



Sheraton 2020

A CLEAR VISION STARTS TODAY

Implementation begins now, in 2015, to establish Sheraton as a global brand of choice.

- 1 Introduce New Sheraton Brand Positioning**
 - Reinvigorate Sheraton with a new vision to define and crystallize what Sheraton stands for as a brand
 - Create a new visual identity for Sheraton that incorporates our current, iconic logo
 - Enhance the digital experience and develop compelling content
- 2 Turn Heads. Change Minds. Deliver Guests: \$100 Million Sheraton Marketing Campaign**
 - Roll out a multichannel global advertising campaign, beginning in 2015 through 2017
 - Execute the richest Sheraton-focused SPG promotions in Starwood's history
 - Ramp up media buzz and social strategy to meaningfully engage consumers across all channels
- 3 Launch Sheraton Grand**
 - Elevate 100+ premier Sheraton hotels to new Sheraton Grand tier to better match guests' expectations, showcase Sheraton's best properties and create a halo effect across the portfolio
 - Focus first on global gateways to lure high-value travelers and create a worldwide network
 - Encourage more owners to renovate properties to achieve new Sheraton Grand stature
- 4 Earn Owners' Confidence in Sheraton**
 - Laser-focus on revenue and profit-driving initiatives and programs to boost owner value
 - Balance building and conversion costs with exceptional guest experience
 - Reevaluate brand standards and fee structures to improve owner economics
- 5 Ignite Associates' Passion for Sheraton**
 - Enlist Sheraton General Managers as leaders of change on the frontlines
 - Connect Sheraton's people to new brand vision and their role in bringing it to life
- 6 Get Service Right at Sheraton. Every Day. Every Time. Everywhere.**
 - Maniacal – and consistent – focus on excellence in service delivery, including cleanliness, condition of rooms and responsiveness to guests
 - Inspire and incent our hotels to reach new Guest Experience and Quality Assurance goals
 - Tackle lowest-performing hotels, move the middle, and learn from the top
- 7 Reclaim Sheraton's Status as THE Meetings Brand**
 - Become go-to brand for top planners and customers – take back group share
 - Kick off global customer blitz; amp up booking rewards and incentives
- 8 Innovate the Sheraton Guest Experience. Continuously.**
 - Offer unique and imaginative premium sleep, entertainment, fitness and bath experiences
 - Invigorate Food & Beverage – more relevant, more profitable
 - Unleash the potential of Sheraton Club
- 9 Differentiate Sheraton through Design**
 - Transform public spaces and guestrooms through smart, intuitive, forward-looking design
 - Leverage lobby design to drive revenue
- 10 Strengthen Sheraton by Opening 150+ New Hotels by 2020**
 - Through conversions, adaptive re-use and new-build projects, develop the right properties in the right markets with favorable returns for owners and their investors
 - Create a flexible new-build product that enhances hotel profitability in secondary and tertiary markets