

# THE BIG PICTURE

ISSUE | Q3-4 2017

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TIVOLI'S DEBUT  
IN THE MIDDLE EAST

HOTELS'  
CORPORATE HOTELIER OF THE WORLD 2017

+

SHAPING  
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GROWTH

BEING A  
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5 MINUTES WITH:  
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MINOR  
HOTELS

ANANTARA

AVANI  
HOTELS & RESORTS

elewana  
COLLECTION

OAKS  
HOTELS & RESORTS

TIVOLI  
HOTELS & RESORTS



# A dash of inspiration

Five brands, one passion for perfection.

Can you believe it's almost the end of the year already?

The past few months have given us many reasons to celebrate: the opening of our newest Anantara property – Anantara Guiyang Resort, the exciting transformation of AVANI Gaborone Resort & Casino and new additions to the ever-growing AVANI family – AVANI Hua Hin Resort & Villas, AVANI Metropolis Auckland Residences and AVANI Broadbeach Gold Coast Residences, the launch of Souq Waqif Boutique Hotels by Tivoli as the brand's debut in the Middle East, and last but not least, our own Founder, Chairman and CEO's HOTELS' Corporate Hotelier of the World Award.

The penultimate month of the year is also a great opportunity to highlight just a few of our team members' many achievements. Be inspired by Maurizio Bisicky – AVC's new Chief Operating Officer, join us in congratulating the Ascent Graduate Journey's

2016 participants on their graduation and in wishing the 2017 participants the best on their placements, and hear from one of our Next Generation Talent about how we can all work smarter, together.

Finally, find out what our teams at Oaks Hotels & Resorts and Elewana Collection have been doing to put our commitment to sustainability into real, meaningful action.

As we race towards the close of 2017, let's finish the year as we started – strong, and on a high note.

My warmest wishes to you and yours this festive season.



*Caroline*  
Caroline Stevens  
Chief People Officer  
Minor Hotels

AS OF 1 NOVEMBER 2017, WE HAVE



24,322 TEAM MEMBERS



156 PROPERTIES



24 COUNTRIES

20%  
Y-O-Y

NET  
PROFIT  
GROWTH  
IN 3Q17

11%  
Y-O-Y

REVPAR  
GROWTH  
IN  
3Q17

To find out more about our  
3Q17 results, [CLICK HERE](#)

INTRODUCING:

## Anantara Guiyang Resort

Home to a natural treasure trove of hot springs, lakes and waterfalls, caves, valleys and endless forest, Guiyang is an explorer's paradise. On 1 June 2017, **Anantara Guiyang Resort** was launched as the first luxury international resort in Guiyang, and Anantara's third resort in China.



For General Manager **Daniel Chen** and his team, opening the property was like setting a big ship to sail.

"We have a large team of people from various backgrounds and experiences who had joined us at different stages of the pre-opening journey," said Daniel. "The key had been to provide the right level of guidance that would help, rather than hinder, them from 'doing the right thing', and to create a sense of belonging to a big family, which is important in our cultural context."

Balancing team members' and owners' expectations had been a challenge that Daniel has had to overcome. "It's important that we set these expectations right from the beginning," Daniel added. "I'm looking forward to growing our business and having Anantara Guiyang Resort drive the future of the brand in China, but to make this vision a reality, we had to make sure we start off on the right foot."

Six months on, it seems like Daniel and his team are on the right track. Guest feedback has been largely positive, with many praising the team for their friendly service and 'can do' attitude – something Daniel takes pride in.

"Our tagline – Life is a Journey – is as much true for our guests as it is for our team members," he concluded. "If you work hard – and play hard too – I'm here to make sure your career with us is an enriching journey."





AVANI:

## New additions to the family

This quarter we also welcome AVANI's first villa resort and its properties in Australasia.

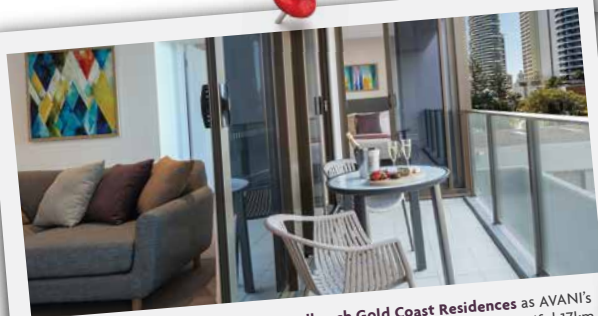
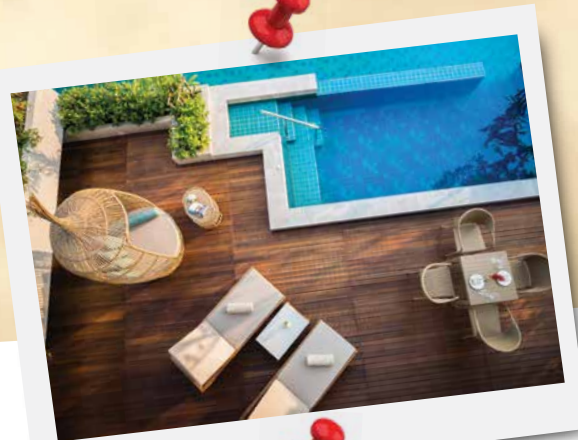
### Hello from AVANI Hua Hin Resort & Villas!

We're proud to be joining the Minor Hotels family as AVANI's first villa resort in sunny Hua Hin – just two hours south of Bangkok, and a stone's throw from Anantara Hua Hin Resort. Our 196 blissful rooms, suites and villas offer a secluded escape in this beachside destination, and our 900 square metre Ballroom is the largest in town.

We await your visit to AVANI Hua Hin Resort & Villas!



AVANI Metropolis Auckland Residences is now open as AVANI's first property in New Zealand. Each one- and two- bedroom suite boasts a fully-equipped kitchen, living room and a private balcony overlooking the City of Sails.



We will soon be launching AVANI Broadbeach Gold Coast Residences as AVANI's first property in Australia. With dazzling Pacific Ocean views and a beautiful 17km stretch of beach nearby, the property is the perfect base from which to explore this exciting destination.



AVANI

WILLIAM E. HEINECKE:

## HOTELS' Corporate Hotelier of the World 2017

We are very proud to announce that our Founder, Chairman and CEO Bill Heinecke has been named HOTELS' Corporate Hotelier of the World 2017 – one of the most prestigious individual accolades in our industry.

Bill has been lauded for his success in growing Minor Hotels and its brands, his pioneering, competitive and entrepreneurial spirit, and for making a difference in Thailand and beyond.

Commenting on the award, Bill said, "I am truly honoured and humbled to receive this award and to have my name added to the incredible list of previous winners – a true roll-call of industry leaders and pioneers. I'm thrilled to play a role in such a dynamic industry. I'm still constantly learning, finding new ways of growing our business and to do it better – I certainly have no plans to hand over the reins at Minor just yet."

In his acceptance speech at the gala event in New York, Bill spoke of how the creation of Anantara Hotels, Resorts & Spas is the realisation of a life-long dream that reflects his personal appreciation for authentic luxury in unique destinations, and how his personal passions have also informed how we as a company have been able to bring our sustainability commitment to life.

He concluded with a word of appreciation for the commitment and dedication of the people he works with. "If people are our business, and business is all about people, the only way to spiral upwards is to team up with the best," said Bill. "These are the people who don't just see their work role as a job, but as a way of transforming their own passions into reality."

Congratulations Bill!



Photo credit: Barry Williams Photography



Photo credit: Barry Williams Photography



# Tivoli's debut in the Middle East

Tivoli Hotels & Resorts now operates Souq Waqif Boutique Hotels in Doha, Qatar. Find out what this exciting news means for us, and meet the team who call this gem their home.

This re-brand represents Tivoli's debut in the Middle East region, and marks the first of our planned expansion for the brand outside of its home markets of Portugal and Brazil.

**Souq Waqif Boutique Hotels by Tivoli** is nestled in the heart of Doha, Qatar's enchanting capital, within the historic Souq Waqif and close to Doha's Hamad International Airport.

The property offers an immersion in Arabian tradition and culture, combined with the luxury service and personal attention for which Tivoli hotels – and the Souq Waqif Boutique Hotels by Tivoli team – are renowned.



## A TOUR OF THE SENSES

Earlier this year, **Kiran Ghanekar** (Butler Supervisor) hosted a visually-impaired guest during her stay at Souq Waqif Boutique Hotels by Tivoli.

Determined not to let her visual disability be a barrier to her stay, Kiran spared no effort in arranging a private 'tour of the senses' at the souq.

The tour started in the spice and perfume souqs, where Kiran assembled a special box to immerse the guest in the scents of the region, before moving to the fabric souq, where Kiran had her feel various fabrics to introduce her to the local artistic traditions, and finally the gold souq, to sample some Arabian sweets.

The guest was visibly moved by the exceptional empathy that Kiran had shown during her visit, expressing that her stay was nothing like she has ever had before anywhere else.

**For demonstrating the values of Minor Hotels in a truly exceptional way, Kiran was awarded the CEO Major Minor Stories Award in Q1 2017.**



5 MINUTES WITH:

## Maurizio Bisicky

Chief Operating Officer, Anantara Vacation Club

**Maurizio Bisicky** joined us at a time of change for Anantara Vacation Club (AVC). Faced with a loss-making operation and a demoralised team, he spent his first year pursuing key business opportunities, driving revenue back up and reinforcing his global team. His recent promotion to Chief Operating Officer is a testament to how far he and his team have come in turning the business around.

**What was the 'challenge' that was presented to you when you first joined AVC?**

When I arrived last year, we were operating at a loss, with high overhead and a demoralised team. Our public image had suffered in China, where we had attracted customer criticism.

My first order of business was to get things moving forward again. We needed to dramatically increase sales numbers. Existing marketing channels had to be developed, and sometimes pushed, to increase our number of prospect appointments. We also nearly doubled our customer acquisition abilities in the Thai market. At the same time, our sales management culture had to be changed, and compensation plans in both sales and marketing had to be re-aligned.

**How have you been able to turn all of these challenges into an opportunity to transform the business?**

We invested in the future. Earlier this year, we expanded our ability to interact with customers on social and traditional media in China and other key markets. We created relevant content, and developed action plans to deal effectively with customer criticism. I am happy to say that our image has improved significantly as a result.

At the same time, we have also changed the way we welcome new Owners to our Club, and expect an increase in customer satisfaction. The preliminary results are showing us that we are on the right track.

**How have you been able to bring your team members along on this journey?**

I inherited a great team. By shielding them from some of the pressure we were under, they were able to focus on what really matters, and work without all of the 'noise' and stress that accompany weak financial results. Performance started to improve, and I could feel their confidence growing with each step.



Recruitment and training had to grow exponentially as well. Being able to achieve individual targets has worked wonders on motivation, and after a year and a half, we were able to promote many team members to leadership positions.

**What were some of the leadership learnings that you've acquired in your time with AVC so far?**

First, you have to let talent express itself. Once you have tested someone's abilities, they deserve to have the freedom to pursue their business objectives. Second, you need to create a robust middle management to sustain growth, which is important in an industry like ours.

**What excites you the most about the future of AVC?**

After a bit of a rough patch, in just eight months we were able to change our business model from 'selling a lot to a few' to 'selling a bit less to a lot more.' This is a much more sustainable business model.

We also have the benefit of being part of a great hospitality brand with an amazing product. We are rapidly expanding every day, and I truly believe that we are one step ahead of our competitors in our understanding of the opportunities that the Asian market presents to our industry. We know where we need to develop and mature, and we have a pretty good idea on how to get there. Right now we are in pole position, and we are excited to move forward into a promising future.



## Shaping our future growth

The Ascent Graduate Journey and Next Generation Talent (NGT) are just two of the many programmes that we have in place to develop young leaders who will shape our future growth. Meet some of them.

### Ascent Graduate Journey

The 18-month programme provides a select group of hospitality management graduates with the opportunity to work in at least two different types of resorts. During the first six months, Ascent Graduate Journey participants are rotated in four key departments – including Operations, Finance, HR and Commercial – before specialising in their chosen field in the second, year-long placement.

The Ascent Graduate Journey Class of 2017 began their year-long placement last month...



**Rohaan Lodi**  
AVANI Atrium Bangkok Hotel



**Remy Mezino**  
Anantara Layan Phuket Resort



**Dat Quoc Nguyen (Daniel)**  
Qsar Al Sarab Desert Resort by Anantara



**Manthi Jayawickrama**  
Niyama Private Islands Maldives



**Kristina Wambui Muthama**  
Anantara Mai Khao Phuket Villas



**Belita R. Makina**  
Anantara Maldives Resorts



**Tsz Kwan Lau (Pearl)**  
Anantara Siam Bangkok Hotel



**Thao Nguyen**  
Anantara Kalutara Resort



**Hei Ting Wong (Daisy)**  
Anantara The Palm Dubai Resort



**Hai Le Nguyen (Harry)**  
Al Baleed Resort Salalah by Anantara



**Khimhan Scheidegger**  
Anantara Al Jabal Al Akhdar Resort



**Pathinan Supman**  
Anantara Kihavah Maldives Villas



... whilst the Ascent Graduate Journey Class of 2016 celebrated their graduation in September. Congratulations to Mohammad Jasim Uddin, Yimin Guan, Jiawei Hong, Huynh Nguyen Ngoc Son, Valentine Kameza and Tan Hong Yee!

### Next Generation Talent (NGT)

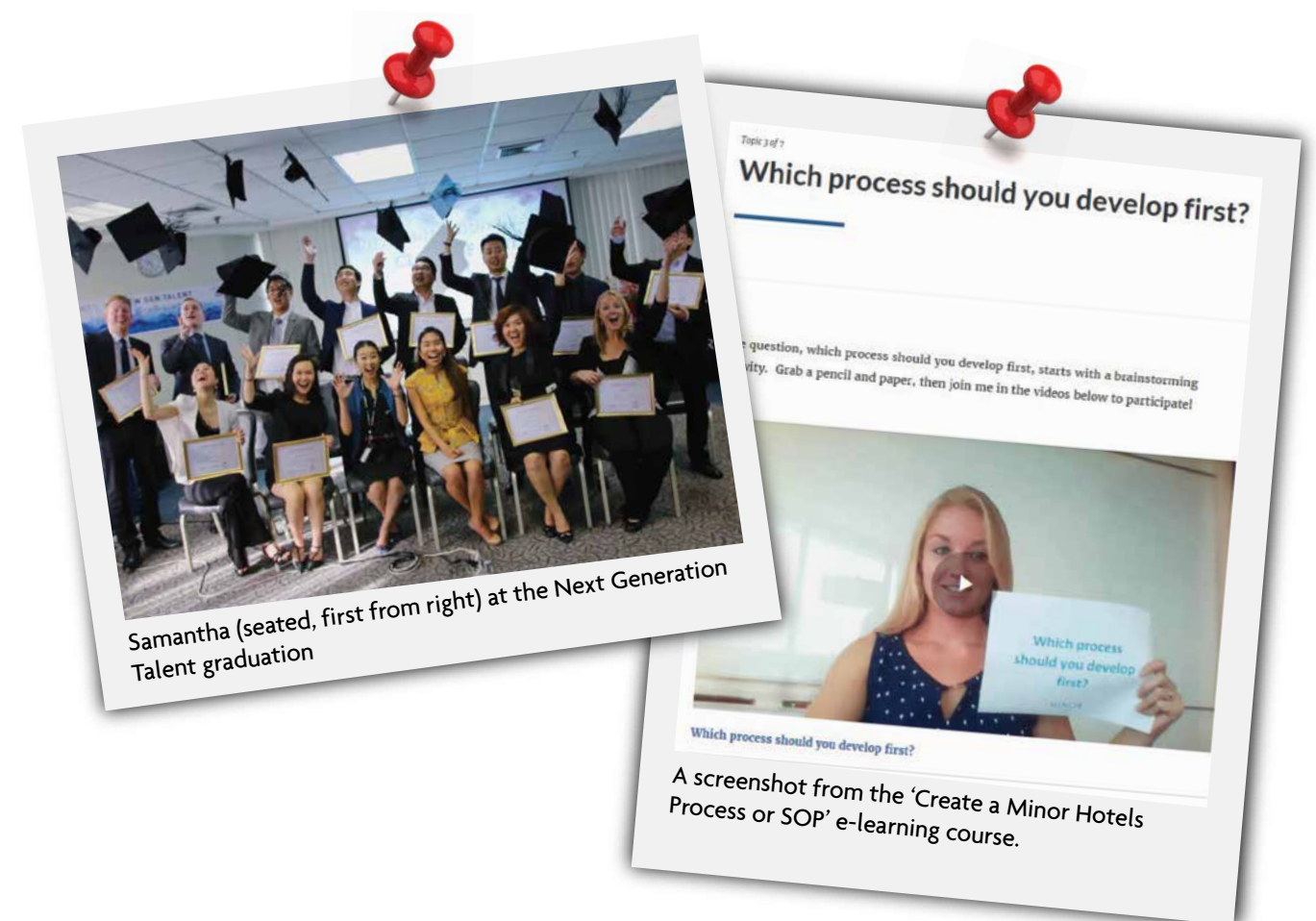
The eight-month programme brings a select group of high-performance, high-potential young leaders from all of Minor International's companies together as a way of developing them across business units. As part of the programme, they are tasked with developing an individual project that broadens their learning experience and addresses a particular business need.

**Samantha Lauver** – Minor Hotels' Loyalty & Partnership Marketing Manager – is one of this year's NGT participants.

Her project is an exciting new e-learning course which has just been launched on Virtual Campus to help us work smarter together.

Titled 'Create a Minor Hotels Process or SOP', the interactive e-learning course explores how we can develop effective process documents (SOPs) that will help us work faster and more efficiently. By documenting steps that we often take for granted to complete our every-day tasks and making them available for others to learn from, SOPs also facilitate knowledge and skill sharing and communications.

"As the company grows, the only way we can continue to succeed is by working smarter, together as a team," said Sam. "The learning course – and the process documents that will be created and stored in a common repository as a result – is one of the ways that we will be able to do this."

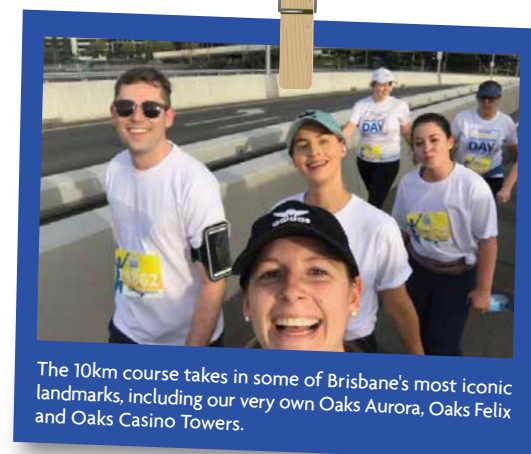




## OAKS HOTELS & RESORTS:

# Being a responsible business

Over the years, Oaks Hotels & Resorts has championed a number of foundations and charitable events across Australia and beyond. Check out what the teams have done recently to bring their CSR commitment to life.



# Celebrating sustainable tourism

*"By ensuring the rights of the workers and entrepreneurs in the tourism industry and working to conserve our environment while delivering high-quality service to visitors, we can help to strengthen our businesses and make a significant contribution to our region's sustainable development."*

*Hannah Wood, General Manager, Land & Life Foundation*

On 29 September 2017, the Elewana Collection and Land & Life Foundation team hosted over 80 representatives of Tanzania's travel and tourism industry at Arusha Coffee Lodge to mark the United Nations World Tourism Organisation's World Tourism Day.

In line with this year's theme of Sustainable Tourism – a Tool for Development, the event celebrated the strides that the industry has taken in promoting sustainable tourism in Tanzania.

The event began with the Official Message from the President of the UNWTO, Taleb Rifai, on the need to work together to harness the power of sustainable tourism to contribute to global development, and a short film from the International Year of Tourism 2017 team's Travel.Enjoy.Respect. campaign.

In her address, Hannah Wood, General Manager of the Elewana Collection's Land & Life Foundation, spoke about the importance of a sustainable approach to tourism and the role that the private sector plays in conservation and community development.

The evening was also an opportunity for various organisations to highlight some of the steps they have taken to bring this to life. Some of the innovative ideas that were recognised during the celebrations include conservation and community activities in support of local Maasai tribes, and banning the use of fins in marine parks to prevent damage to coral and marine life.







Celebrating the re-launch of AVANI  
Gaborone Resort & Casino in Botswana.

WE'D LOVE TO HEAR FROM YOU!

Get in touch with your feedback and stories at  
[comms.minorhotels@minor.com](mailto:comms.minorhotels@minor.com)