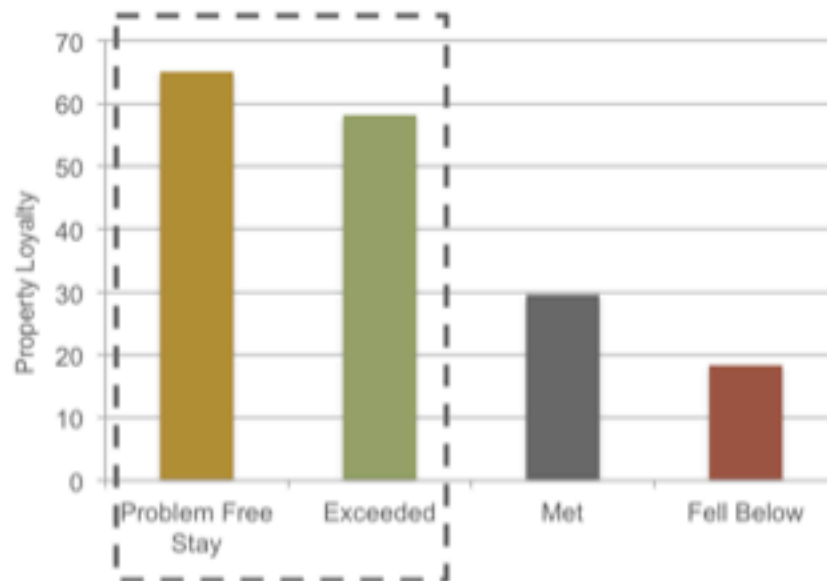
P12M Resolution Performance
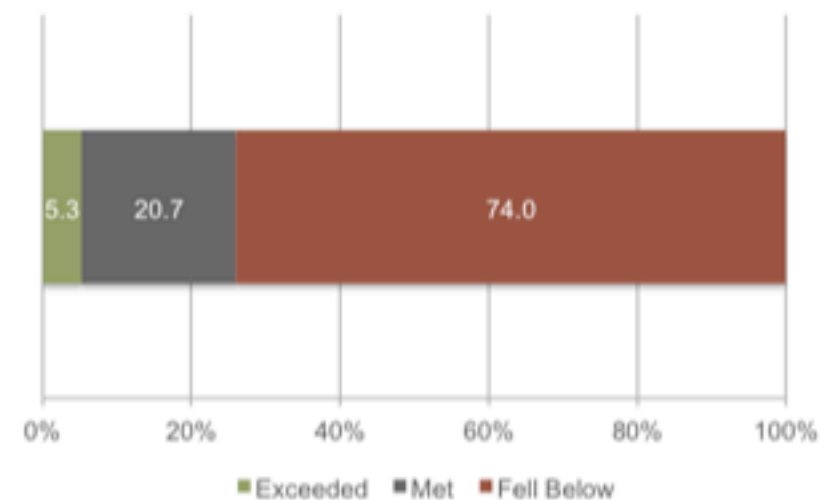
Less than 6% of guests claim the resolution exceeded their expectations

The ultimate goal of Make It Right is to positively impact Guest satisfaction scores

Make It Right Commitment
If you're not satisfied with your stay, let us know and we'll *Make It Right*

With this commitment to our Guests, Team Members are empowered to:

1. Take ownership of resolving Guest problems

2. Proactively look for ways to meet unanticipated Guest needs

3. Consistently recognize our most loyal Guests

- Questions on the HEART model were incorporated into SALT surveys across 350 properties (representative sample of all brands and regions)

- Guests that experienced problems were asked if Team Members delivered on each HEART model step (e.g., Did the hotel staff actively listen to you?; Did the hotel staff thank you for bringing the problem to their attention?)

H	Hear the Guest
E	Empathize with the Guest
A	Apologize to the Guest
R	Resolve the issue
T	Thank the Guest

All five HEART model steps are critical to delivering a problem resolution that exceeds the Guest's expectations

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Resolution by # of HEART Model Steps Completed

Increase of 3X

Exceeded Expectations

Met Expectations

| Any 1 Step | Any 2 Steps | Any 3 Steps | Any 4 Steps | All 5 Steps |

7% | 16% (2%) | 23% (6%) | 41% (8%) | 45% (30%)
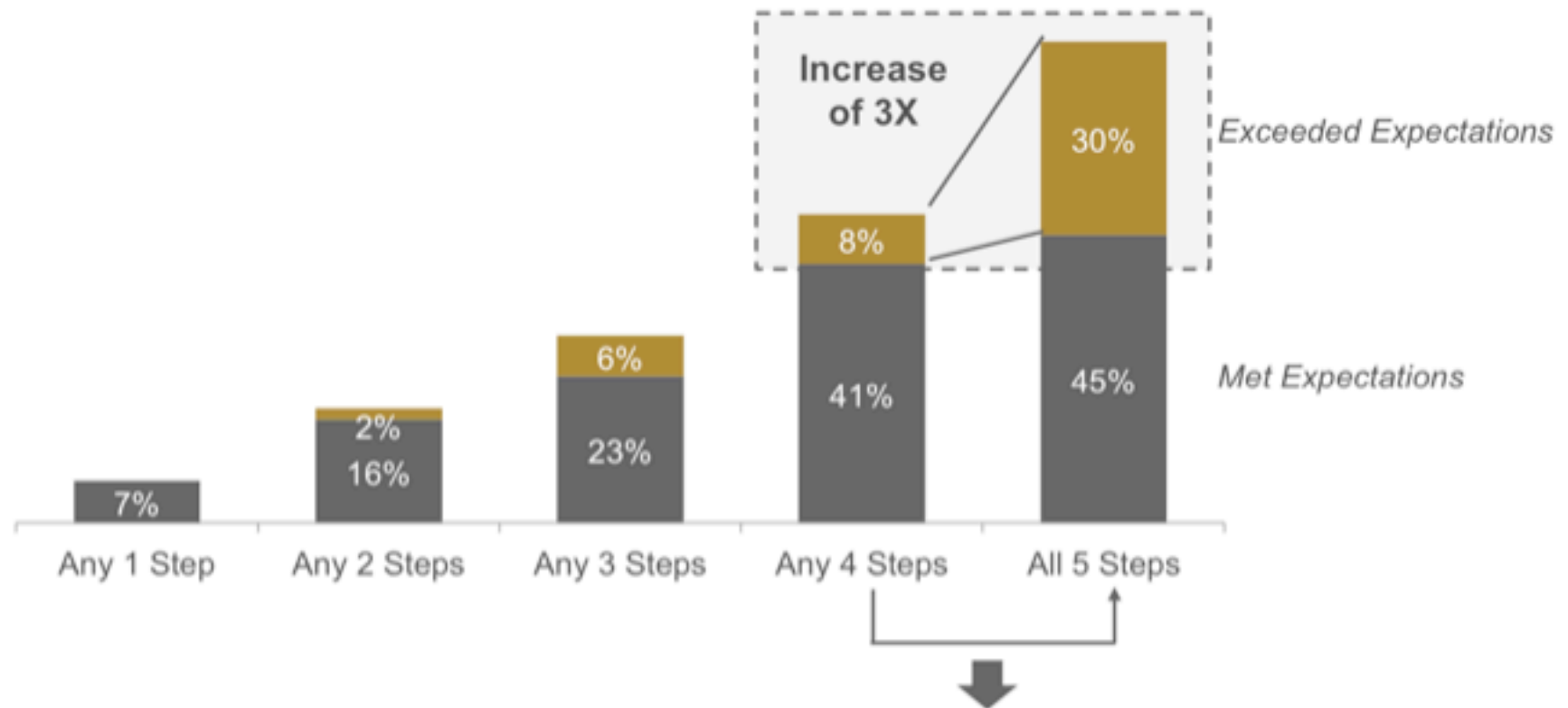
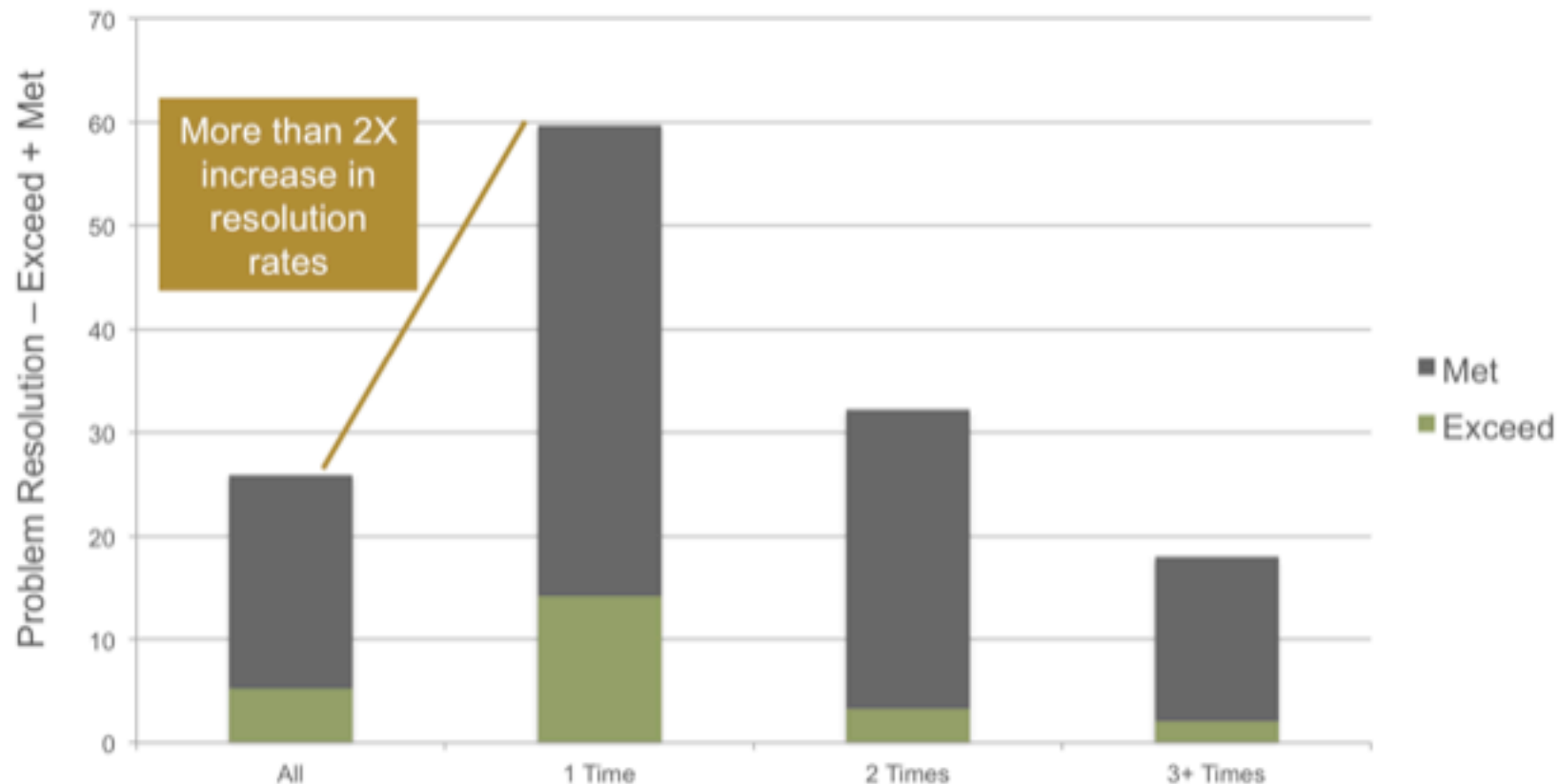The impact of completing all 5 HEART steps vs. completing only 4 out of 5 steps is +2ppts in Total Property Loyalty and +8ppts in average Property Loyalty for Guests that experience a problem

First point of contact resolution is critical meeting and exceeding guest expectations

How many times did you need to speak with someone before the problem was resolved?

Questions

Contact Us

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