

BECOMING A
HILTON HOTEL



Hilton Sydney, Australia



WELCOME TO HILTON HOTELS & RESORTS

Hilton Hotels & Resorts, the flagship brand of Hilton Worldwide, is recognized and trusted by millions of world travelers. Our founder Conrad Hilton's philosophy is alive today - "It has been, and continues to be, our responsibility to fill the earth with the light and warmth of hospitality." When a property raises the Hilton flag, it signals a contemporary, first-class hotel experience that travelers can trust.



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With more than 540 properties in 78 countries across six continents, Hilton Hotels & Resorts stands as the stylish, innovative leader in the full service segment. As the most recognized name in the industry, Hilton remains synonymous with the word "hotel." From inaugural balls and Hollywood award galas to business events and days to remember, Hilton is where the world makes history, closes the deal, toasts special occasions and gets away from it all. The flagship brand of Hilton Worldwide continues to build upon its legacy of innovation by developing products and services to meet the needs of tomorrow's savvy global travelers while more than 144,000 Team Members shape experiences in which every guest feels cared for, valued and respected.

FROM DREAM TO REALITY

Your team will work closely with a Hilton Worldwide (HWW) developer. After review of the legal documents and with the return of the appropriate acknowledgment receipt,

the application process will begin. Your developer and our administration department will guide and assist you through the process.

If you are converting an existing asset, the Product Improvement Plan (PIP), one of the most important parts of the approval process, is generated as a result of an extensive site inspection. All aspects of your hotel property will be evaluated and items will be identified that must be added or altered to bring the property in line with Hilton brand standards. Depending on your hotel property's size, location and condition, the time required from finalization of a Franchise License Agreement (FLA) to opening as a Hilton is a minimum of 90 days for conversion processes alone. Completion of PIP items in compliance with the contract may take significantly longer.

If you are building a property, the Hilton Design and Construction Standards Manual will be your primary guide to a design that will result in compliance with the all brand standards. With both conversions and new builds, a Hilton project manager will assist your ownership group and onsite teams to developing and implementing construction

and interior design plans. All design and renovation projects require the prior approval of the Hilton Brand Design team. The project manager will set milestone deadlines, including anticipated opening/conversion date, for all work required before opening. Any proposed management company or general manager appointment requires Hilton brand approval. The criteria and the approval process will be discussed in detail immediately following contract approval.

As soon as there are hotel staff members onboard, your manager of openings will begin to work with your hotel team to integrate your property's information into the Hilton database system. The manager will also help your hotel's personnel transition to become valued members of the Hilton hotel family.

LEARNING THE LANGUAGE

With an executed contract comes an identity – all hotels in the Hilton system are assigned specific codes. Your unique brand code will identify your property in various Hilton systems. The property general manager (GM) will receive a Pre-Opening Kit (POK). The POK contains materials that will be used by Hilton brand trainers working with your hotel's human resources manager to train and direct the GM and team on brand initiatives and programs like Hilton Blue Energy, Orientation, Service Training, and Journey Ambassador. The brand provides several regional brand trainers to ensure your onsite team receives the highest level of support and training.

HILTON COMMUNICATION CHANNELS

The ownership, management company, GM and other key designees will receive a login and password for Hilton OnQ Insider – our online resource for all things Hilton. This secure, web-based tool contains all resources, forms, reports, etc. necessary to operate your hotel within our domain. Again, the brand provides complete support and training to assist the GM and other key personnel to become comfortable navigating this expansive yet convenient system. Your hotel will also receive several free email addresses for use by the GM, director of sales (DOS) and revenue manager (RM) or other designated Team Members. Additional Hilton email addresses are available at a small fee.

With security requests approved and your brand-supplied email accounts in place, your pre-conversion hotel will begin to receive property-specific communications. In addition, important brand communications will be sent weekly via the HiltonNews newsletter. This is the electronic delivery method we use to disseminate critical

information across the brand. All brand communications are sent to the GM and other key Team Member email addresses. One of the first communications your hotel will receive is an introduction to the hotel-specific opening teamsite. This includes all of the tools and resources needed to join the Hilton system including the Brand Opening Pathway. This pathway provides a detailed list of action items for your team to complete prior to conversion.

ONLINE RESOURCES

While your onsite teams, Hilton regional trainers, and the opening team are all working in concert together, there are other dedicated teams working behind the scenes in to ensure that all systems are “Go!” on Opening Day.

Hilton properties utilize the OnQ system for daily property management. The hardware will be delivered to your hotel, fully loaded with property management system (PMS) software to handle all operations and reporting. An OnQ team will conduct a two-day site survey to evaluate your OnQ system requirements. Once they determine your hardware and software needs, your Product Sales Analyst (PSA) will create a contract called the Hotel Information Technology Systems (HITS) Agreement for the purchase and delivery of your system. For most hotels, this investment falls between \$125,000 and \$175,000.

After the return of the approved HITS Agreement, the necessary equipment will be built and shipped to the site. Your hotel will be required to set up a computer training room at least 60 days prior to opening/conversion (size will be determined by the total number of hotel workstations needed). You'll receive computer basic training modules and tutorials for Team Members to complete at various levels. Team Members

will be tested and must be certified at appropriate levels for proficiency on the OnQ system prior to conversion.

It's important to note that before, during and after opening/conversion, your onsite teams will have access to many regional and individual Hilton training options. We have trainers to train your trainers! After your hotel opens, an OnQ specialist will spend several days at the hotel with the management team to reinforce prior training and address issues and concerns.

BUILDING BUSINESS

The Global Distribution Management (GDM) department is in charge of building your database into our system. This complex set of data will supply and affect your hotel's bookings within the Central Reservations System (CRS), Global Distribution System, third-party websites and Hilton.com functions. It is very important to note that, depending on the number of hotels in the GDM pipeline, it will generally take a minimum of 30 days for the data-build to enter all systems. This data-build will not occur until after the Pre-Opening Meeting. Your onsite teams should be prepared to allot appropriate time to this important process which can take up to 40 hours.

The Property Information Manager (PiM) tool is used to build and manage your hotel's database. You must provide Head of Department contact information in PiM to be included in the Hilton Communications Channels.

ECOMMERCE

Every region of the globe has eCommerce professionals that will help you plan and execute a successful online marketing plan. This includes planning for search optimization, video marketing, and social media monitoring and communications.

PRE-OPENING TIMELINE WITH KEY MILESTONES

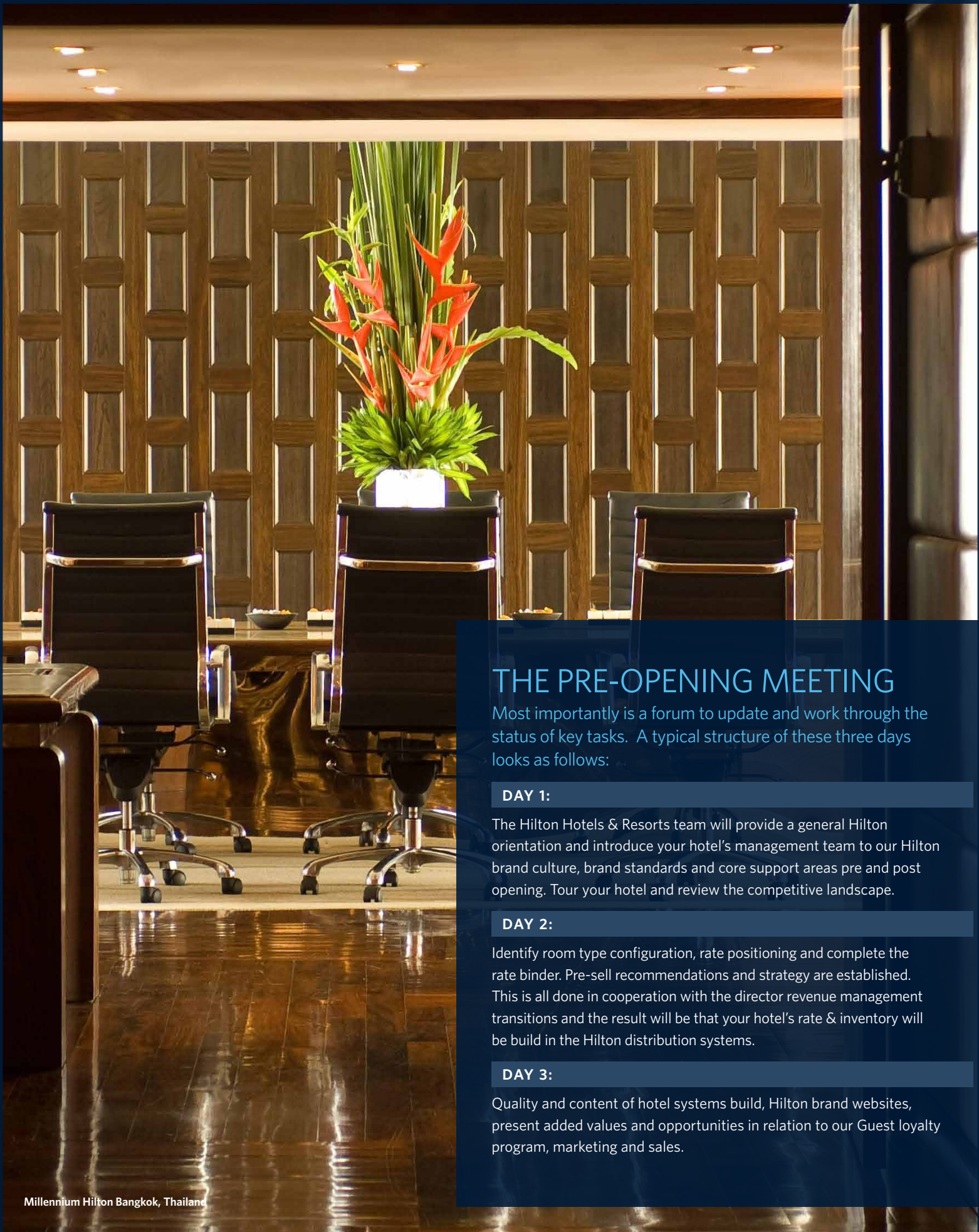
STEP 1	
	RECEIVE YOUR PRE-OPENING TEAM SITE & BRAND OPENING PATHWAY TOOLS
	Target open date and establish legal name and Hilton logos
	Complete HITS
	Approval of GM and/or management company
	Obtain unique Hilton hotel code
	Establish key contacts and connect to Hilton communications
	Collect hotel system build information and images
	Hotel appears on brand websites
STEP 2	
	BRAND PRE-OPENING ON-SITE MEETING
	Confirm competitive set/market positioning
	Confirm revenue and rate strategies
	Confirm forecast
	Build rate and inventory via Web Rate Binder
	Pre-sell strategy
	Optimize sales and marketing initiatives including travel partners and catering and event strategy
STEP 3	
	BPS DIRECTOR ONSITE FOR OPENING SUPPORT - "ALL SYSTEMS GO"
	HHonors category assigned
	Ongoing review of distribution and connectivity
	Recruit Team Members and systems eLearning
	OnQ installation
	Brand education
	GDS conversion sign off (conversions)
	Team celebration
HOTEL OPEN	

12

9

1

MONTHS PRIOR TO OPENING



THE PRE-OPENING MEETING

Most importantly is a forum to update and work through the status of key tasks. A typical structure of these three days looks as follows:

DAY 1:

The Hilton Hotels & Resorts team will provide a general Hilton orientation and introduce your hotel's management team to our Hilton brand culture, brand standards and core support areas pre and post opening. Tour your hotel and review the competitive landscape.

DAY 2:

Identify room type configuration, rate positioning and complete the rate binder. Pre-sell recommendations and strategy are established. This is all done in cooperation with the director revenue management transitions and the result will be that your hotel's rate & inventory will be build in the Hilton distribution systems.

DAY 3:

Quality and content of hotel systems build, Hilton brand websites, present added values and opportunities in relation to our Guest loyalty program, marketing and sales.

THE PRE-OPENING MEETING

A DEDICATED BRAND OPENING TEAM

One of the key brand resources will be your assigned manager for Hotel Openings & Transitions. Your manager will work closely with the brand performance director as the dedicated team for any questions that may arise during the opening process

Each new hotel will also receive a dedicated Pre-Opening Team Site. This is a shared intranet site dedicated to this specific hotel's opening and functions as an excellent communication tool between all support parties involved as well as a rich source of information that can be used by your hotel team to prepare themselves throughout the opening process.

The Brand Opening Pathway is also housed on this site. This is a comprehensive pre-opening checklist that will monitor the progress and organize your hotel team's effort to keep moving in the right direction.

The opening process has been designed in three defined phases around the Brand Pre-Opening Meeting. The Brand Pre-Opening Meeting is an intensive three-day onsite meeting. (See Pre-Opening chart on previous page.)

As soon as possible, the Hilton Hotels & Resort Opening team will contact your GM to set a date and deliver the agenda for this essential meeting. Typically these meetings include the GM, Director

of Sales/Business Development, revenue manager and department heads. These sessions are open to your ownership and/or management companies, along with regional support.

The effectiveness of the meeting heavily relies on the pre-work that has been completed by your hotel team. The Brand Opening Pathway clearly guides the hotel team through the tasks that will need to be completed prior, during and following the meeting. Conference calls and webinars will be held on a regular basis to expand on the support given.

ACTION PLANS & ONGOING SUPPORT

THE PRE-OPENING ACTION PLANS

As a result of the Pre-Opening Meeting, follow-up action plans are constructed. A Pre-Opening Action Plan will provide a Critical Path to follow in the final phase of Pre-Opening. The Pre-Opening Marketing and Sales Action Plan provides detailed brand requirements and recommendations for pre-opening priorities, rate and revenue maximization, internal procedures, marketing, advertising and more.

Upon successful completion of required training – and assuming that the hotel and its databases are built into all systems – your hotel property will open under the Hilton brand. Your hotel's timeline may vary based on construction schedules.

RAMPING UP & ONGOING SUPPORT

At Hilton, we pride ourselves on the consistently high level of service that is delivered to our Guests. Meeting

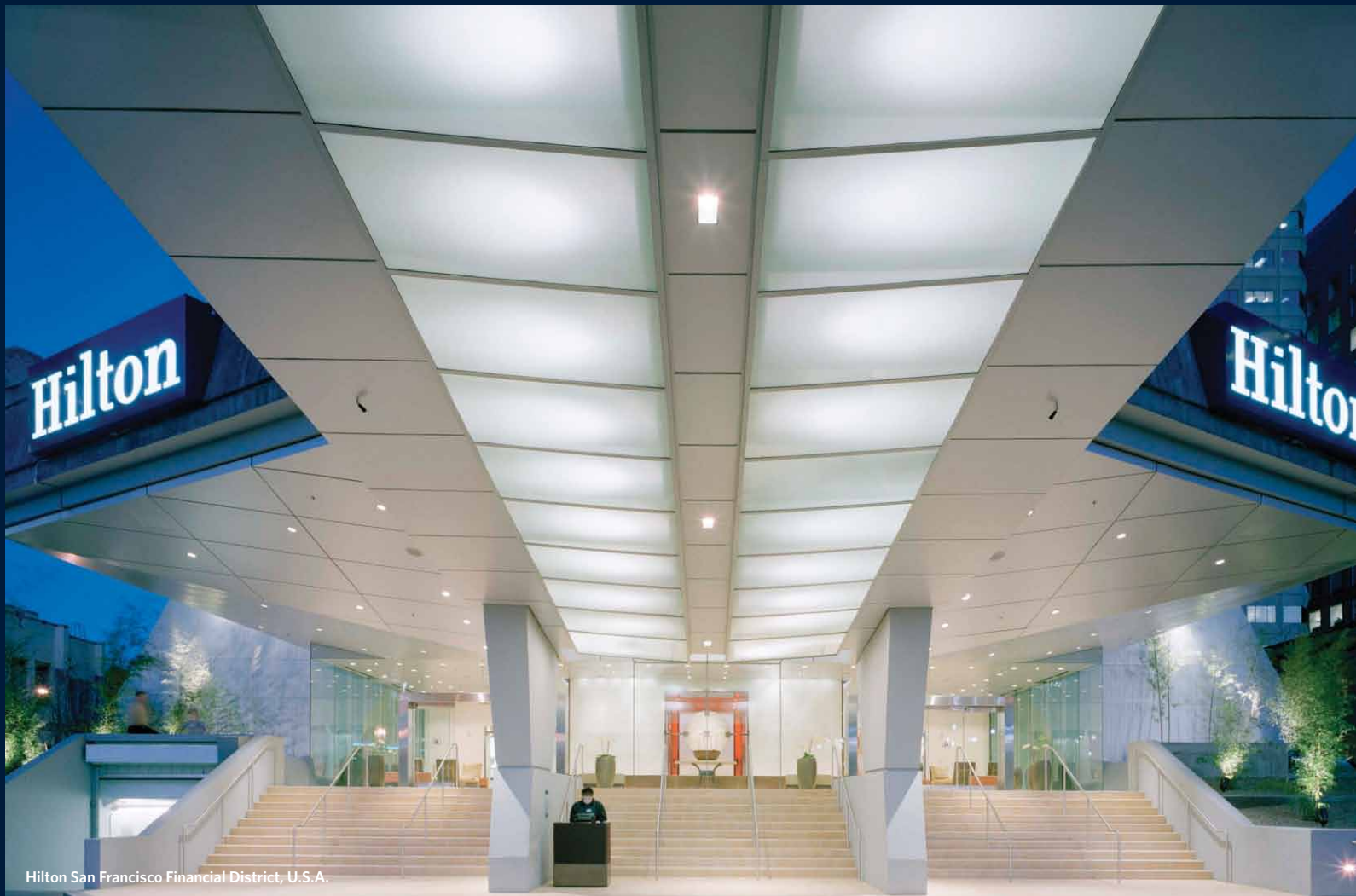
and maintaining high standards is paramount. This cannot be accomplished without effort and commitment from our ownership groups and their fine management teams. We value and appreciate those commitments and respond by making sure that your hotel's GM and staff receive everything they need to make your hotel the category leader in your marketplace.

After opening, you'll receive regular visits, training, materials, evaluation and help from a Hilton regional director of brand performance support, a regional brand education manager and a regional director of revenue management.

We hope you will agree our detailed approach to hospitality is, in large part, what sets us apart from other brands.

Our Brand Promise – **To ensure every Guest feels cared for, valued and respected** – earns our Guests' loyalty and affirms Hilton as a high-quality leadership brand.





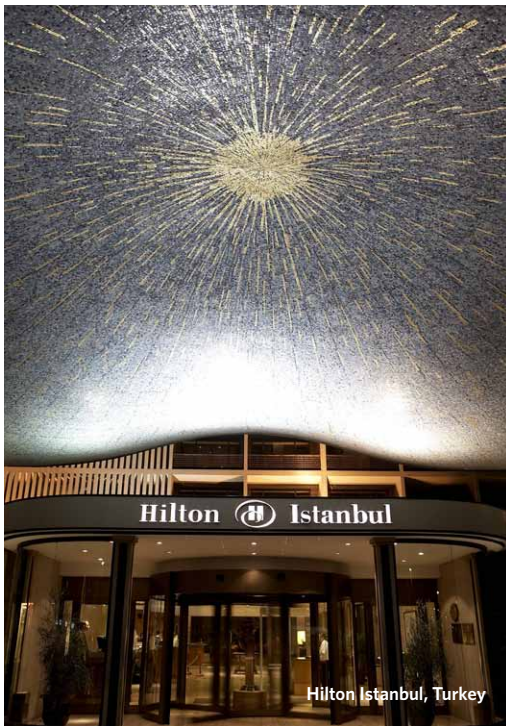
Hilton San Francisco Financial District, U.S.A.



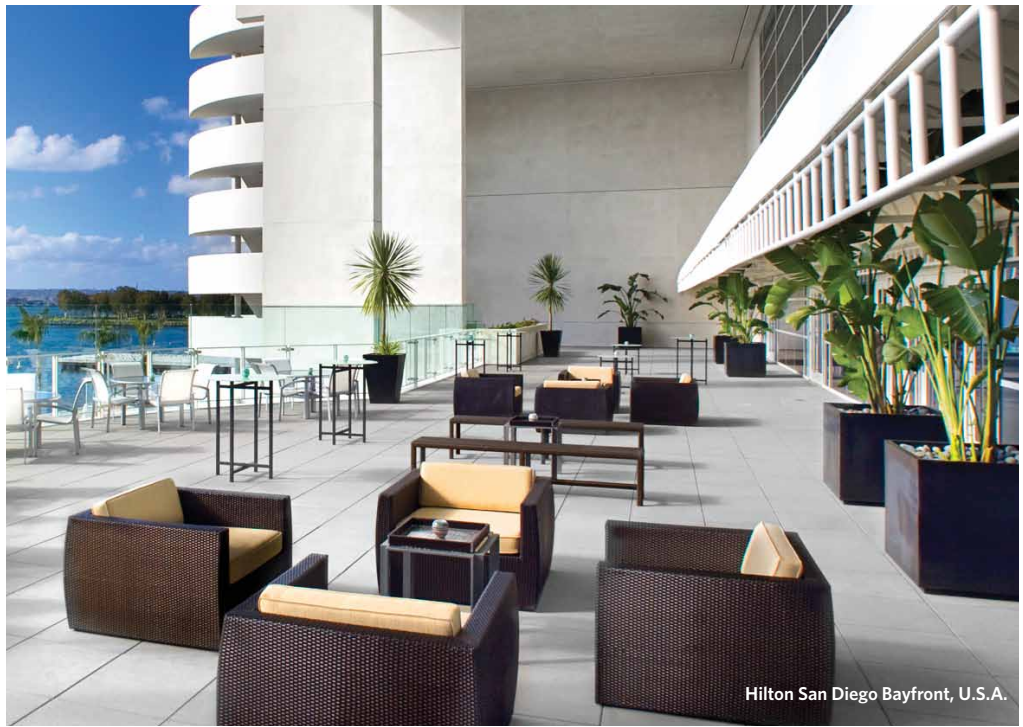
Hilton Malta, Malta

A UNIQUE HERITAGE AND CONTEMPORARY THINKING

Hilton combines a unique heritage with contemporary thinking, a passion for delivering outstanding service and care for our Guests and Team Members. Hilton has blazed the trail in the hotel industry since 1919. All around the world Hilton continues to lead through thoughtful innovation and relevance for today's savvy global travelers.



Hilton Istanbul, Turkey



Hilton San Diego Bayfront, U.S.A.

HILTON BRAND PROGRAMS

THE CUSTOMER REALLY MATTERS (CRM)

A company-wide initiative that reflects our commitment to providing our best Guests the recognition they have earned. This program enables us to deliver an experience that meets specific needs and preferences, from maintaining customer profiles, to the check-in process, to first-time Guests' service recovery, to customer privacy policies. Our Guests' satisfaction is enhanced by the Hilton Serenity Collection™. The Hilton Serenity Collection is more than just a bed. With the Serta Suite Dreams® mattress, pillow-top mattress cover, down duvets and pillows and executive linens, we offer our

Guests the most luxurious sleep they will ever experience. In the bath we add a touch of the spa experience with designer bath amenities Hilton created with Peter Thomas Roth.

BREAKFAST AT HILTON

Our new Breakfast at Hilton is a breakfast offering that will meet each and every Guest's request for the taste and service-style they prefer. This includes breakfast on-demand that offers both à la carte menu selections and a bountiful breakfast buffet with price points for full or continental buffet. Breakfast at Hilton delivers fresh and healthy items that are available anywhere in the world and regional and local offers that will allow every Guest to experience a taste of local culture.

HILTON FITNESS

Hilton Fitness offers the essentials for your workout: cardio machines, free weights, water, courtesy towels and room to stretch. Our new partnership with the top three equipment providers in the world makes for a more personalized workout. Every elliptical, treadmill and bike comes with its own TV screen and headphones.

HILTON MEETINGS

Hilton Meetings is a product that provides a consistent, simple solution to the meeting planner who is booking a meeting for less than 50 people, in theater-style or smaller boardroom-style meetings.



With more than 540 hotels and resorts in 78 countries across six continents, we encourage today's travelers to "Stay Hilton. Go Everywhere."



Hilton Florence Metropole, Italy



Hilton Seychelles Labriz Resort & Spa, Seychelles

HILTON BRAND PROGRAMS CONTINUED

HILTON HHONORS®

Hilton HHonors, the award-winning Guest loyalty program for Hilton Worldwide's ten distinct hotel brands, honors its 28 million members by allowing them to turn earned points into experiences worth sharing. Members can enroll into HHonors for free, earning points that can be redeemed for a wide variety of merchandise, experiences, or complimentary hotel rooms, giving them a choice from thousands of rewards for the points they earn. HHonors is the only Guest loyalty program to offer 'Points & Miles' and 'No Blackout Dates' at more than 3,750 hotels worldwide.

HHonors recently added the ability for Guests to use HHonors points for upgrades, purchase premium rooms with points, and buy rooms with a combination of points and money. Not only does this give members more choice, but also allows our hotels to increase revenue on premium rooms that may otherwise go unsold.

HHonors members drive results at our hotels, representing over 40% of total hotel revenue worldwide. Because of these benefits and our industry-leading brands, over 3 million new members joined in 2011 – the largest enrollment year in the program's history.



One of the most valuable assets of the HHonors program is its unprecedented access to loyalty programs and travel partner databases of frequent travelers.



Hilton Orlando Bonnet Creek, U.S.A.

HILTON.COM



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