

MASH

# CHOICE HOTELS EMEA

# Today's chat.



**01.**  
**PREFACE**

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**02.**  
**AUDIENCE 1:**  
Existing Franchisees

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**03.**  
**AUDIENCE 2:**  
Potential Franchisees

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**04.**  
**AUDIENCE 3:**  
Potential Investors

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**05.**  
**REPOSITORY**

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**06.**  
**MOOD VIDEO**

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**07.**  
**MAGAZINE**

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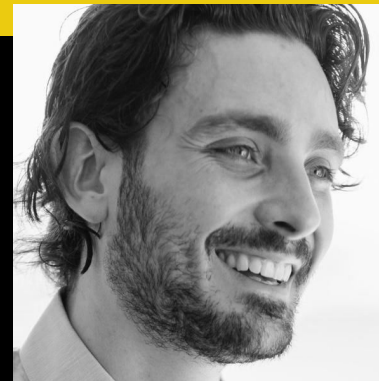
# Your MASH Up.



**Meet Michelle,**  
**your Mash Manager.**



**Meet Matthias,**  
**your Strategist.**



**Meet Jonathan,**  
**your Creative Director.**



# 01. PREFACE





## ► PREFACE

**The initial brief asked for a messaging framework & ToV on group level and on an individual brand level to communicate the rebranding. However, our recommendation is to build three individual narratives that are tailored to the three different audiences.**

Our plan is to create a modular toolkit that allows the development team to access all relevant information & material for their conversations. From this, they will be able to easily find and inject the relevant brand information into a presentation.

► **PREFACE**

**Choice Hotels is transitioning from being under-appreciated & under-estimated to being a serious contender who is finally tapping into its full potential...**



## ► PREFACE

Success is to **inspire & educate** the development team; convince **existing franchisees to refurbish their property and refresh the guest experience**; bring new **operators and investors** into the fold.

The three audiences the development team is in touch with have significantly different needs from each other and we will create the **narrative** and **mixed-media tools** that address these differences.

Ultimately, success means to **accelerate business growth** and establish Choice Hotels as the **preferred performance enabling partner**.





**02.**

# **AUDIENCE 1**

**Existing Franchisees**





# Existing Franchisees.

We all know how hard the pandemic has hit the hospitality industry. Occupancy rates have started to recover, but there's still a long way to go to get back to pre-pandemic booking numbers.

Smaller hotel owners/operators are aware of the need to make more than cosmetic upgrades to their business if they want to keep up with market trends and shifts in guests' expectations, but they are also anxious about investing money. They are not comfortable with change such as adopting new technology or making structural adaptations to their properties. They want more support and guidance from Choice Hotels.



# Existing Franchisees.



## WHAT THEY NEED

- Inspiration, guidance, support
- Flexibility to work at their pace and within their means

## OUR JOB: Solve, don't sell

- Tone of voice: respectful, empathetic, inspiring, convincing
- Key Message: The rebranding is addressing the changes in guests' expectations and we will support you to gradually make the necessary upgrades so your business can thrive.


## THE NARRATIVE

- Our #1 priority is to serve our franchisees and enable better performance. We have done our homework and we have identified opportunities to unlock the potential of Choice Hotels and our partners by responding to changes in guests' expectations, behaviours and trends in the marketplace. We believe that all of our partners will win if we are able to make the re-imagined Choice Hotel brands a reality.
- Upgrading and refreshing the spaces, systems and the guest experiences will ensure that we become more relevant for travellers, which will increase our ability to compete in the marketplace and drive profitability
- We are starting to roll out the modernisation of our existing brands and we want you to come along on the journey

# Existing Franchisees

## The Storyline:

1. Why are we doing this now?	2. What are we trying to achieve?	3. What makes us believe it's the right thing to do?	4. What does it look like?	5. What's in it for you?	6. Where should we start?
<ul style="list-style-type: none"> <li>• Research tells us ...</li> <li>• Data shows us</li> <li>• Competitors introduced ...</li> </ul>	<ul style="list-style-type: none"> <li>• We need to gain/maintain relevance among travellers.</li> <li>• We want to increase quality and consistency across properties and regions.</li> <li>• We aim to increase the value perception of Choice Hotel brands.</li> </ul>	<ul style="list-style-type: none"> <li>• If we become more attractive to guests, we will be able to increase occupancy</li> <li>• If the individual property upgrades, the whole group will benefit and a network effect will kick in.</li> <li>• If we can increase the value perception, we will be able to increase room rates.</li> </ul>	<ul style="list-style-type: none"> <li>• Brand specifics (essence, promise, hallmarks)</li> <li>• Moodboards</li> <li>• Videos (brand visualisation, before/after renovations)</li> </ul>	<ul style="list-style-type: none"> <li>• Business &amp; pricing projections</li> <li>• Case studies</li> </ul>	<ul style="list-style-type: none"> <li>• Top 10 recommended actions (starting small &amp; easy)</li> <li>• Choice Hotels support system</li> <li>• Tech stack</li> </ul>





**03.**

# **AUDIENCE 2**

**Potential Franchisees**





# Potential Franchisees.

This audience is looking for the opportunity to leverage the power of a hotel group to run a profitable hospitality business. They are very well informed and have seen pitches from all groups. Their knowledge & understanding of Choice Hotels business model may be limited, and they may be skeptical given the current presence in the EMEA markets. However, they are open to learn and hear a good story about the business potential and differentiation to other players in the market.



# Potential Franchisees.



## WHAT THEY NEED

- Conviction that Choice Hotels are a serious contender in the marketplace
- Understanding the differentiating factors of Choice Hotels

## OUR JOB: Impress and convince

- Tone of voice: professional, informative, energetic, expert
- Key Message: Now is the right time to join the Choice Hotels family because we have started our journey to win in the marketplace.

## THE NARRATIVE

- Our #1 priority is to serve our franchisees and enable better performance. We have done our homework and we have identified opportunities to unlock the potential of Choice Hotels and our partners by answering to changes in guests' expectations, behaviours and trends in the marketplace. We are well positioned to compete at eye level with other groups
- Our business model, products and Choice Group strength allows us to fully focus on franchisee success. We are in the process of upgrading and refreshing existing brands and we are launching a new mid-scale concept to ensure that we become more relevant for travellers
- We are starting to roll out the modernisation of our existing brands and we want you to be part of the journey

# Potential Franchisees

## The Storyline:





**04.**

# **AUDIENCE 3**

**Potential Investors**





# Potential Investors.

This audience is looking for the opportunity to invest their money or AUM in projects that promise better than average returns while having a healthy risk-to-reward ratio. They are well aware of other players in the market and they are very data-driven. Their knowledge & understanding of Choice Hotels business model may be limited, and they may be skeptical given the current presence in the EMEA markets. However, they are open to learn and hear a convincing story about the business potential and differentiation to other players in the market.



# Potential Investors.



## WHAT THEY NEED

- Conviction that Choice Hotels are a good investment.
- Understanding the differentiating factors of Choice Hotels

**OUR JOB:** Give them confidence that Choice Hotels is able to leverage the power of the group and deliver better long-term ROI than competitors

- Tone of voice: professional, data-driven, matter-of-fact, confident, trustworthy
- Key Message: Now is the right time to invest in the Choice Hotels family because we have started our journey to win in the marketplace.

## THE NARRATIVE

- We go the extra mile to enable the best deals for brokers, consultants, investors and operators. Our expertise and flexibility allows us to find the best solutions that helps everyone to win.
- The strength of Choice Hotels lies in the products, systems and operating model, which allow for stable performance and we are able to leverage the power of our global hotel group. We have done our homework and we have identified opportunities to unlock the potential of Choice Hotels and our partners by answering to changes in guests' expectations, behaviours and trends in the marketplace. We are well positioned to compete at eye level with other groups
- We are in the process of upgrading and refreshing existing brands and we are launching a new mid-scale concept to ensure that we become more relevant for travellers. We would like to take you along on our journey.

# Potential Investors

## The Storyline:





# 05.

# MODULAR TOOLKIT





## ▶ THE TOOLKIT

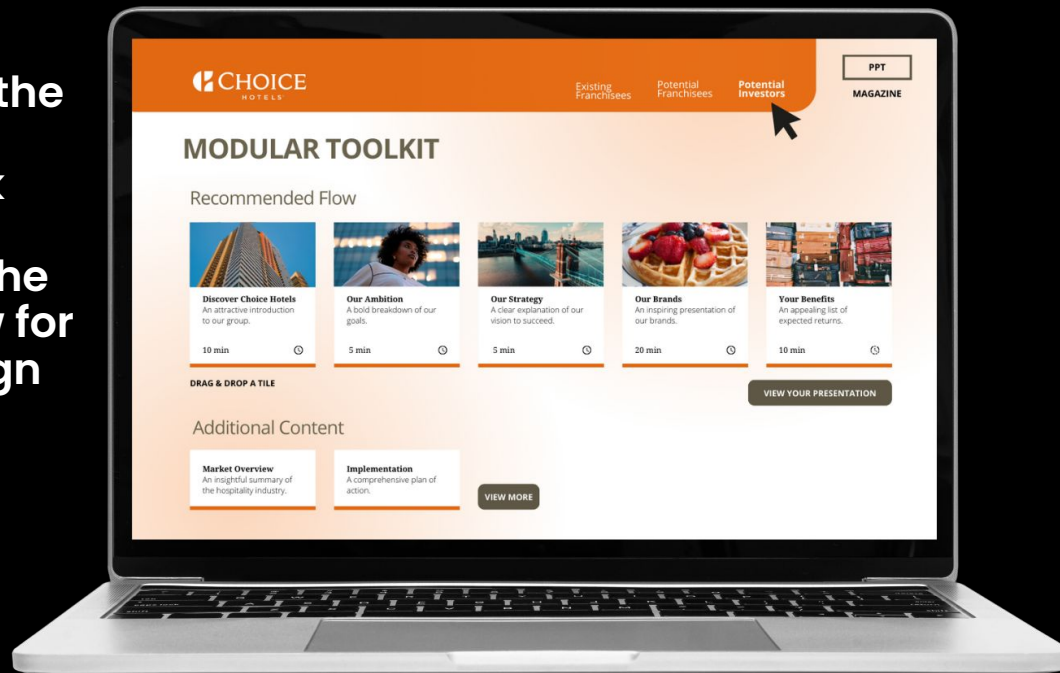
The goal is to provide the development team with as much information, inspiration and confidence as possible and as much flexibility as necessary. It should be easy & intuitive for the developer to prepare the perfect set of materials for their conversations.

## ▶ THE TOOLKIT

The **‘tool kit’** we envision will live in a **central space** (MyChoice) and can be accessed by the development team from anywhere. Building it in **modular** fashion will allow the user to pick the relevant content from an easy to understand **menu**. The **storyline/flow** should follow our recommendation but the actual content can be added or omitted. Decks and slides are **open and can be tailored** to match the audience, focus topics and brands. Videos will be produced to evoke emotional **engagement**.

# Modular Toolkit

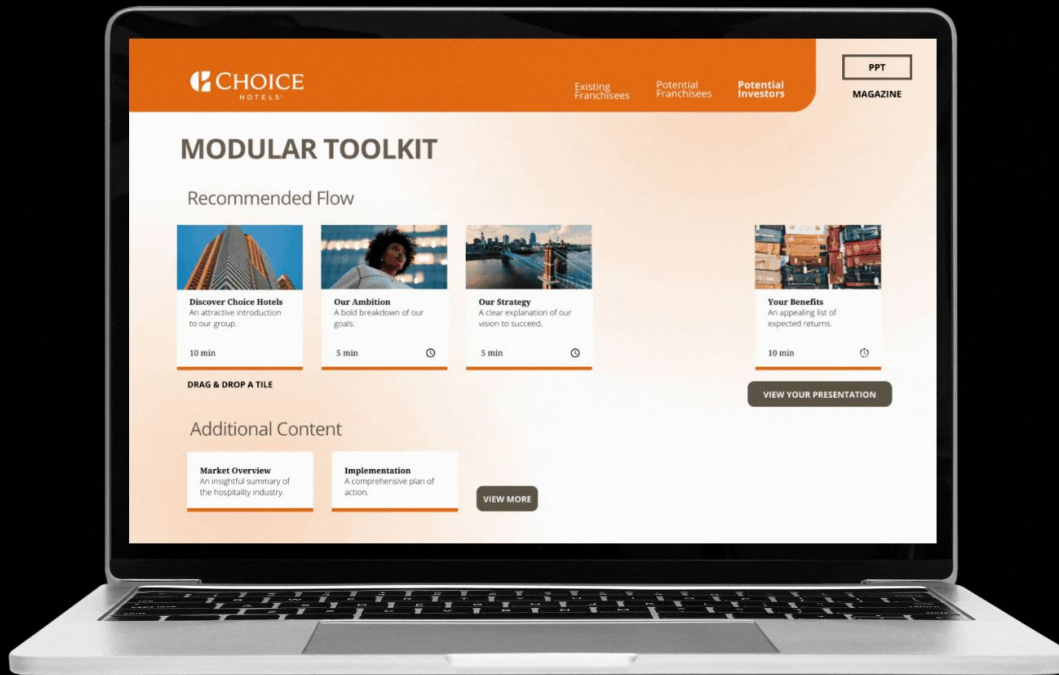
We will design a type of intranet deck builder for the development team of Choice Hotels. It will work with tiles that will be organised according to the recommended story flow for each audience. The design of the platform should follow Choice Hotels branding.





# Modular Toolkit

The presentation flow can be rearranged, and the development team can delete sections they find unnecessary. They can also add new tiles from our content library if they find them relevant to the audience.

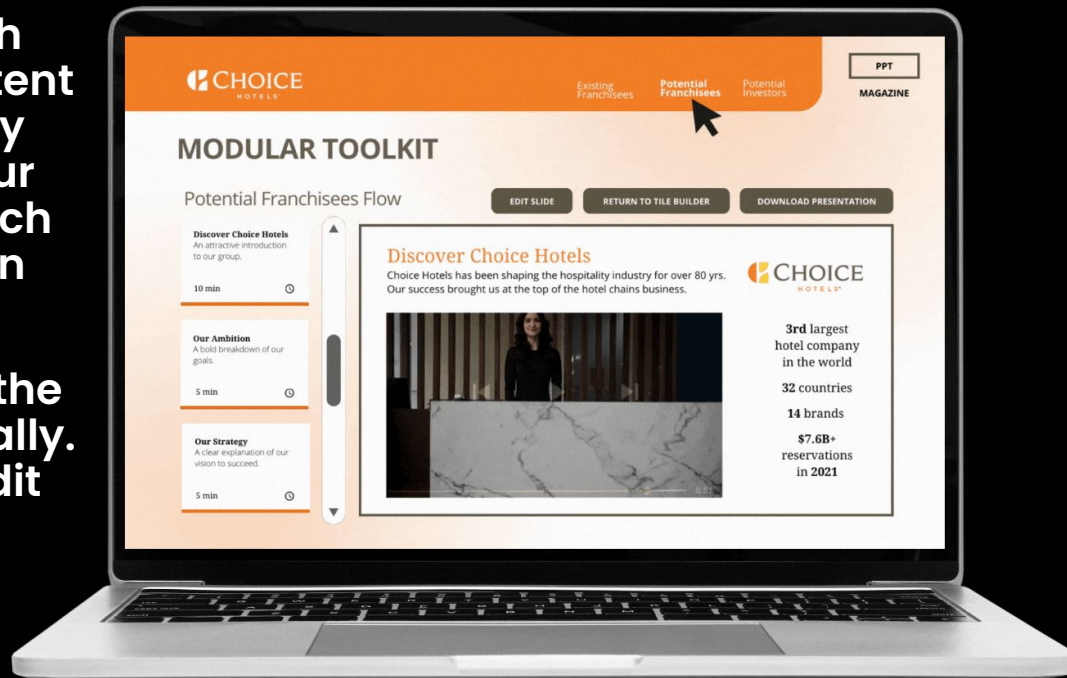




# Modular Toolkit

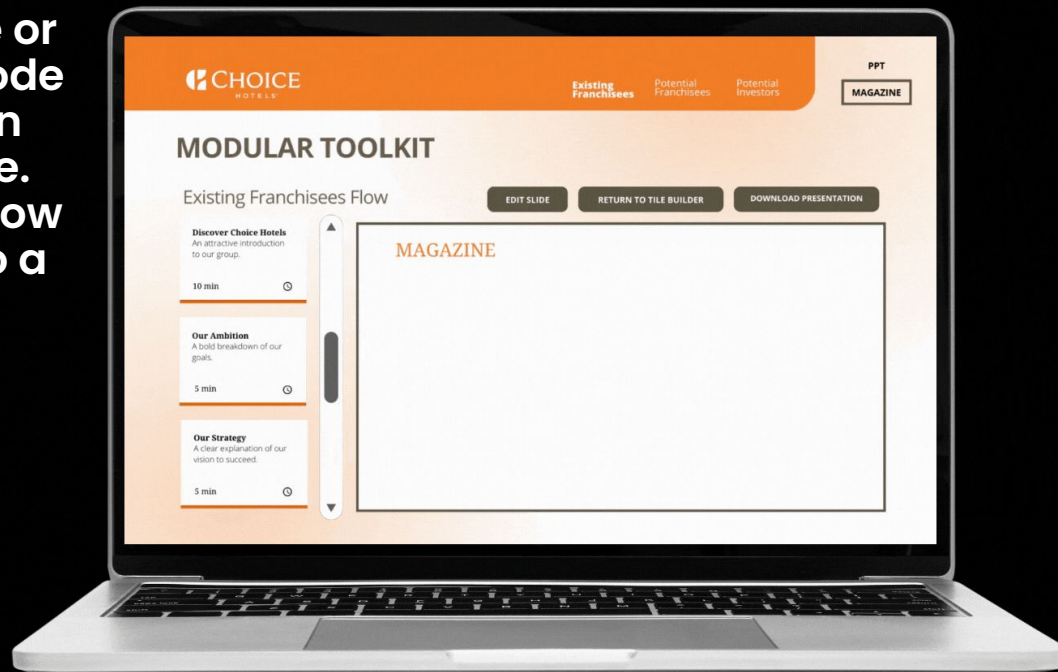
Once they are happy with the flow, timing and content of their presentation, they can click on the 'view your presentation' button which will lead to a presentation editor.

On the left, they will find the flow of their slides vertically. In the center, they can edit each slide individually.



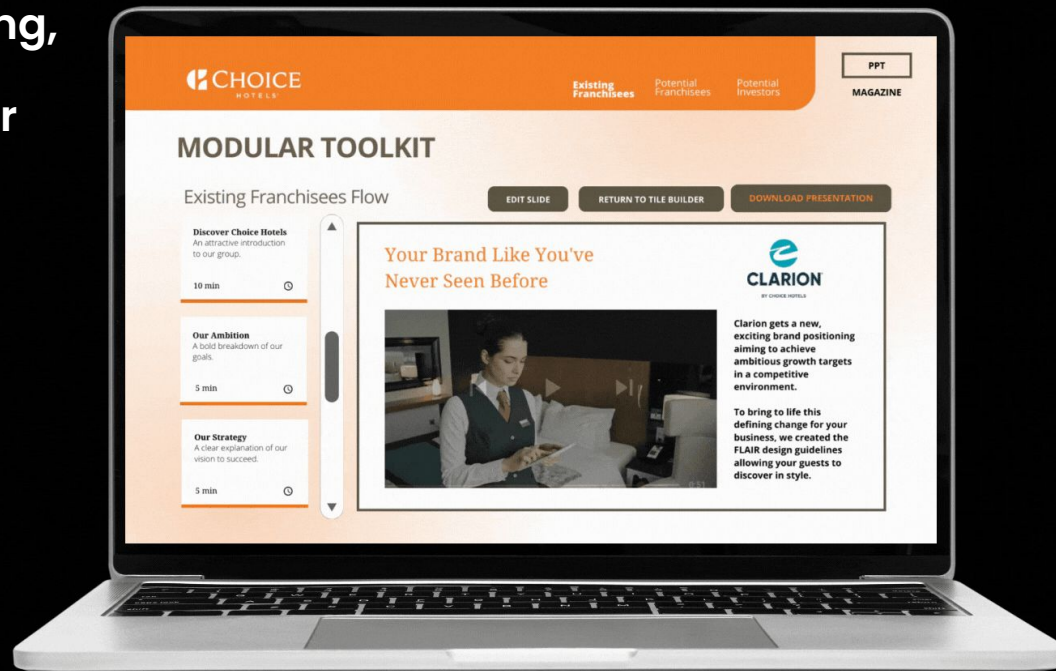
# Modular Toolkit

Every tile will contain one or more slides in the PPT mode but at any time, users can switch to magazine mode. This allows them to see how the slides will translate to a magazine layout.



# Modular Toolkit

Once they are done editing, they can download their presentation or print their magazine.





# 06.

## MOOD VIDEO





► MOOD VIDEO

We will create an appealing video to introduce Choice Hotels to potential investors and franchisees. It will highlight the company successes, history, innovations and attractive figures. The goal is to present Choice in a compelling format while creating a desire to know more in the mind of the audience.

We open on the CEO of Choice Hotels talking...



**Increased operational costs, Rising interest rates, staff shortages.**

*VO: The hospitality industry is facing many new challenges*





80+ years of existence, we've led  
all the revolutions...

*VO: But it is during troubled times that the biggest opportunities lie.  
At Choice Hotels, we speak from experience.*





**1941 First hotel chain in the US**

**1970 First to offer 24h toll-free reservations**

**1995 First hotel website with real-time rate & availability**

**2009 First to develop a hotel app for iOS**

**2018 First hotel chain to adopt virtual payment options**

*VO: ... and we are ready for the new decade.*





**3rd largest hotel company in the world 600K+ hotel rooms.**

*VO: We are confident, not only because of our size...*





**7K+ franchise-only properties.**

*VO: But because we know that our franchisees have what it takes to move mountains.*



Sorry  
WE'RE  
CLOSED

*VO: Despite fears and uncertainty,*



A hand is shown using a silver keycard to unlock a door. The door is light-colored wood. The background is a blurred hotel room with a bed and a lamp. The text is overlaid on the image.

**\$7.6B+ reservations last year.  
Outperformed other hotel chains  
during COVID 19**

*VO: They achieved the impossible.*



# Choice Now Hotel Portal Choice University Choice Central

*VO: With our support, resources and tools,*





**ChoiceEDGE, 100+ transactions  
per second.**

*VO: They defied all predictions.*

An aerial photograph of a city, likely taken from an airplane window. The city is densely packed with buildings, many with red-tiled roofs. A prominent feature is a large, multi-story building with a distinctive architectural style. The city is surrounded by greenery and a river or canal. The sky is filled with white, fluffy clouds. The wing of the airplane is visible in the upper right corner of the frame.

**32 countries**

*VO: Wherever they are around the world,*





*VO: They are shaping the future of hospitality.*





*VO: With new fresh looks,*





**165M visits to  
choicehotels.com annually**

*VO: to heights never reached before.*



**50M+ loyalty members**

*VO: And travelers want more of it.*



A person in a dark suit and a blue and white checkered shirt is sitting at a desk. They are looking at a tablet computer that displays a bar chart. To the right of the tablet is a spiral-bound notebook and a calculator. In the foreground on the left, there is a glass of orange juice. The background is slightly blurred, showing a green plant and a window with blinds.

**Economies of scale**  
**Tailored solutions**  
**Hotel owner centric**

*VO: We don't know what lies ahead,  
But we do know that Choice Hotels' franchisees are set for success.*

A woman with long dark hair, wearing a dark blue blazer over a light blue shirt, is smiling broadly and gesturing with her hands as if in conversation. She is positioned in the center of the frame. In the foreground, the profiles of two men are visible, one on the left and one on the right, both looking towards her. The background shows an office setting with large windows and several green plants on a white ledge.

**Because our business is you.**

*VO: Because our business is you.*





# 07. MAGAZINE



## ► MAGAZINE

We will create a magazine that will follow the flow of the PPT presentation. Its content will be a summary of everything that is included in the PPT as well as everything that can be said by the development team but is not written on the slides.

# Magazine

The magazine will be used when a presentation set up is not available (at trade shows for example), it may also be preferred for audiences that may lose focus easily on a 2D presentation and is a great handout to give away at the end of any presentation so our audience can easily refer back to what has been said.





CHOICE HOTELS

# Leveraging Innovation To Overcome

A PROVEN FORMULA AT CHOICE HOTELS



CHOICE HOTELS

## The hospitality industry is facing many new challenges.

The list goes on and on from increased operational costs to rising interest rates or staff shortages.

But it is during trouble times that the biggest opportunities lie.

At Choice Hotels, we talk from experience. In 80+ years of existence, we've lead all the revolutions.

**1941 THE FIRST CHAIN HOTEL IN THE US.**

**1970 THE FIRST TO OFFER 24H TOOL-FREE RESERVATIONS.**

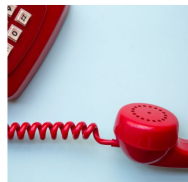
**1995 THE FIRST HOTEL WEBSITE WITH REAL-TIME RATE & AVAILABILITY.**

**2009 FIRST TO DEVELOP A HOTEL APP FOR IOS.**

**2018 FIRST HOTEL CHAIN TO ADOPT VIRTUAL PAYMENT OPTIONS.**

**2023 TODAY**

Our innovative spirit is shining brighter than ever and we are confident that the decisions we are making today will enable us to continue our successful legacy in the next decade.



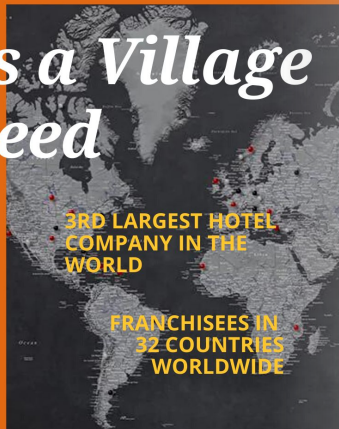
CHOICE HOTELS

# It Takes a Village to Succeed

Choice Hotels can count on the solid bedrock of 7K+ franchisee-only properties to move mountains. Despite fears and uncertainty, our franchisees achieved the impossible during COVID-19, outperforming other hotel chains.

And, they proved it again last year with a stunning \$7.6B+ in reservations.

With our support, resources, and tools, they are defying all predictions. ChoiceEDGE, the first new central reservation system (CRS) from a hotel company in 30 years, currently performs a whopping 100+ transactions per second.



CHOICE HOTELS

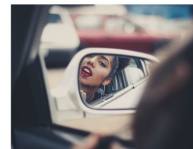
## Wherever our franchisees are around the world, they are shaping the future of hospitality.

Be it with new fresh looks, unique curated experiences or trending services such as food menus tailored by expert nutritionists. They are taking our 14 brands to heights never reached before with a record of 165M visits to choicehotels.com last year.

As a result, we have seen travelers asking us for more. Our loyalty program keeps on growing month after month and reaches today 50M+ members which account for € 9.2M+ annual revenue to hotels.

In a fast ever-changing world, we cannot predict what lies ahead, but we do know that Choice Hotels' franchisees are set for success.

**BECAUSE OUR BUSINESS IS YOU.**





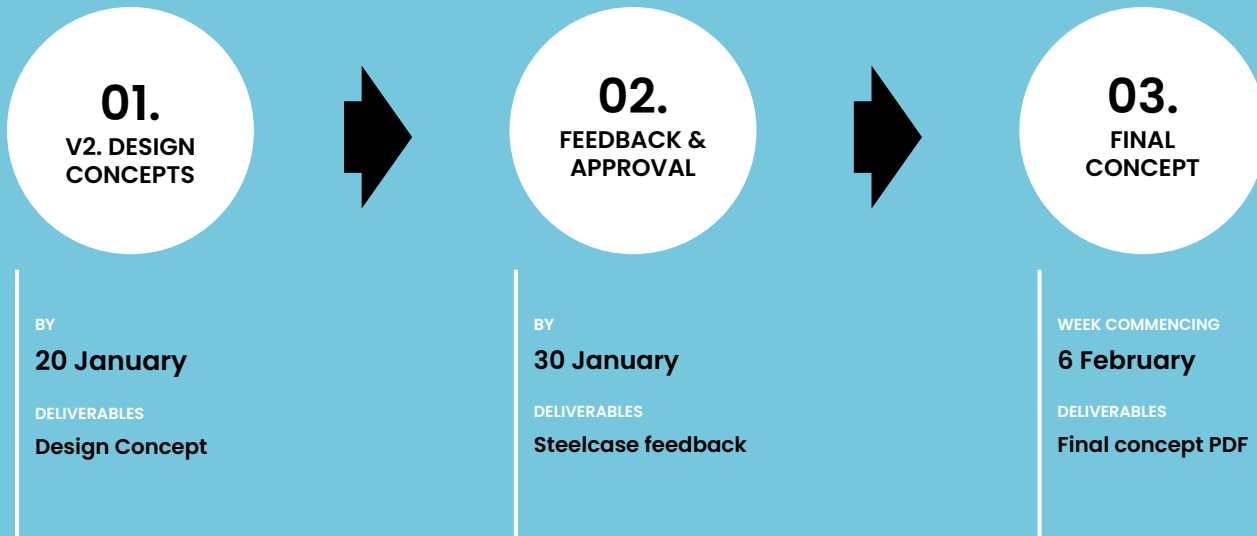
# 06.

## NEXT STEPS





# Next Steps.



**Thank you.**



M A S H



# 07. APPENDIX





## CONTENT

# OVERVIEW.

	Existing franchisees	Potential franchisees	Potential investors
Title			
Title			
Title			

## ACTIVATION

# IDEAS.

### EXISTING FRANCHISEES.

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## ACTIVATION

# IDEAS.

### POTENTIAL FRANCHISEES.

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## ACTIVATION

# IDEAS.

## POTENTIAL INVESTORS

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