



The World Luxury Index™ HOTELS

THE MOST SOUGHT-AFTER LUXURY HOTELS

©Photo Source Banyan Tree



Digital Luxury
Group.

In partnership with:
LUXURYSOCIETY

A new luxury benchmark is born.

Created as a way to provide luxury brands and service providers with a standardized way of measuring brand interest at an international level, Digital Luxury Group, in partnership with Luxury Society, has unveiled:

The World Luxury Index.

An international ranking and analysis of the most searched-for brands within the luxury industry.

Notable past reports include:



The Scope.

Covering:

70+

hotel brands

133 million+ searches*

Over **900** international destinations

Unbiased insights from the **top search engines:**

Baidu
Yandex

Google
bing

Understanding the HOTEL market



The Context.

“The luxury hotel market is very heterogeneous from one market to the other. We have defined for this study 3 main categories: luxury brands integrated to hotel groups and hotel groups that are playing mainly or only in the luxury market segment.

In the 3 categories, emerging markets are increasingly showing interest for luxury hotel brands and the US market is by far the dominant market with the most connected and savviest consumers.”

Samad Laaroussi, Holder of the Chair of Luxury Hospitality of Ecole hôtelière de Lausanne

Hotel **Luxury Brand** Categories.

Hotel Luxury Brand Categories are derived and adapted from the hotel tier division based on ADR data provided by Smith Travel Research (STR Global)

- **Category 1: Luxury Major** **LUXURY BRANDS OF A MAJOR INTEGRATED CHAIN**
for example: Sofitel, Ritz Carlton, JW Marriott, etc.

- **Category 2: Luxury Exclusive** **LUXURY BRANDS OF A SMALL/MEDIUM SIZED EXCLUSIVE LUXURY CHAIN**
for example: Four Seasons, Kempinski, Mandarin Oriental, etc.

- **Category 3: Upper Upscale** **UPPER UPSCALE BRAND**
mainly from Integrated Chains such as Hilton, Sheraton etc.

CATEGORIES.

UPPER UPSCALE BRAND

Camino Real Hotel Renaissance
Dusit Thani Sheraton
Embassy Suites Steigenberger
Gaylord Hotel Swissotel
Hilton Vivanta by Taj
Hotel du Vin Westin
Hyatt Wyndham
Joie De Vivre
Kimpton
Le Méridien
Mgallery
Millennium Hotel
Nikko
Okura Hotel
Omni Hotel
Pan Pacific
Pullman Hotel
Radisson Blu Hotel

LUXURY MAJOR INTEGRATED CHAIN

Andaz
Bulgari Hotels
Conrad
Fairmont
Gran Melia
Grand Hyatt
Hotel Missoni
InterContinental
JW Marriott
ME hotel
Park Hyatt
Raffles
Ritz-Carlton
Royal Tulip
Sofitel
St. Regis
W Hotel
Waldorf Astoria

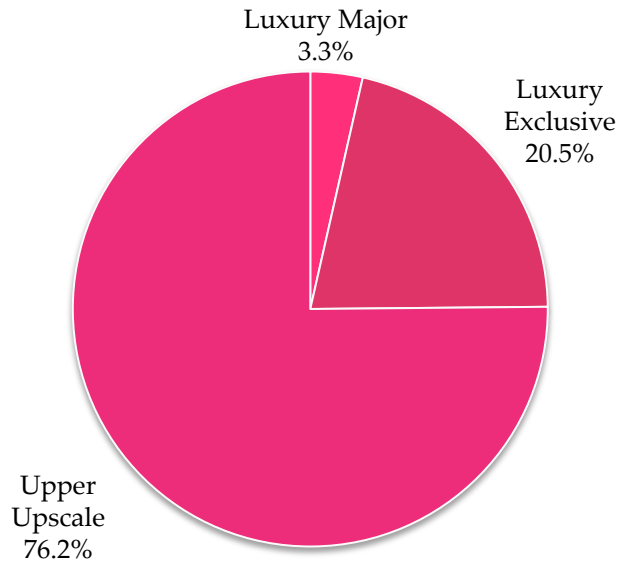
LUXURY EXCLUSIVE SMALL/MED SIZE

Affinia Peninsula
African Pride Hotel Regalia Hotel
Anantara Regent
Angsana RockResorts
Banyan Tree Rosewood
Four Seasons Shangri-La
Guoman Six Senses
Hospes Taj Hotel
Impiana Hotel The Leela
Jumeirah Trump Hotel
Kempinski
Langham
Loews
Lotus Resort
Mandarin Oriental
Oberoi
One & Only
Orient-Express Hotel

HOTEL CATEGORY BREAKDOWN.

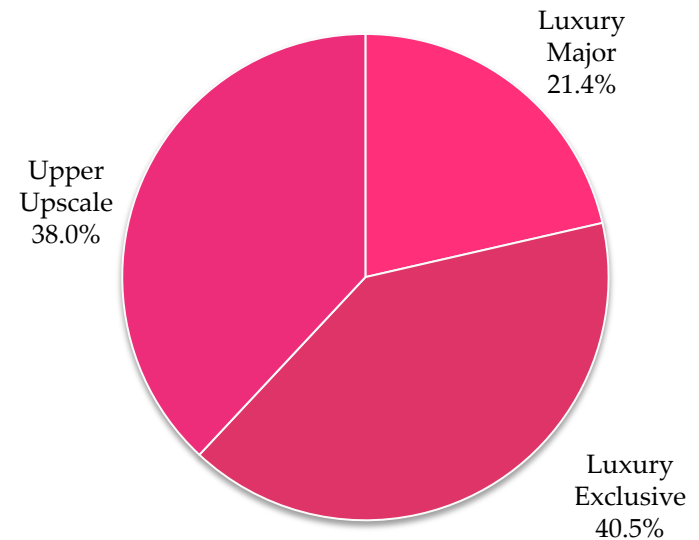
MOST SOUGHT-AFTER HOTEL CATEGORIES

(no of searches)



HOTEL CATEGORIES BREAKDOWN

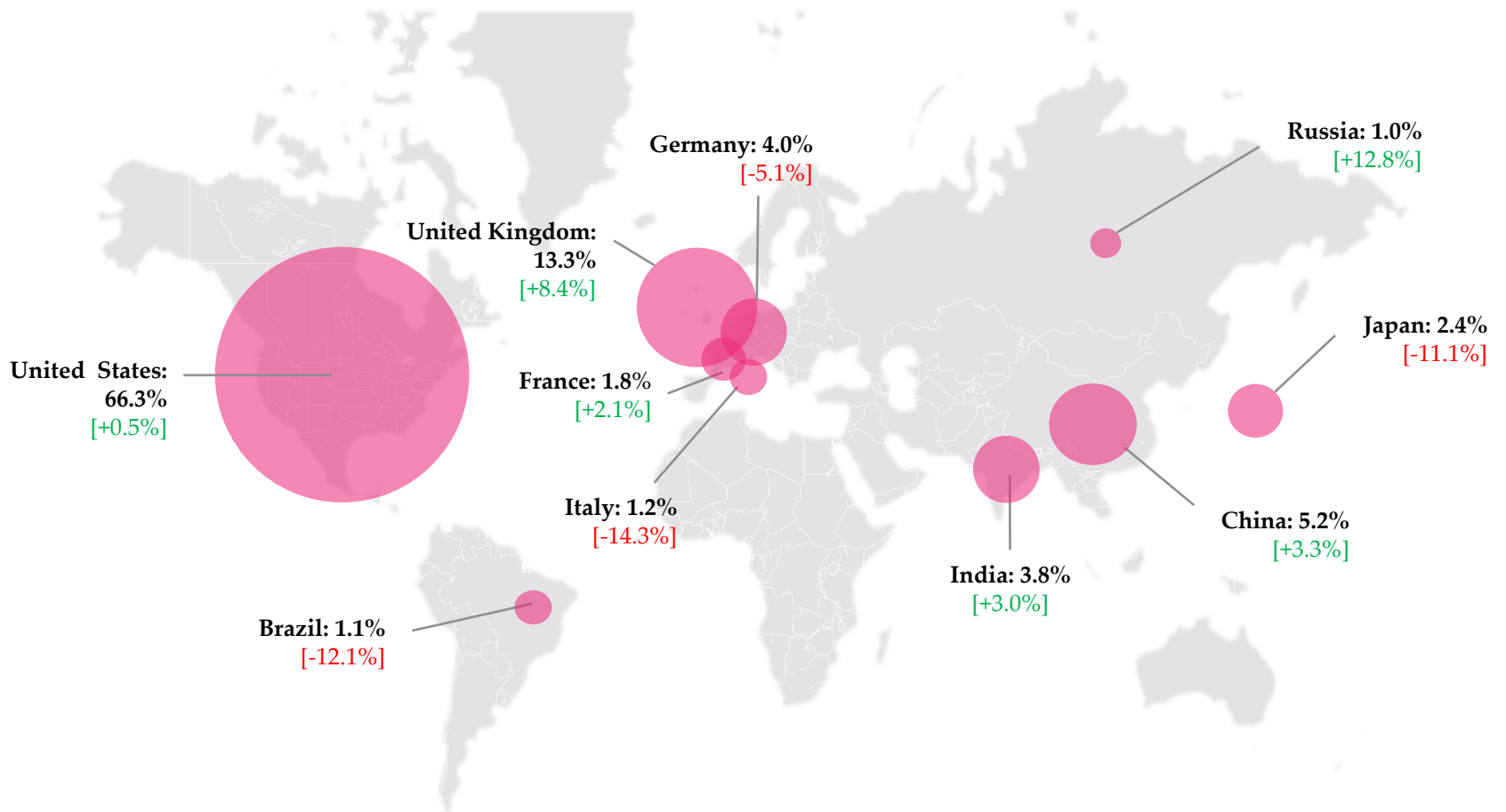
(no of hotels)



- Upper Upscale category which accounts for 38% of hotels, captures 3/4 of total global interest but stagnates at -1.1%
- Luxury Major is the fastest growing category with +12.1% (Luxury Exclusive +5.6%)

The Trend.

GLOBAL CONSUMER INTEREST FOR LUXURY HOTELS GREW +1.5%



The Customer – Generation LuXurY.

“Our customers look a lot different than 10, even five years ago, and we have to offer the product and services that cater to their needs.

85 percent of Starwood’s luxury guests hail from generation X and Y, allowing us the unique position to cater to this emerging and ever-more global generation of affluent travelers. This growing cadre, which we call ‘Generation LuXurY’, is multi-national and cross-generational, mobile and jet-setting; more comfortable moving across our portfolio of luxury hotels for business and leisure, but also demanding personalized service at every turn.

Paul James, Global Brand Leader St. Regis, The Luxury Collection, W Hotels Worldwide

A stack of three white, crocodile-embossed suitcases with gold hardware. The top suitcase is a briefcase style with a handle and a latch. The middle suitcase is a larger, rectangular suitcase with a latch and a combination lock. The bottom suitcase is a large, rectangular suitcase with a latch and a combination lock. The text "WHAT ARE THE MOST SEARCHED BRANDS?" is overlaid on the middle suitcase.

**WHAT ARE THE MOST
SEARCHED BRANDS?**

MOST SEARCHED HOTELS WORLDWIDE.

UPPER UPSCALE

- 1 Hilton
- 2 Sheraton
- 3 Westin
- 4 Hyatt
- 5 Hyatt Regency
- 6 Embassy Suites
- 7 Renaissance
- 8 Le Méridien
- 9 Kimpton
- 10 Nikko

LUXURY MAJOR

- Ritz-Carlton
- InterContinental
- Fairmont
- JW Marriott
- Sofitel
- Grand Hyatt
- St. Regis
- Park Hyatt
- Andaz
- W hotel

LUXURY EXCLUSIVE

- Four Seasons
- Loews
- Shangri-La
- Mandarin Oriental
- Regent
- Kempinski
- Jumeirah
- Langham
- Banyan Tree
- Oberoi



The Ritz-Carlton®



FOUR SEASONS
Hotels and Resorts

TOP 50 MOST SOUGHT-AFTER HOTEL BRANDS.

1	Hilton	26	Kimpton
2	Sheraton	27	Nikko
3	Westin	28	Banyan Tree
4	Four Seasons	29	Andaz
5	Hyatt	30	Swissotel
6	Hyatt Regency	31	Oberoi
7	Ritz-Carlton	32	W Hotel
8	Embassy Suites	33	Affinia
9	Renaissance	34	Rosewood
10	InterContinental	35	Pan Pacific
11	Fairmont	36	Vivanta by Taj
12	JW Marriott	37	Hotel du Vin
13	Sofitel	38	Raffles
14	Grand Hyatt	39	Steigenberger
15	Loews	40	One & Only
16	Shangri-La	41	Omni Hotel
17	Mandarin Oriental	42	Peninsula
18	St. Regis	43	Anantara
19	Le Méridien	44	Six Senses
20	Regent	45	Dusit
21	Park Hyatt	46	Radisson Blu Hotel
22	Kempinski	47	Bulgari Hotels
23	Jumeirah	48	Guoman
24	Langham	49	Angsana
25	Taj Hotel	50	Conrad

HOTELS COUNTRY OF ORIGIN.

85% + of all luxury hotels searched globally originate from Anglophone countries
U.S. accounting for over $\frac{3}{4}$ of chains



COUNTRY OF ORIGIN

USA	75.5%
UK	5.2%
Canada	4.8%
Hong Kong	4.6%
France	3.3%
India	1.4%
UAE	1.1%
Germany	1.1%
Singapore	0.7%
Japan	0.6%



UPPER UPSCALE BRAND FOCUS.



Photo Source: www.commons.wikimedia.org

- 1st Globally and in Brazil, Germany, Italy, Russia, UK and US
2nd in China (Sheraton #1), France (Sofitel #1), and Japan (Ritz Carlton #1)
3rd in India (Taj #1, Oberoi #2)
- #1 Upper Upscale Chain hotel brand (in all categories) with 22.8% of Global demand
- -1.6% evolution since last year but fastest growing market is India +16.7%
- Top Destinations:
 - #1 London
 - #2 New York
 - #3 Chicago
 - #4 Hawaii
 - #5 Las Vegas

UPPER UPSCALE BRAND FOCUS.



Photo Source: www.commons.wikimedia.org

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- Hilton Hotels & Resorts is the largest Upper Upscale Brand. Based on STR data, the Hilton Brand operates more than **550 Properties** with a total of **193064 Rooms** in **80 countries** in 6 Continents
- Diverse Portfolio: Convention Center Hotels, Resorts, Airport Hotels and Casino Hotels with a global sales mix: **34% Leisure, 32% Business, 34% Group**
- #1 positioning in meeting and conventions business
- Hilton brand enjoys **strong brand awareness** and brand recall in most of its key markets where it operates, which gives it a distinct competitive advantage over its peers. US: 87%, Mexico: 90%, Europe: 91%, Asia Pacific: 90%
- #1 Brand Ranking in Australia, Asia, Europe, Japan and the Middle East

LUXURY EXCLUSIVE BRAND FOCUS.



FOUR SEASONS
Hotels and Resorts



Photo Source: www.fourseasons.com

- #1 Luxury Exclusive hotel brand (4th in all categories) with 4.8% of Global demand
- +2.7% evolution since last year. Fastest growing market is UK +12.4%
- Highest ranking was in the United Kingdom where the brand was the 3rd most sought-after brand in all categories
- Top Destinations:
 - #1 Bora Bora
 - #2 Maui
 - #3 New York
 - #4 Chicago
 - #5 Las Vegas

LUXURY EXCLUSIVE BRAND FOCUS.



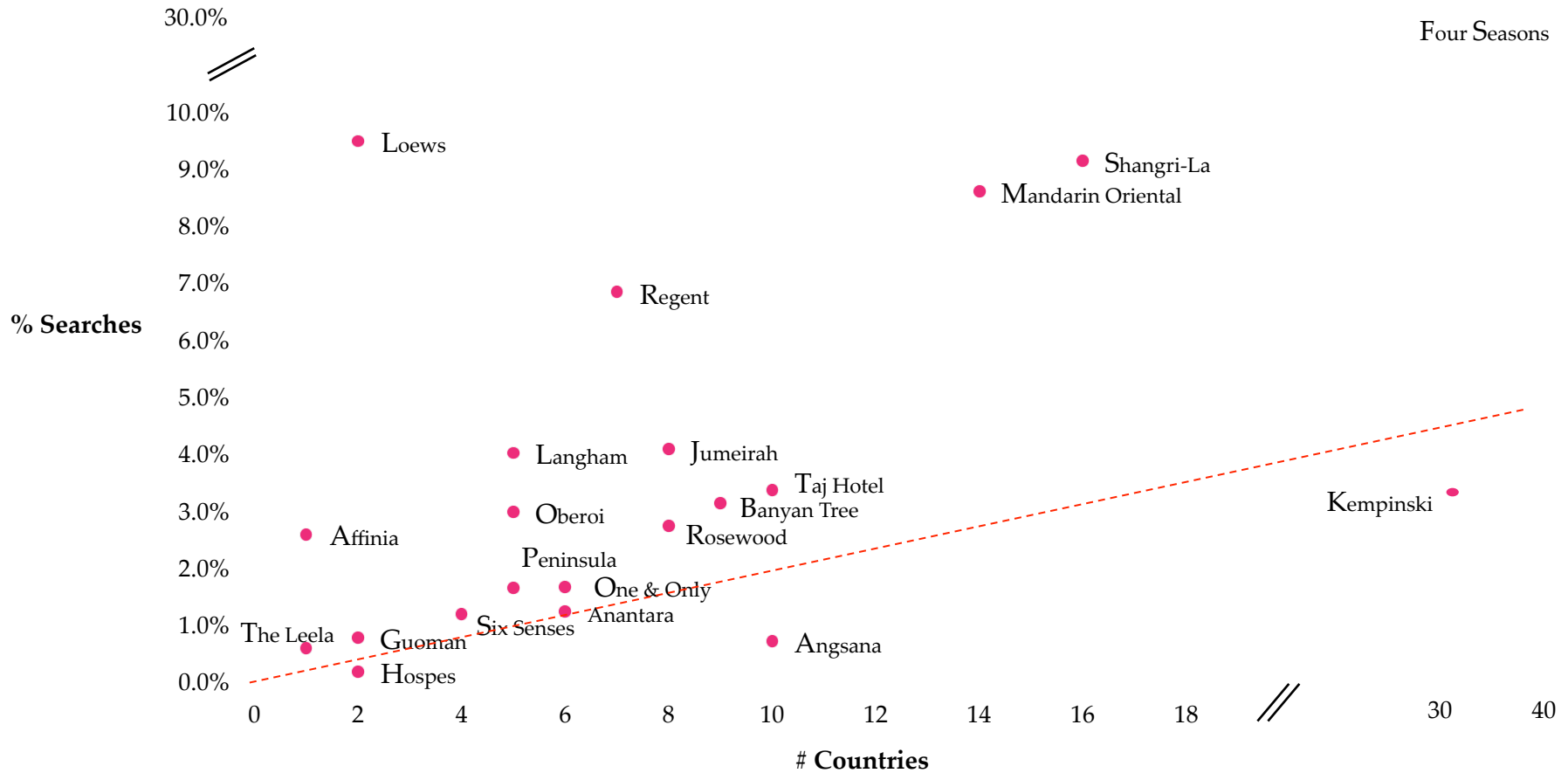
FOUR SEASONS
Hotels and Resorts



Photo Source: www.fourseasons.com

- Four Seasons manages the operations of **90 hotels** in **36 countries**, including 25 of the 181 superstars properties in the Condé Nast Traveler Platinum Circle
- Four Seasons' marketing is targeted at the luxury segment of the global marketplace. It estimates that it derives **69%** of its business from **business travelers** and groups and **31%** from the **leisure** sector
- **\$18 million** is the investment made by Four Seasons to reinforce the **brand's online presence** and digitally extend the brand's online experience

LUXURY EXCLUSIVE BRAND FOCUS.



▪ Search volume highly correlated to the number of countries covered by the brand

QUOTE.

“Four Seasons benefits from an outstanding level of online awareness reflecting a high level of brand desirability. The iconic Canadian brand is a best in class in luxury brand management and has invested massively in digital.”

Florent Bondoux, Head of Strategy & Intelligence at Digital Luxury Group

LUXURY MAJOR BRAND FOCUS.



The Ritz-Carlton®



- #1 Luxury Major hotel brand (7th in all categories) with 4.6% of Global demand
- +1.7% evolution since last year but India is fastest growing market with +59.0%. The Ritz will open its first property in the country in the summer of 2013
- Highest ranking was in Japan, where the brand was the #1 most sought-after brand in all categories
- Top Destinations:
 - #1 Naples, FL
 - #2 Atlanta
 - #3 New Orleans
 - #4 Maui
 - #5 Fernandina Beach, FL

Photo Source: www.ritzcarlton.com

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LUXURY MAJOR BRAND FOCUS.



The Ritz-Carlton®



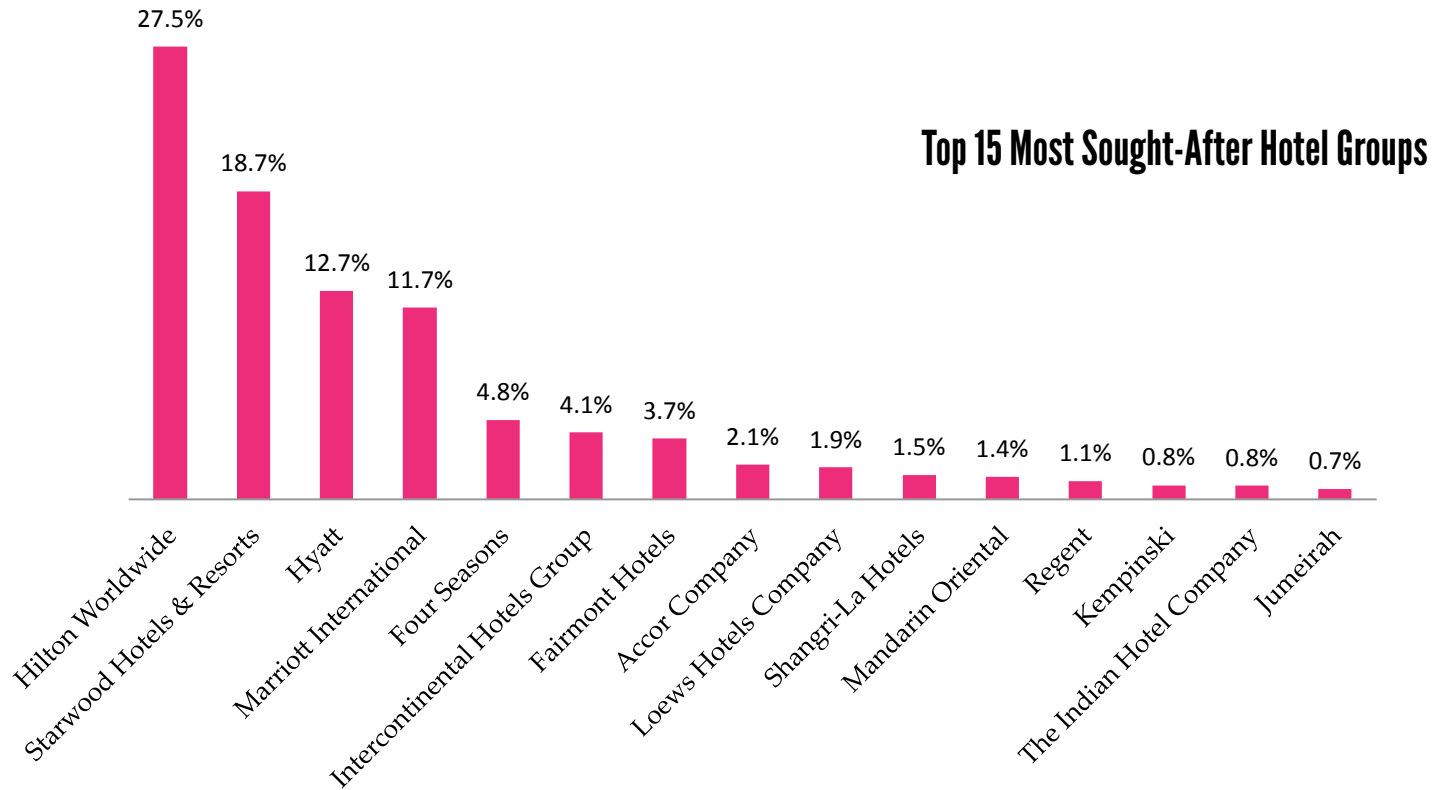
- Ritz-Carlton has become a leading hotel luxury brand in luxury by rigorously developing and implementing **unique standards**
- One of its remarkable policies is to permit every employee to spend up to \$2,000 to respond to guests wishes and making any single guest satisfied
- Ritz-Carlton has received countless forms of recognition. It is the only company to date to win **two times** the prestigious Malcolm Baldrige National Quality Awards (1992 and 1999)
- **Inspiring company beyond the hotel industry:** In 2000, The Ritz-Carlton Leadership Center was created as a learning center to help other industries to create sustainable change through outstanding service quality

Photo Source: www.ritzcarlton.com

© Digital Luxury Group, SA

Source: corporate.ritzcarlton.com

MOST SOUGHT-AFTER HOTEL GROUPS.



- Hilton Worldwide ranks first in 4 out of 10 markets: Italy, Germany, United Kingdom and the United States
- Fastest growing are: #1 Jumeirah, #2 Fairmont and #3 Shangri-La

GROUP FOCUS.



Photo: www.jumeirah.com

- Fastest growing Top 15 Luxury Group with +14.8% evolution
- Best performing market is Russia (ranks 6th vs. 15th globally)
- Fastest growing market is UK +33.1%, followed by India and China
- Top Destinations:
 - #1 Dubai
 - #2 Frankfurt
 - #3 London
 - #4 Mallorca
 - #5 Shanghai

GROUP FOCUS.



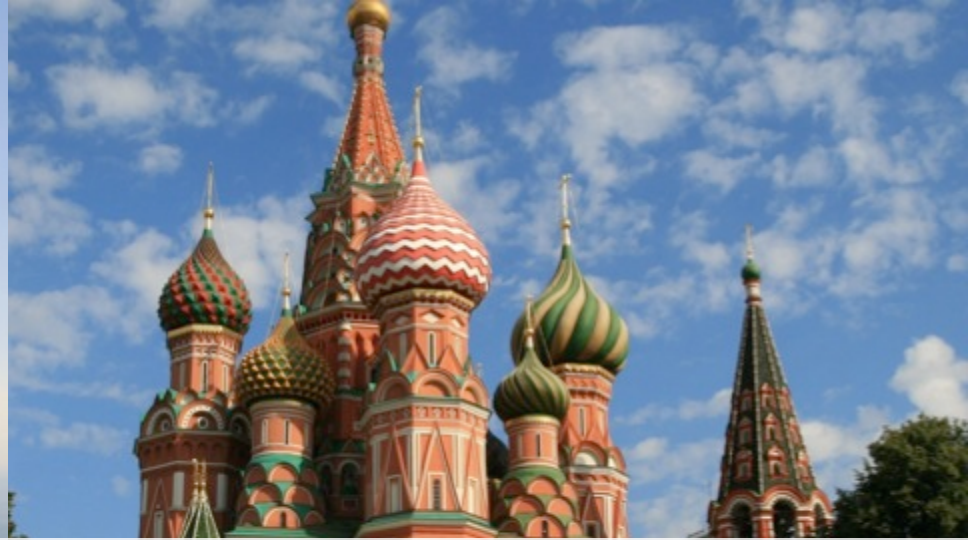
Photo: www.jumeirah.com

- In 2012, Jumeirah launched five hotels across Europe and the UAE and today the Group operates **20 luxury hotels**, resorts and residences in **9 countries**
- In the **past 18 months**, the group has **doubled its portfolio**, with about 16 other properties under construction and more at the negotiation stage
- During the first quarter of 2013, **average daily rate rose** by **9%** and the **revenue per available room**, by **22%**

“The full year of 2012 and the first 4 months of 2013 have been a tremendous success for Jumeirah.”

Gerald Lawless, President and CEO

- The **top 5 source markets in the UAE** continue to be: Russia (19.0%), the United Kingdom (16.2%), the GCC (14.1%), Germany (7.4%) and the United States (3.5%)



BRIC MARKETS FOCUS.



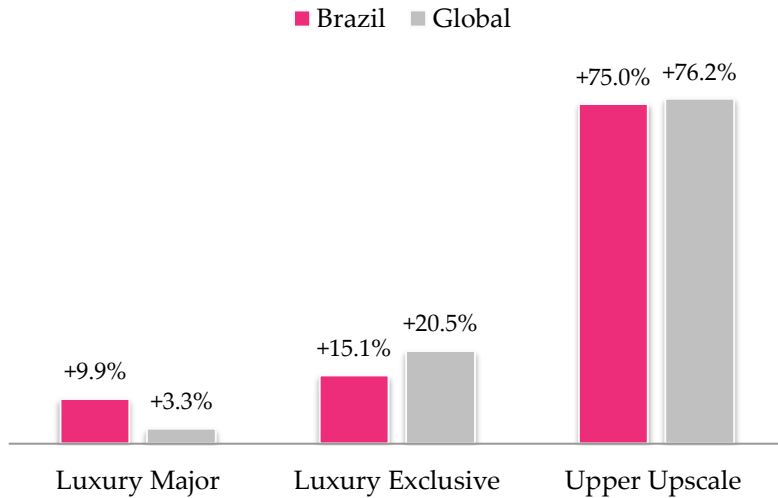
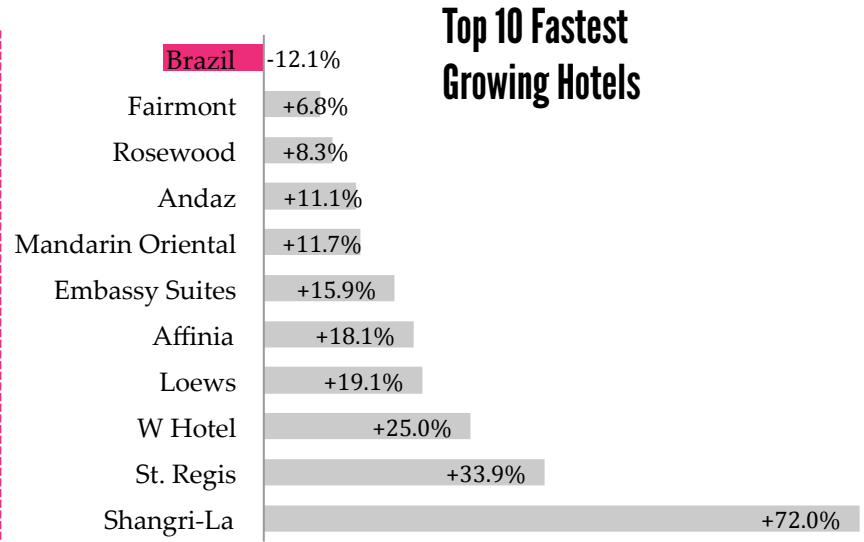
QUOTE.

“As countries which saw an incredible amount of economic growth over the past few years, the BRIC countries hold a lot of promise of growth for the luxury hospitality industry. We noticed an increase in travellers from the BRIC countries to Kempinski hotels over the past five years. This increase bears witness not only to the increase in international travel, but also the increasing preference for luxury hotel accommodation.”

Xavier Destribats, SVP Operations at Kempinski Hotels

BRAZIL - BRIC FOCUS.

	Top 10 Hotels	Vs. Global
#1	Hilton	=
#2	Sheraton	=
#3	Sofitel	+10
#4	InterContinental	+6
#5	Renaissance	+4
#6	Royal Tulip	+48
#7	Hyatt Regency	-1
#8	Grand Hyatt	+6
#9	JW Marriott	+3
#10	Hyatt	-5



Top Local Destinations

Rio de Janeiro
Sao Paulo
Brasilia
Curitiba

Top International Destinations

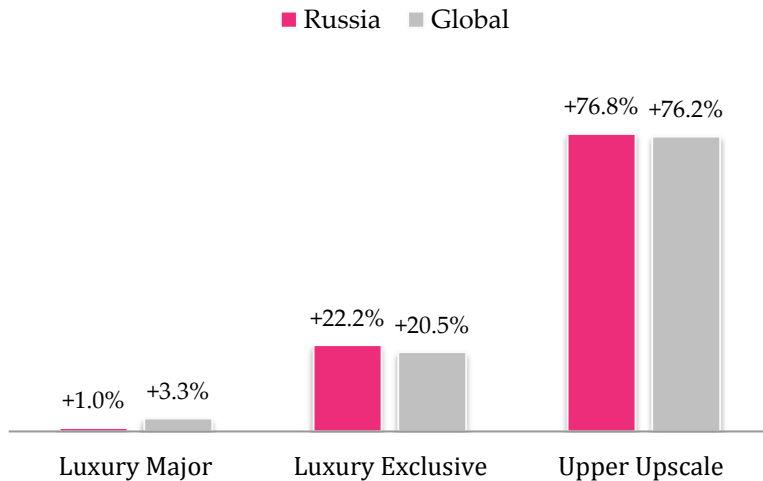
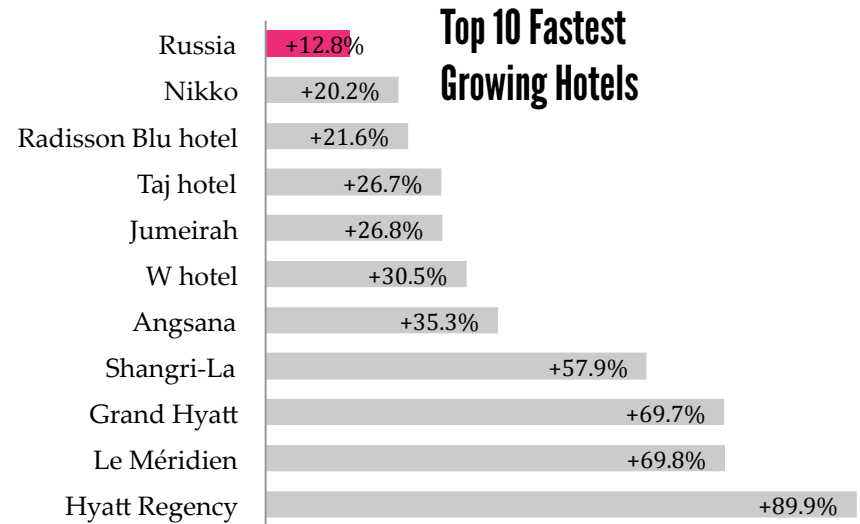
Miami
New York
Buenos Aires
Cancun
Orlando

BRAZIL - BRIC FOCUS.

- The Brazilian hotel market is **extremely fragmented**, with most hotels operated independently. According to JLLH, while there is one brand-affiliated hotel room for every 100 residents in the US, in Brazil, the ratio is closer to one branded hotel room for every 2,800 residents. In July 2012, Accor is clearly the leading chain in Brazil.
- Strong economic performance, **favorable exchange rates** boost outbound travels flows in 2011. **5.4 million outbound** departures have been registered in 2011 – increasing by +2%.
- Brazil presents enormous opportunities for boosting future arrivals to the US in the short term. A new pilot program and **rule changes for visa processing** were announced. In January 2012 President Obama signed an Executive Order aimed at increasing the **visa** processing capacity by **an additional 40%** in 2012.

RUSSIA - BRIC FOCUS.

	Top 10 Hotels	Vs. Global
#1	Hilton	=
#2	Renaissance	+7
#3	Kempinski	+19
#4	Sheraton	-2
#5	InterContinental	+5
#6	Jumeirah	+18
#7	Le Méridien	+12
#8	Four Seasons	-4
#9	Ritz-Carlton	-2
#10	Sofitel	+3



Top Local Destinations

Moscow
Gelendzhik
Saint Petersburg
Novosibirsk
Perm

Top International Destinations

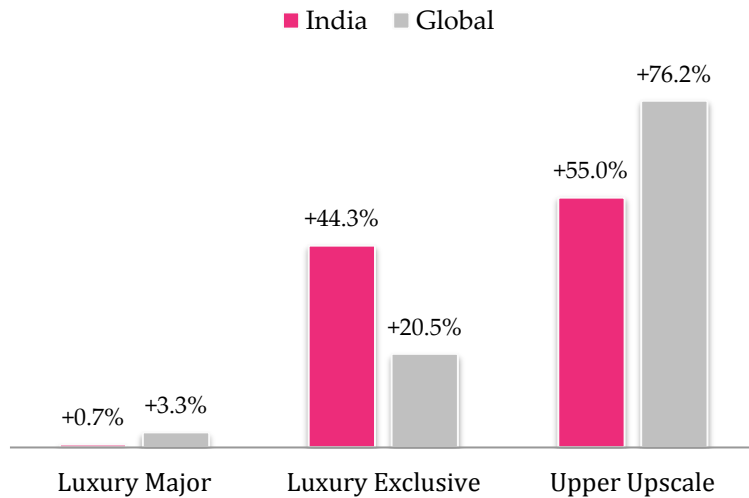
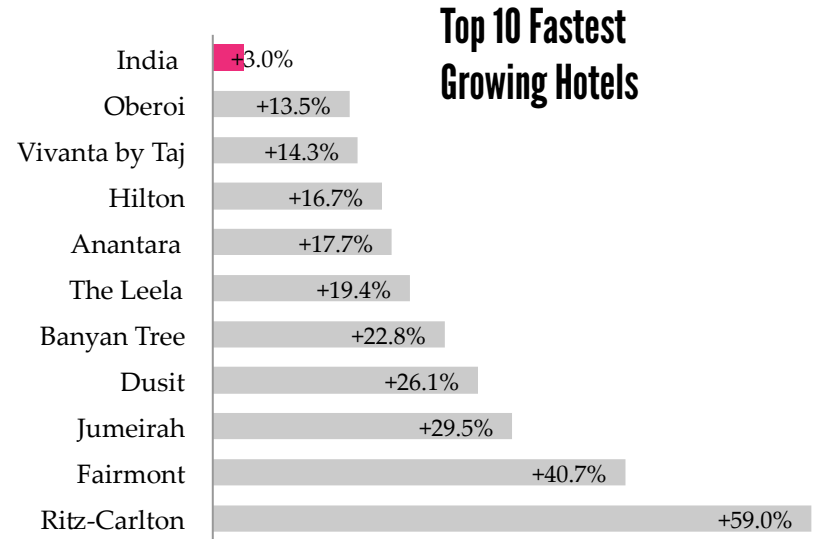
Hurghada
Dubai
Phuket
Sharm el-Sheikh
Paris

RUSSIA - BRIC FOCUS.

- According to Smith Travel Research Global, there are a total of only **550 hotels** (mid- to upscale and luxury hotels), with 83,127 rooms in Russia. Of this total, **145** properties with 36,542 rooms are to be found **in Moscow**.
- The number of **domestic trips** in Russia increased by +3% in 2011.
- **41 million Russians** outbound departures have been registered in 2011 – increasing by +11%.
- Egypt has traditionally been one of the most popular outbound destination for Russian tourists but due to political instability, they have started to **go to Thailand, UAE, Spain, Italy and Turkey**.
- **Visa application procedure** (Estonia), **direct flights** from St Petersburg, Moscow and other second-tier cities (Spain) are a useful way to increase the Russian travelers to outbound destinations.

INDIA - BRIC FOCUS.

	Top 10 Hotels	Vs. Global
#1	Taj Hotel	+24
#2	Oberoi	+29
#3	Hilton	-2
#4	Vivanta by Taj	+32
#5	Le Méridien	+14
#6	Sheraton	-4
#7	JW Mariott	+5
#8	Grand Hyatt	+6
#9	Hyatt	-4
#10	Westin	-7



Top Local Destinations

Mumbai
New Delhi
Goa
Bangalore
Chennai

Top International Destinations

Dubai
Singapore
Mauritius
Bangkok
Maldives

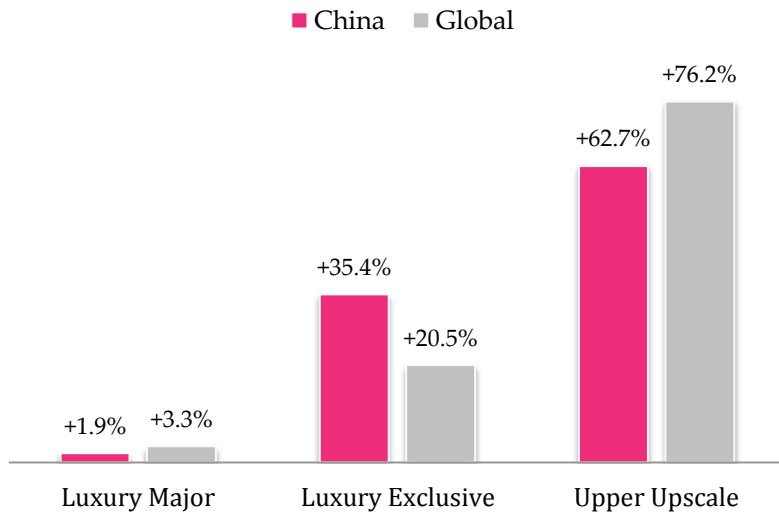
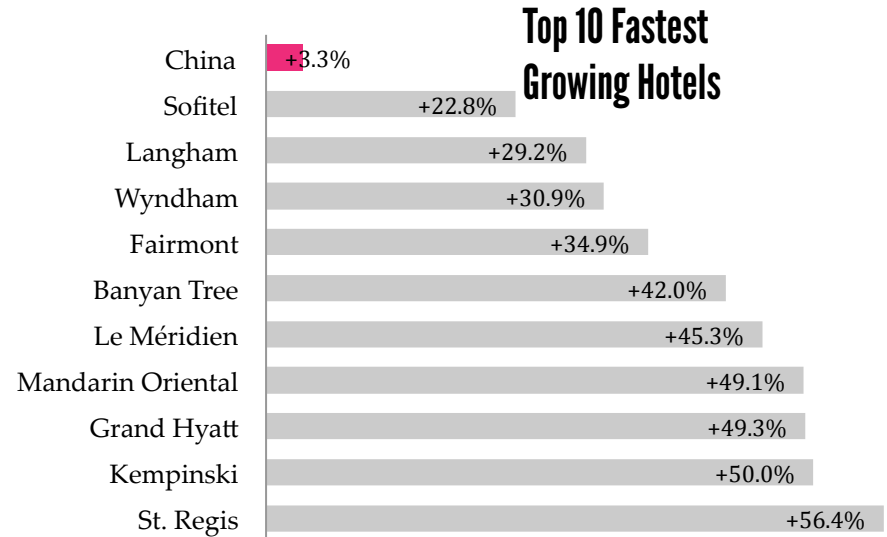
INDIA - BRIC FOCUS.

- There are **88 hotels** with a total of 18,835 rooms in India, which are either rated five-star deluxe by the Ministry of Tourism (MOT) or are members of the international luxury hotels consortium.
- Domestic tourism continued to grow significantly in 2011 (+10% growth compared to 2010), driven by the increased holidaying trend and rising disposable incomes. Domestic tourists have started to spend more on luxury products compared with the review period expenditure.
- **13 million outbound departures** have been registered in 2011 – Increasing by +11%. Forecasts show an estimated **25 million by 2016**.
- Airline companies and travel agencies are putting efforts to offer **better travel experiences**, through direct flights to Dubai, Singapore and Bangkok.

Source: Euromonitor International, Tourism Flows Outbound in India, March 2012.
Euromonitor International, Tourism Flows Domestic in India, March 2012.
Mintel Indian luxury Hotel Sector, February 2012

CHINA - BRIC FOCUS.

	Top 10 Hotels	Vs. Global
#1	Sheraton	+1
#2	Hilton	-1
#3	InterContinental	+7
#4	Shangri-La	+12
#5	Westin	-2
#6	Four Seasons	-2
#7	Renaissance	+2
#8	Hyatt Regency	-2
#9	Nikko	+18
#10	Ritz-Carlton	-3



Top Local Destinations

Shanghai
Beijing
Tianjin
Shenzhen
Hangzhou

Top International Destinations

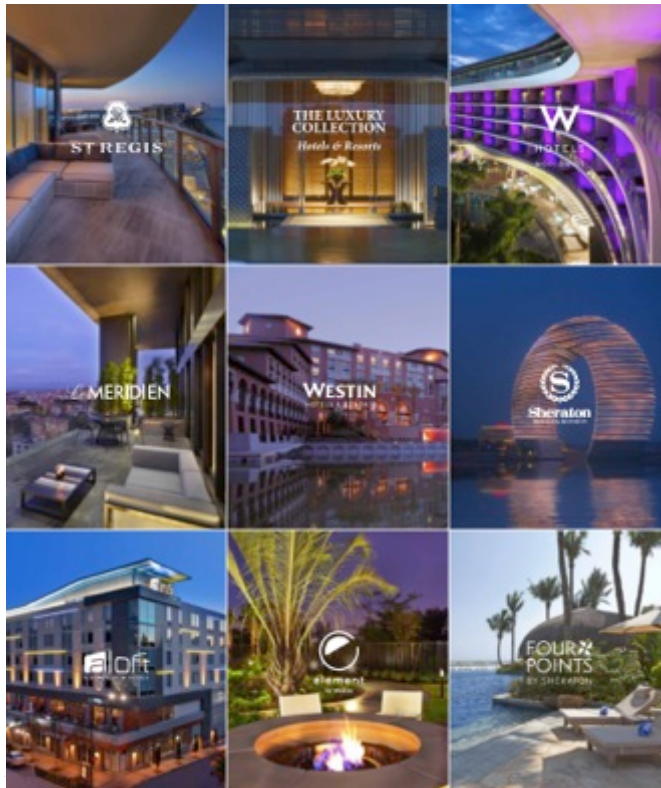
Hong Kong
Singapore
Maldives
Bangkok
Guam

CHINA - BRIC FOCUS.

- Upscale and luxury have **remained constant** as a share of total hotels in China (+8% on average progression 2003-2010).
- **Air-transport capacity** at China's airports grew by **+15%** over the summer of 2012, putting it well ahead of the rest of Asia.
- The number of **domestic travelers** is forecasted to increase by over **+25%** from the current level to reach **3.3 billion by 2015**.
- The World Tourism Organization projects that **by 2020, 100 million Chinese tourists will make their way abroad annually**.
- Chinese consumers preferred to **travel abroad** as they viewed such trips as **a form of reward** for their work during the year. **39 million outbound departures** have been registered in 2011 – Increasing by +14%.

GROUP FOCUS.

starwood
Hotels and
Resorts



- #2 Worldwide with 18.7% market share. Best performer in BRIC Markets
- Ranks 1st in Brazil and China
2nd in India
3rd in Russia
- +1.0% evolution
- Best performing property is Sheraton (2nd Global ranking) but Le Méridien showed strongest evolution (+11.6%)
- Top Destinations:
 - #1 New York
 - #2 Maui
 - #3 Chicago
 - #4 Boston
 - #5 Atlanta

GROUP FOCUS.

starwood
Hotels and
Resorts

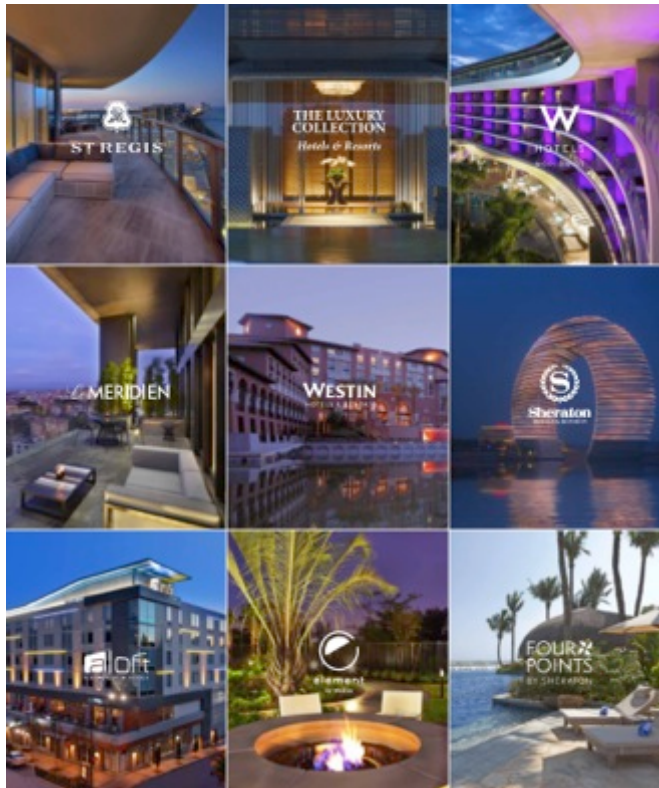


Photo and source: www.starwood.com

- In the luxury and upscale market, the company operates 710 hotels and 248,500 rooms under W, Westin, Sheraton and Le Meridien brands
- Starwood has a strong history of **innovation** - W Hotels (first opened in 1998 in NYC, new iconic hotel brand that revolutionized the industry) and now Aloft
- Starwood plan to **add 50 luxury hotels** over the next five years in 12 countries. This move was described as part of its "laser focus on luxury," as it looks to target younger customers
- Starwood also estimates that **90 %** of its future luxury hotels will open in **emerging markets**. Along with this strategy, Starwood CEO recently relocated its global **headquarters to Dubai** for month-long emersion with his team of over 200 executives

1. Marketline Starwood hotels & resorts worldwide. July 2012
2. Starwood Hotels & Resorts Worldwide. May 2012

QUOTE.

“We were the first international hotel company in China, the Middle East and Latin America, and we have been operating in markets like Brazil, India, and Kuwait since the 60’s and 70’s. Starwood saw early on that growth at the high-end would accelerate in the world’s fast growing markets. We are now benefitting from the expertise from our local teams that have operated hotels in ‘emerging’ markets for decades. This sets us apart from the competition as we continue to aggressively invest in the creation, renovation and restoration of our luxury pipeline, nearly doubling our luxury portfolio in the past five years alone.”

Paul James, Global Brand Leader St. Regis, The Luxury Collection, W Hotels Worldwide

MOST POPULAR HOTEL DESTINATIONS.

NORTH AMERICA

New York
Chicago
San Francisco
Atlanta
Washington

LATIN AMERICA & CARIBBEAN

Puerto Rico
Cancun
Aruba
Costa Rica
Rio de Janeiro

EUROPE

London
Paris
Berlin
Manchester
Frankfurt

ASIA

Mumbai
Shanghai
Beijing
Bangkok
Singapore

AFRICA

Sharm el-Sheikh
Mauritius
Seychelles
Taba
Hurghada

OCEANIA

Bora Bora
Sydney
Moorea
Guam
Tahiti

MIDDLE EAST

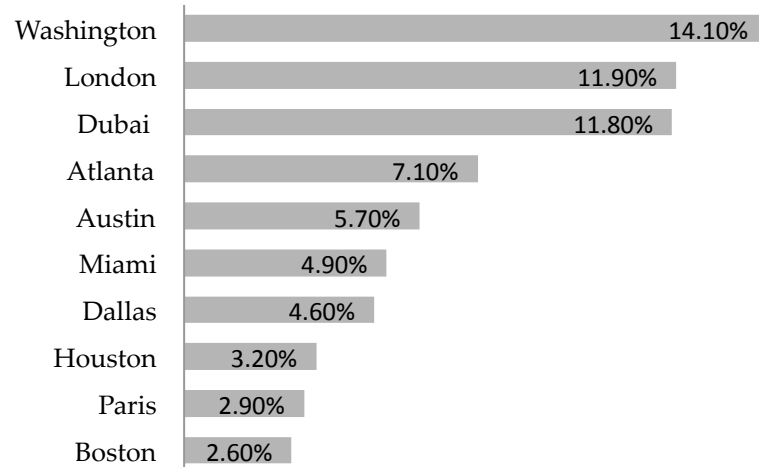
Dubai
Abu Dhabi
Doha
Tel Aviv
Muscat

MOST POPULAR HOTEL DESTINATIONS.

Top 10 Hotel Destinations

- #1 New York
- #2 Chicago
- #3 London
- #4 San Francisco
- #5 Washington
- #6 Atlanta
- #7 Boston
- #8 Miami
- #9 Orlando
- #10 San Diego

Top 10 Fastest Growing Destinations



WASHINGTON D.C.
OUR NATIONS CAPITOL

QUOTE.

“America’s State Department has now confirmed that US visa application processing times for Chinese and Brazilian tourists have decreased from a matter of weeks or months to just days. An increase in high income travelers visiting the US, will have a positive impact on the luxury hotel industry.”

David Sadigh, Founder and CEO of Digital Luxury Group

Interested in More Information?

Digital Luxury Group offers the opportunity to subscribe to a **business intelligence service**, which monitors the changing consumer interest of luxury prospective clientele.

Through unique benchmarking metrics, luxury brands receive timely updates on the consumer demand for brands, competitors, product categories as well as various insights on key marketing drivers capturing the attention of luxury consumers worldwide.

For more information, contact us:

hotels@digital-luxury.com

ABOUT.

The **World Luxury Index™** is an international ranking and analysis of the most searched-for brands and services within the luxury industry. Covering over 400 companies within six key segments (fashion, beauty, jewelry, cars, watches, and hospitality) in ten key luxury markets, the **World Luxury Index™** provides insights on the unbiased search inputs coming from global luxury consumers in the world's top search engines (Google, Bing, Baidu, Yandex). The result is a one-of-a-kind benchmark of the luxury brands capturing the attention of luxury-minded consumers around the world.

Digital Luxury Group has a history in luxury industry market intelligence. Since 2004, the **WorldWatchReport™** has provided the luxury watch industry with unmatched insights and garnered attention from the world's leading publications, such as:



ABOUT.

Digital Luxury Group.

www.digital-luxury.com



ECOLE HOTELIERE
LAUSANNE

Since 1893

www.ehl.ch

LUXURYSOCIETY

www.luxurysociety.com

With offices in New York, Geneva, Shanghai, and Dubai, Digital Luxury Group (DLG) is the first international company dedicated exclusively to the design and implementation of digital communication strategies for luxury brands.

The Ecole hôtelière de Lausanne (EHL) offers university-level studies to talented and ambitious students who are aiming for top careers in the international hospitality industry. In addition to this international recognition, EHL constantly broadens the scope of its three academic programmes by integrating market trends and new technologies.

Since it was founded in 1893, EHL has educated more than 25,000 hospitality industry executives. The worldwide network of alumni represents an invaluable asset for every member of the EHL community. Today, there are over 2000 students, from almost 90 countries, enjoying the unique and enriching environment of the Ecole hôtelière de Lausanne.

Luxury Society is the world's most influential online community of top luxury executives. Based in Paris, with members in more than 150 countries, Luxury Society informs and connects CEOs, managers, journalists, consultants, designers and analysts from across the luxury industry.