

# WHY INVEST IN MERCURE

ACCOR GLOBAL DEVELOPMENT  
FEBRUARY 2019

**Mercure**  
HOTELS



# LOCALLY INSPIRED

Every Mercure is a portal to a destination. Its teams are genuinely knowledgeable about the city and every detail of the décor tells a story about the location and its cultural heritage. While every Mercure hotel is unique, all share the same passion for highquality services. So from the moment our guests step inside a Mercure – be it in Paris, Rio or Bangkok – they are immersed in their destination. Mercure, Locally inspired hotels.

**ENTHUSIASTIC   GENUINE   ENRICHED   STIMULATED**

# MERCURE TOP 3 USP<sub>s</sub>

## KNOWN & TRUSTED GLOBAL BRAND

- Largest midscale global brand network worldwide with > 800 hotels in > 60 countries
- High price brand premium perception in its segment
- Balanced client mix: business vs. leisure & domestic vs. international
- Provides feeling of “high status” better than other brands in category



## LOCALLY INSPIRED BRAND

- Local design rooted in authentic values, elegance and culture
- Local products through all F&B outlets
- DISCOVER LOCAL: In-hotel animations showcasing food, beverage & craftsmanship



## AUTHENTIC AND PASSIONATE TEAMS

- SENSE OF HOSPITALITY: Great perception of “genuinely pleasant staff” and Highest scores of “feeling of high status”
- LOCAL STORIES: Collection of unexpected stories of the destination told by the teams and shared in-hotel



# NETWORK AND PIPELINE



Geographical split

## AMERICAS

**NETWORK**  
8,234 ROOMS  
64 HOTELS

**PIPELINE**  
747 ROOMS  
6 HOTELS



## EUROPE

**NETWORK**  
42,352 ROOMS  
330 HOTELS

**PIPELINE**  
3,260 ROOMS  
30 HOTELS



## FRANCE

**NETWORK**  
24,177 ROOMS  
252 HOTELS

**PIPELINE**  
627 ROOMS  
7 HOTELS



## ASIA-PACIFIC

**NETWORK**  
25,445 ROOMS  
141 HOTELS

**PIPELINE**  
21,051 ROOMS  
118 HOTELS



## AFRICA – MIDDLE EAST

**NETWORK**  
4,755 ROOMS  
23 HOTELS

**PIPELINE**  
2,750 ROOMS  
14 HOTELS

## OPERATING MODE

38%  
Managed

62% Franchised

**810** HOTELS  
**104,969** ROOMS  
**64** COUNTRIES IN 2018

**175** NEW HOTELS BY 2023  
**28,435** NEW ROOMS BY 2023

Official figures, December 2018



# FLAGSHIPS 2018





# FLAGSHIPS 2018





# FLAGSHIPS 2018





# FLAGSHIPS 2018





# FLAGSHIPS 2018





# LATEST OPENINGS



Mercure Leeds Centre Hotel, UK  
59 Rooms, September 2018



Mercure Almaty City Centre, Kazakhstan  
117 Rooms, May 2018



Mercure Kaliningrad, Russia  
167 Rooms, June 2018



Mercure Mandalay Hill Resort, Myanmar  
208 Rooms, February 2018



# KEY UPCOMING OPENINGS

## EUROPE

POLAND – Mercure Warszawa Sacharowa, 137 rooms, June 2020

TURKEY – Mercure Sirkeci Kinaciyen Building, 59 rooms, June 2019

RUSSIA – Mercure Saint Peterburg, 191 rooms, April 2020

RUSSIA – Mercure Moscow Neglynnaya, 102 rooms, June 2020

## MIDDLE-EAST & AFRICA

ALGERIA – Mercure Ain Benian, 152 rooms, October 2020

OMAN – Mercure Muscat Al Khuwair, 250 rooms, January 2021

OMAN – Mercure Muscat Ghala, 200 rooms, January 2021

SAUDI ARABIA – Mercure Al Aziziyah, 398 rooms, April 2019

SAUDI ARABIA – Mercure Riyadh King Fahd Road, 130 rooms, January 2020

SAUDI ARABIA – Mercure Riyadh Olaya, 130 rooms, January 2021

SENEGAL – Mercure Dakar Corniche, 150 rooms, June 2021

UNITED ARAB EMIRATES – Mercure Dubai Jumeirah Triangle, 348 rooms, June 2020

UNITED ARAB EMIRATES – Mercure Dubai Deira Waterfront, 152 rooms, March 2021

## ASIA PACIFIC

AUSTRALIA – Mercure Sydney Bankstown, 123 rooms, June 2020

AUSTRALIA – Mercure Melbourne Doncatser, 181 rooms, December 2020

AUSTRALIA – Mercure Melbourne Albion, 99 rooms, September 2019

CHINA – Mercure Shanghai Global Harbour, 118 rooms, March 2019

CHINA – Beijing Chang'an West, 190 rooms, December 2020

CHINA – Beijing Zhongguancun, 190 rooms, December 2020

CHINA – Guangzhou Nansha, 104 rooms, December 2020

CHINA – Shanghai Chenghuang Temple, 260 rooms, December 2020

CHINA – Shanghai Free Trade Zone, 160 rooms, December 2020

INDONESIA – Jakarta Batavia, 377 rooms, December 2019

INDONESIA – Jakarta Gatot Subroto, 280 rooms, December 2019

MALAYSIA – Kuala Lumpur Trion, 240 rooms, December 2021

MALAYSIA – Kuala Lumpur Glenmarie, 230 rooms, December 2020

PHILIPPINES – Manila Ermita, 488 rooms, June 2020

THAILAND – Bangkok Sukhumvit 24, 201 rooms, December 2020

VIETNAM – Hanoi, 179 rooms, September 2019

# KEY UPCOMING OPENING







## DESIGN PHILOSOPHY

# DECORATIVE DESIGN

Each Mercure hotel uses design and decoration to showcase its local roots. Whether that's using classic style revisited with a twist or rooted contemporary design, Mercure hotels tell stories about their localities with refined elegance.

Every Mercure is an immersive local experience.



## BRAND PROGRAM

# DISCOVER LOCAL

BRINGS OUR PASSIONS TO  
LIFE IN-HOTELS, TO BUILD  
OUR «LOCALLY INSPIRED»  
BRAND POSITIONING

We are a portal to the destination.

We want to be the catalyst for local discovery  
in **food, beverage and craftsmanship**.

With a series of in-hotel **events and products showcase** open to guests and locals, designed to **fuel local discovery, support local businesses and inspire social connections**, we aim at enriching the **customer experience** and enhancing the **brand perception**.





LOBBIES  
WARM  
SOCIAL HUBS  
WITH  
BRAND WALLS



Mercure Bristol Grand Hotel, United Kingdom



Mercure Manado Tateli Resort and Convention, Indonesia



Mercure Wroclaw Centrum, Poland





Mercure München City Center, Germany



Mercure Nottingham , United Kingdom



Mercure Pattaya Ocean Resort, Thailand

## GUEST ROOMS

# WELCOMING AND LOCALLY INSPIRED

Complementary offer: mercure privilege room to optimize revenues

(+20% price increase vs. Standard room price)





# NEW BEDDING

## MERCURE “GREAT BED” FOR GREAT DREAMS

High-comfort and quality beds:  
160 x 200cm and 180 x 200cm for  
doubles and 100 x 200cm for singles.







Mercure Leeds Centre Hotel, United Kingdom



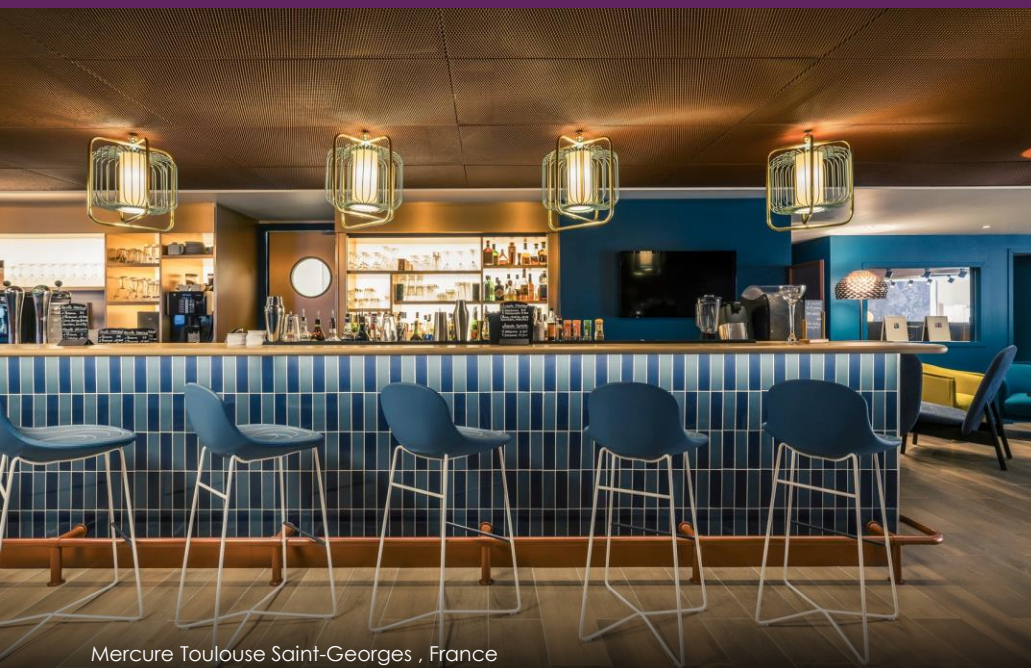
Mercure Iguazu Hotel Iru, Argentina

## BREAKFASTS LOCAL AND GENEROUS



Mercure Samui Chaweng Tana, Thailand





Mercure Toulouse Saint-Georges , France



Mercure Paris Sud Les Ulis Courtaboeuf, France



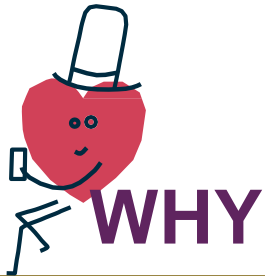
Mercure Surabaya, Indonesia

**BAR & RESTAURANTS**  
**LOCALLY INSPIRED**  
**AMBIANCE**

**DELICIOUS AND LOCALLY**  
**SOURCED F&B**



## T&C GLOBAL BRAND PROGRAM



### WE CONNECT HEARTS ALL AROUND THE WORLD

All 250.000 of our hearts beat collectively; we are united beyond brands, countries or jobs. Now, we are united by one purpose, we are one heartbeat away from connecting hearts all around the world. Every day we actively engage with guests and colleagues. When you think about it, being part of AccorHotels means that we are ultimately all connected. This connection we have with each other is what makes us one brand.



### WE ARE HEARTISTS®

HEART + ARTIST  
Passionate and sensitive, everything we do comes from the heart = Creative and curious, we are experts in what we do.  
HEARTIST®

We master the fine art of welcoming, connecting, and serving others. Generous, creative and free, we are passionate about people, attentive to the world. We know how to dream and push limits!



### WE MAKE THE WORLD A MORE WELCOMING PLACE

We are driven to connect hearts all around the world. This only works if we, HEARTISTS®, all around the globe, make the world a more welcoming place, moment after moment.



### WE PLACE PEOPLE AT THE HEART OF EVERYTHING WE DO

We all have deep feelings and are driven by our passion for people. Guests, colleagues, everyone is welcome. We place people at the heart of everything we do, and that is the ONLY way we do it.

To know more about the content of the Accor story:  
[Heartiststory.com](https://www.heartiststory.com)



# MERCURE GLOBAL COMMUNICATION PLATFORM

Showcase the locally inspired experience while modernizing & bringing emotion to the brand

## LOCAL STORIES

Digital platform promoting a collection of exclusive insider tips about destinations around the world.



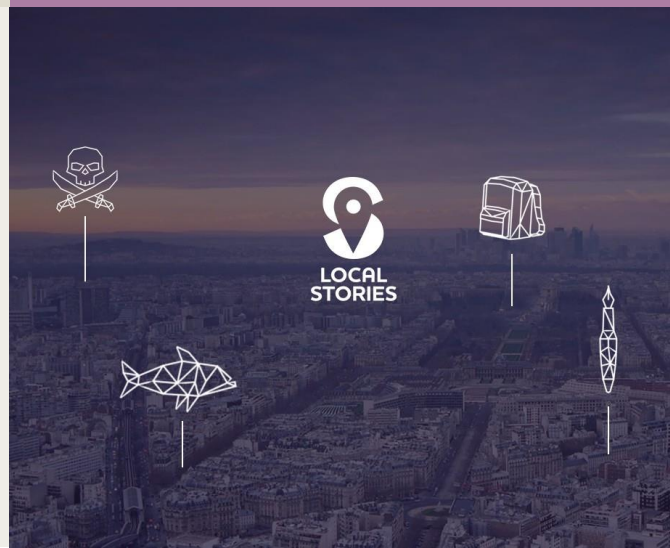
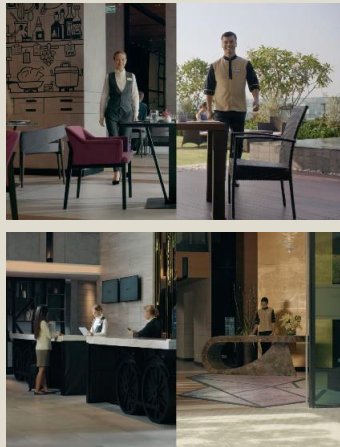
## SOCIAL MEDIA

Using Mercure hashtag #locallyinspired to promote brand content.



## A 360° CAMPAIGN

Showcasing Mercure's unique, locally inspired hotels and allowing local customization through adaptable formats.





## SOCIAL MEDIA

### A POWERFUL DIGITAL ECOSYSTEM ON A WORLDWIDE BASIS



### A STRONG EDITORIAL STRATEGY WITH A PROPRIETARY CREATIVE STANCE

Demonstrate Mercure is THE travel insider that makes you LIVE local experiences through :

- > Social media activations (Hero, Hub & Help)
- > Engaging & immersive formats





Mercure  
HOTELS

London stays from £109

Destination, Hotel name

Arrival date

Departure date

Search

### Three journey ideas



Ready to Visit

Make the most of your city break!

Make sure you get the most from your break and enjoy up to 40% off when you book 2 nights or more.

Discover



Warm up for Christmas ...

Warm up for Christmas with Mercure

Warm Up For Christmas With Mercure

Discover



Spa Reviver

Relax and unwind

Enjoy a 25 minute spa treatment per person plus dinner & breakfast!

Discover

## MERCURE.COM

### AN ELEGANT GRAPHISM AND A MULTI-DEVICE USER EXPERIENCE

With a connected audience :

- > Over 7M page views
- > Over € 14 millions revenue generated



# WE MEASURE SUCCESS THROUGH THE EVOLUTION OF:

## BRAND AWARENESS

Total awareness among travelers  
of 40-60% in 7 countries – and rising.

Our objective is to  
raise awareness +2  
pts.

Source: BEAM by end of 2018

## BRAND PERCEPTION

Mercure has a positive image:  
“modern” and “high status” in all  
countries driven by “genuinely  
pleasant staff”.

Our objective is to build the  
perception of the locally inspired  
and capitalize on people’s  
emotional connection to the  
brand.

Source: BEAM by end of 2017

## BRAND MARGIN

**+ €25**  
Price premium vs. independent  
hotels

Our objective is to  
increase this price  
premium.

Source: BEAM by end of 2018

## REPUTATION PERFORMANCE SCORE

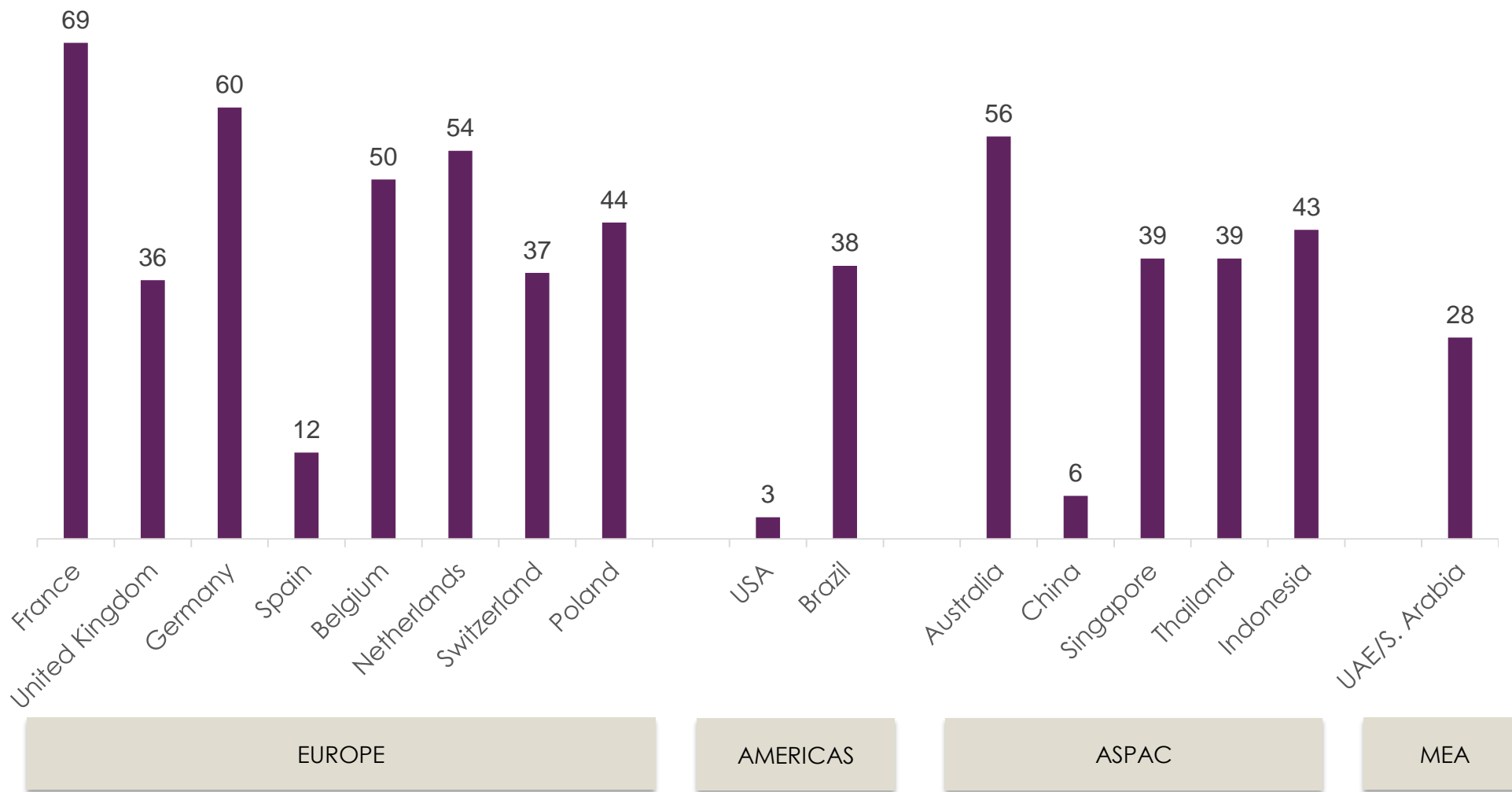
**82.49%**  
Very  
good

Our objective is to  
increase this score.

Source: TrustYou by end of 2018



# BRAND AWARENESS (%)

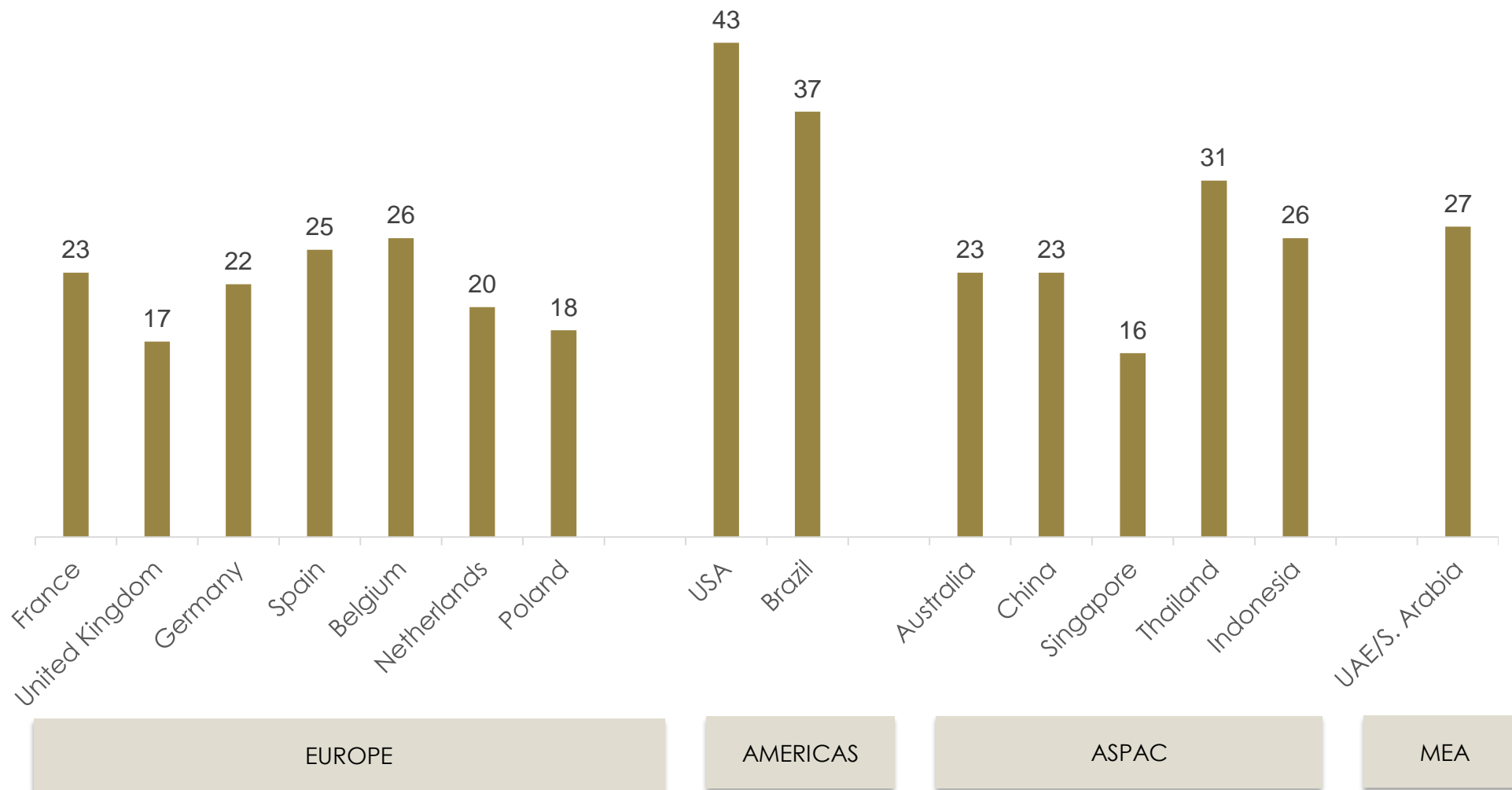


Source: BEAM - Brand Equity & Awareness Monitoring December 2018 |

Base: Affluent & Luxury hotel users = users having spent at least 1 stay in a luxury hotel over the last 12 months, 6 nights + in any type of paid-for accommodation, top 30% income within country



# BRAND MARGIN (€)



## Brand Margin® in €

Brand Margin® measures the financial premium which the brand name adds to the intrinsic value of the same hotel stay with an unbranded alternative. A Brand Margin® of 10€ means that « Consumers think it is worth paying on average 10€ more per night to stay with brand X compared to an unbranded equivalent ».

Brand Margin® in €. Traveller representative  
Figures as of end 2018



# REPUTATION PERFORMANCE SCORE

MERCURE  
REPUTATION  
PERFORMANCE  
SCORE

82%

**NORTH &  
CENTRAL  
AMERICAS**  
77%

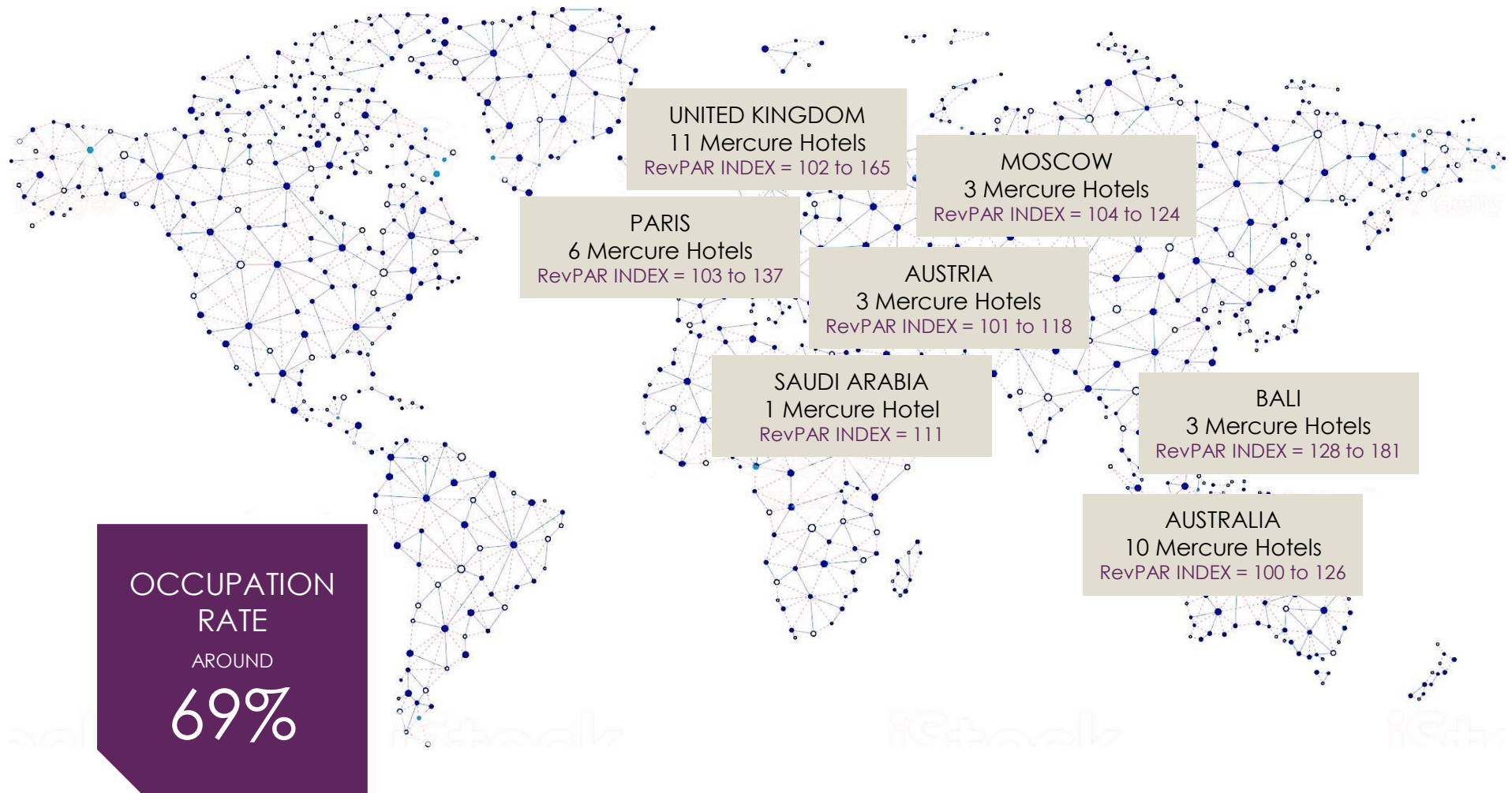
**EUROPE**  
81%

**SOUTH  
AMERICA**  
85%

**ASIA -  
PACIFIC**  
86%

**AFRICA 6  
MIDDLE EAST**  
81%

# REVPAR





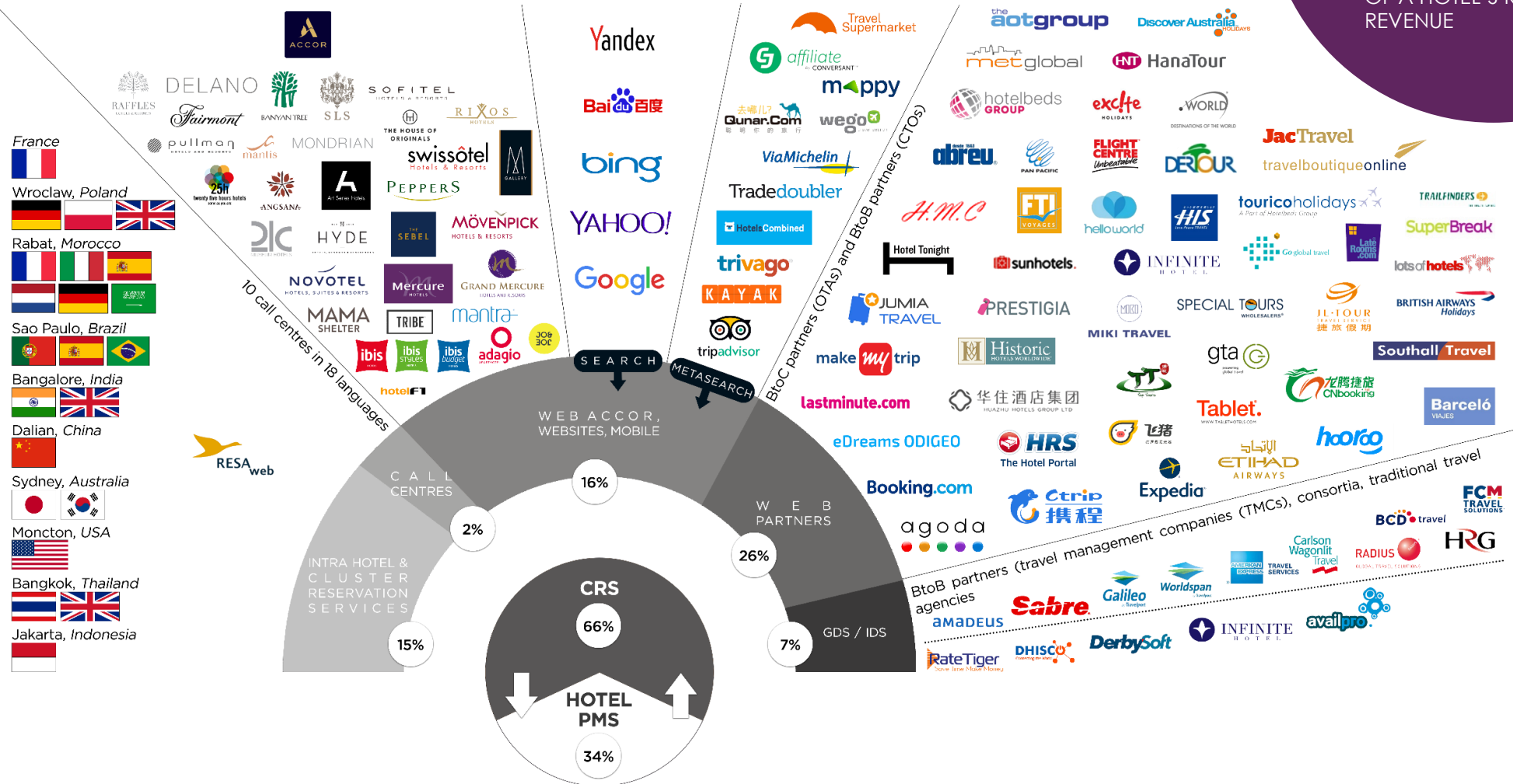
# ACCOR DISTRIBUTION SOLUTION

ACCOR OFFERS > 110 GLOBAL DISTRIBUTION CHANNELS AT BEST MARKET CONDITIONS

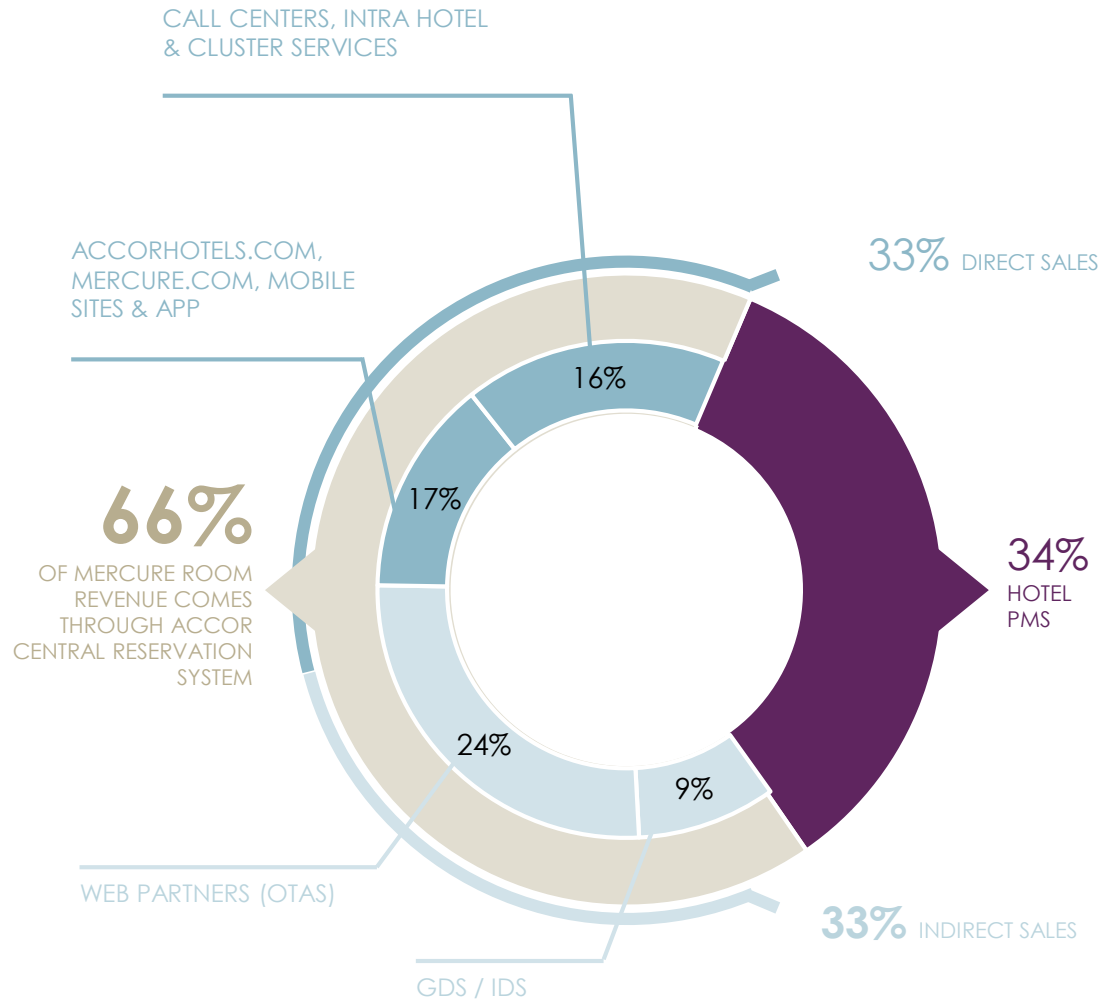
THE CENTRAL  
RESERVATION SYSTEM  
(CRS) GENERATES ON  
AVERAGE

66%

OF A HOTEL'S ROOM  
REVENUE



# MERCURE DISTRIBUTION SOLUTION POWERED BY ACCOR



FOCUS ON WEB  
AccorHotels.com + Mercure.com  
+ mobile websites + Partner websites

41% MERCURE ROOM REVENUE

€914M MERCURE ROOM REVENUE

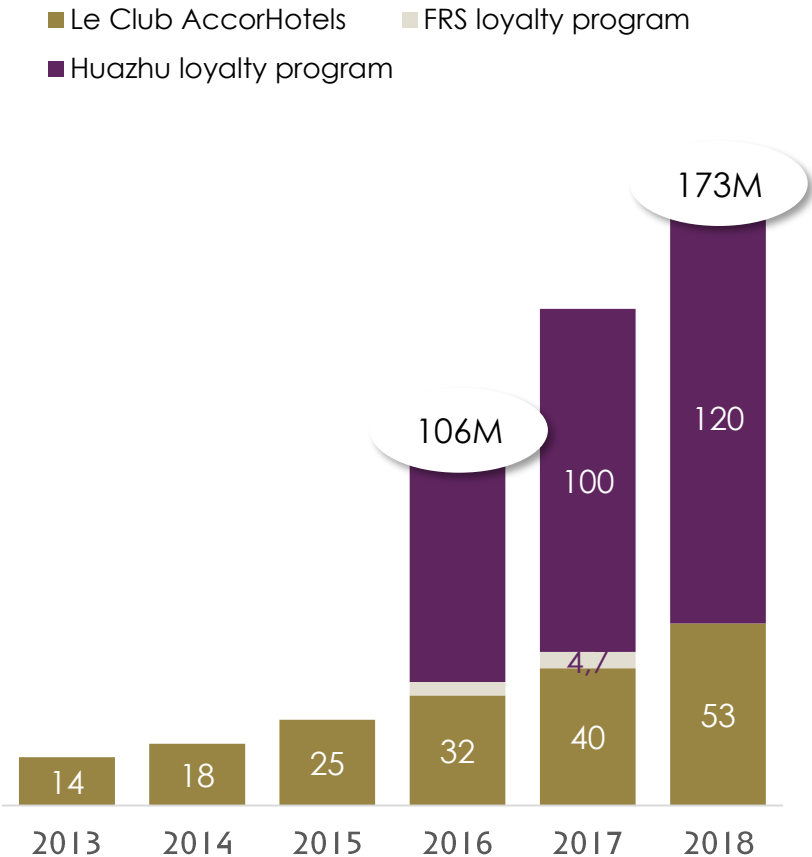




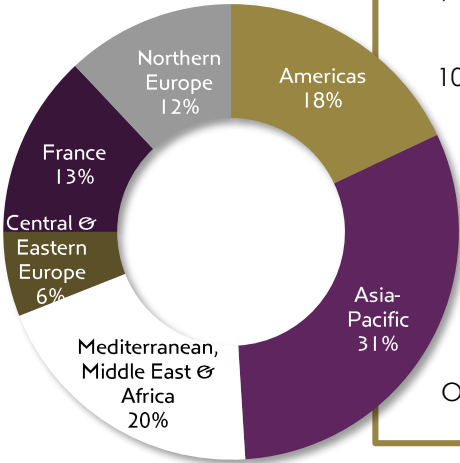
# LE CLUB ACCORHOTELS

ACCOR OWNS THE MOST INTERNATIONAL AND FAST GROWING LOYALTY PROGRAM

Loyalty members - Worldwide



Guests' origin - Worldwide



A Worldwide program:

- 20 brands
- 3,500 hotels in 100 countries
- Free enrollment
- 100% Web based program
- More than 23,000 new members every day
- Le Club AccorHotels represents 34.6% of all roomnights
- Partnerships with large Airlines loyalty program: Skyteam, One World, Star Alliance...

>53 MILLION MEMBERS WORLDWIDE

+27,700 MEMBERS EVERY DAY

LE CLUB ACCORHOTELS REPRESENTS

34.6% OF ALL ROOMNIGHTS

LE CLUB ACCORHOTELS MEMBERS AVERAGE REVENUE SPENT PER NIGHT IN 2018

€106

# DEVELOPMENT CRITERIA

HOTEL

RESORT

	AAA ultra city center location, historic conversion	WORLDWIDE
RECOMMENDED NUMBER OF ROOMS	>80 keys (Franchise) >125 keys (Management)	125 keys and +
ROOM AVERAGE SIZE	20 – 27 sqm	24 - 30 sqm
TGFA / ROOM	40 – 60 sqm	52 - 75 sqm
RECOMMENDED NUMBER OF ROOMS	100 keys and +	150 keys and +
ROOM AVERAGE SIZE	24 - 30 sqm	26 - 33 sqm + balcony
TGFA / ROOM	52 - 75 sqm	56 - 82 sqm
FOOD & BEVERAGE	Breakfast room and/or restaurant 1 bar	
WELL-BEING	Fitness center <sup>(1)</sup> Swimming pool (nice to have) Spa <sup>(1)</sup>	
MEETINGS	Meeting room "Ready to work" by Mercure <sup>(1)</sup> Web Corner	

(1) Based on market demand

	PRIME LOCATIONS	SECONDARY LOCATIONS	AIRPORTS SUBURBS
INTERNATIONAL CAPITALS KEY CITIES & RESORTS	●	●	●
MAJOR DOMESTIC DESTINATIONS	●	●	
OTHER CITIES & ATTRACTIVE TOURISTIC DESTINATIONS	●		



**For more information, please connect to the internal Accor platform.**

These guidelines are for internal use only. Do not distribute or reproduce.

