

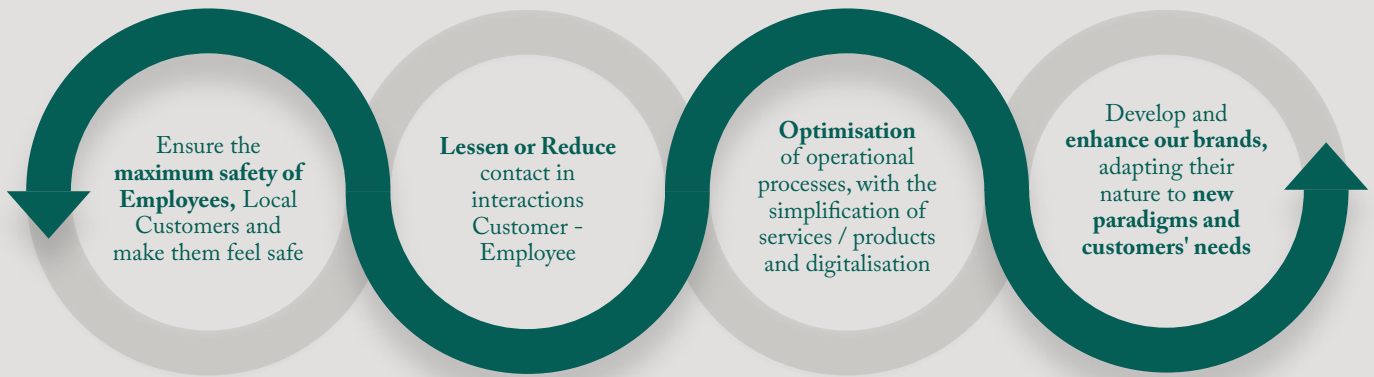
Stay Safe with Meliá

CUSTOMER EXPERIENCE TRANSFORMATION PROGRAMME FOR COVID-19

Executive Summary

Context

Given the extraordinary situation created by Covid-19, **Meliá Hotels International** has devised an **operational transformation strategy** based on the following premises:



The **Customer Journey Map** is a unifying thread behind the contribution of value in each of the customer interactions, using various resources to guarantee a 360° vision and maximum rigour throughout the process:

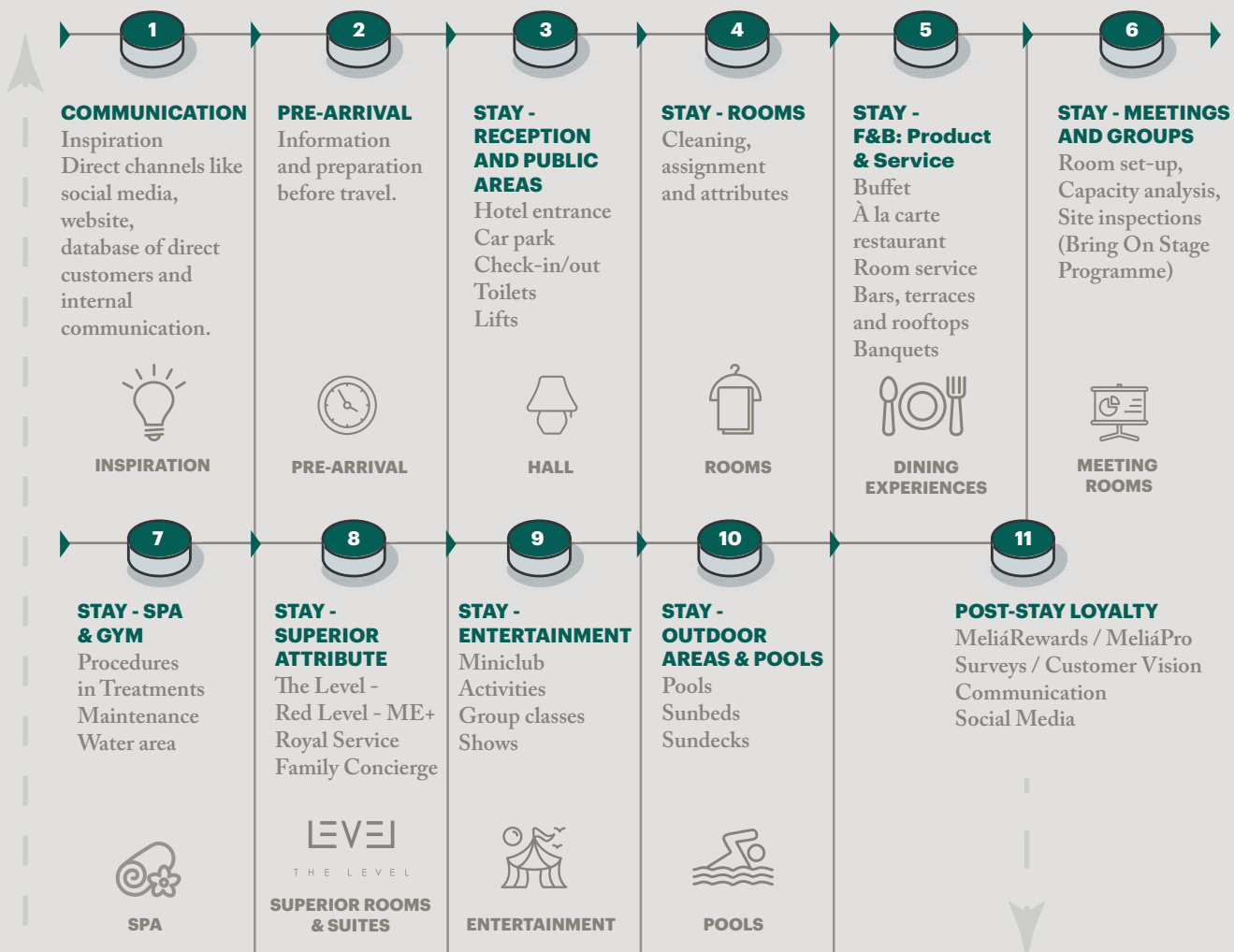


Customer Journey Map

METHODOLOGY



Action areas



Key activities to protect health

New Extra Cleaning and Hygiene Measures

New cleaning equipment

Diversey has published new cleaning and disinfection protocols, including new cleaning equipment and products to be used from the arrival of customers until their departure in all touch points.

Special prevention plan

We have created a special prevention and maintenance plan for air conditioning, heating, refrigeration and water systems to guarantee air quality and the disinfection of terminal points and equipment.

Stay Safe Ambassador per hotel

An ambassador is appointed in each hotel to guarantee the implementation of the Stay Safe with Meliá programme.

Personal Protective Equipment

Specific personal protective equipment (PPE) and hygiene equipment. Training in food hygiene and health standards prior to opening for all employees.

Laundry procedures

A protocol has been defined for laundries for washing and collecting linen during the stay and after the customer's departure to avoid contamination.

Cleaning on request

Customers can decide whether they want to use the cleaning service during their stay. Cleaning will always be done when the customer is out of the room.

Seals on areas and articles

After disinfection of rooms and meeting rooms, all frequently used items (glasses and remote control) and the entrance to the room will be sealed.

Elimination of paper and waste bin

All paper and stationery in the room will be eliminated and a digital directory installed on the TV and the Meliá APP. The bathroom waste bin will remain and must have a lid, double bag and non-manual opening system.

Elimination of items that are dry cleaned

Decorative items that do not comply with new cleaning protocols (washing at more than 60°) will be eliminated. Example: cushions, plaid, etc.

Dispensers and prevention kit

Hydroalcoholic solution dispensers for hand cleaning will be placed in public areas. Customers may also buy a prevention kit (masks, gloves and gel).

Key activities to protect health

New Personal Space: Social Distancing

Pre-arrival information

Before customers arrive, they will be contacted and told about all the measures being taken and what their stay will be like. This information will be available and updated on melia.com

New signage system

A new signage system to inform customers and indicate how spaces will be used and the need for social distancing.

Protective screens

Installation of protective screens in reception, and in the dining room services.

Training courses

New experiences: training courses to connect with customers in their new personal space. Focus on wellness.

Person responsible for customers' emotional well-being

Transformation of the Guest Experience Manager to enable management of emotional aspects of customer relationships due to the situation created by Covid.

Capacity reduction

A space management tool has been implemented to reduce capacity in restaurants, meeting rooms and swimming pools and manage bookings to guarantee social distancing and personal space.

Buffet modification: market-style system

Buffets adapted to a market-style format, with our expert chefs directly serving customers a wide range of different dishes. Aiming to optimise the flow of customers and reduce food handling.

New takeaway-meal service

A takeaway service allows customers to enjoy their food wherever they wish (beach, room, etc.).

Virtual site inspections

Spacious has been implemented as a diagramming tool to design new room capacities and set-ups for the MICE segment and also allow virtual site inspections.

Training Hotels

We have created Training Hotels where we can test all the new protocols and prepare for opening.

Hygiene certification

Bureau Veritas will certify the hygiene, disinfection and quality standards in all operational processes

Digital concierge

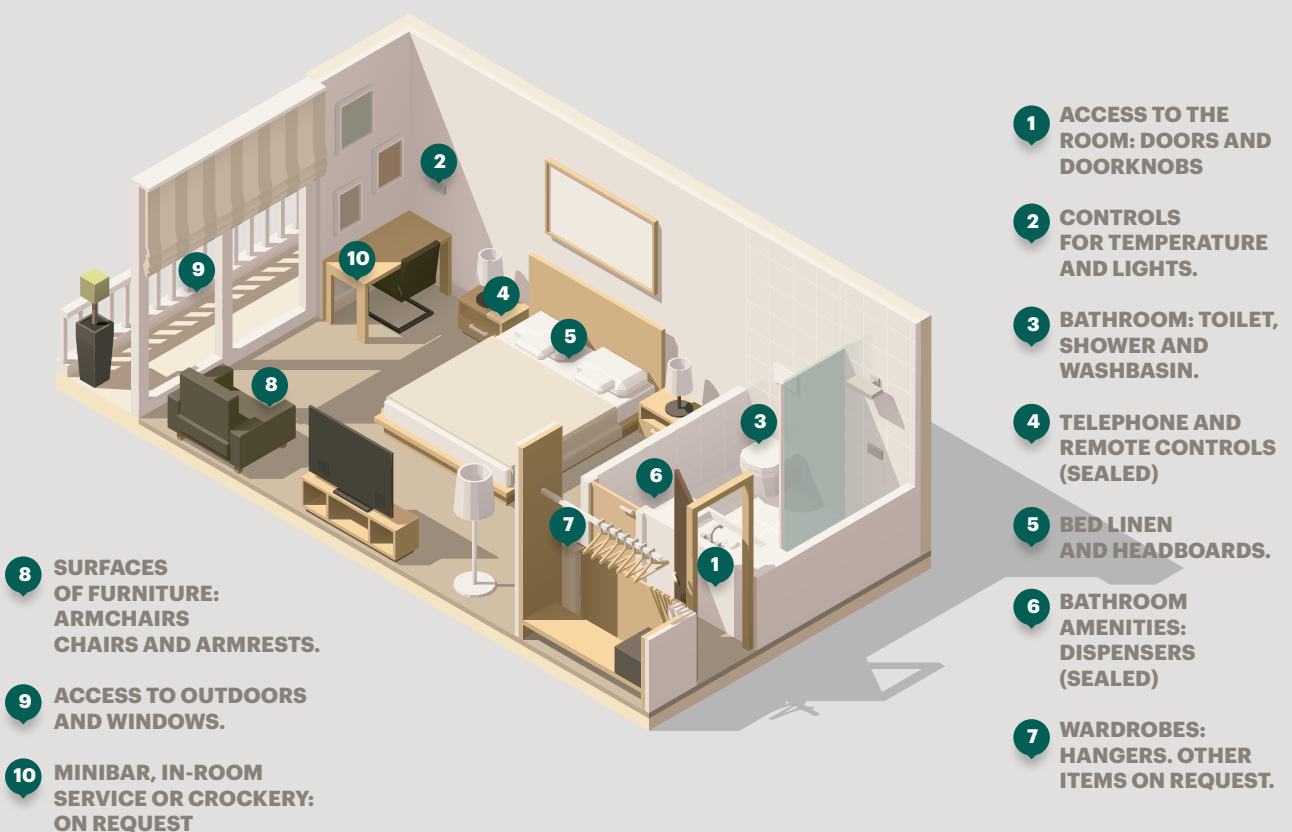
Digital concierge through WhatsApp for individual and group customer service.

My room, my temple

New Covid-19 Cleaning Processes



10 Deep Cleaning and Extra Disinfection Areas



Events, Meetings and Groups

New concepts of **personal space and social distancing**, always respecting the legal regulations in each country.

Flexibility and new set-ups with our Signature Meeting Rooms (Flexi & Tech Rooms).

Signage systems that guarantee the appropriate flow of groups, and separation between them and other customers: digital screens, signs on the floor, stanchions and ropes.

Encourage the use of **digital applications** (web check-in, H-mobile or Stay) in the relationship between the meeting planner and the hotel conference manager.

Hospitality Desk with **protective screens**, hydroalcoholic gels and basic health information.

Definition of new **capacity limits** and redistribution of furniture in the different public spaces (waiting rooms and foyer) ensuring **social distancing** between customers thanks to their larger size.

Distribution of **detailed and specific information** to the group with regard to disinfection, hygiene and food safety.

DIGITAL EXPERIENCES:

Virtual site inspections and **set-up previews** using 3D diagramming tools and according to the new regulations.

NEW SET-UPS, SIGNAGE AND CUSTOMER FLOWS



MICE

EXTRA HYGIENE MEASURES



FOOD AND BEVERAGE



HACCP system (Hazard Analysis and Critical Control Points) updated for the COVID-19 context.

Guarantee of catering services in a private dining room or in a reserved part of the restaurant for each group.

Possibility of **take-away options** both for group menus and à la carte restaurants.

Self-service minimised as much as possible: single-use, alternatives, covered pre-served individual dishes, and eliminating food being handled by customers.

Market-style coffee breaks and buffets with service staff to avoid food being handled by customers.

Show-cooking stations and pop-ups with service staff and encouraging outdoor events.

Viricidal protocols and products for cleaning and air conditioning: Use of disinfecting mats for shoe soles and suitcases at the hotel entrance. Sealing of rooms after cleaning and disinfection.

New set-ups: glass bottle of water per person, sealed cutlery and frequently used items, stationery delivered on request and sealed whenever possible using sustainable materials.

Elimination of all textiles and reduction of decorative items.

Gel dispensers at the entrance to the rooms, public areas and toilets.



10 Reasons Why

WHY CONTINUE TO TRUST MELIA HOTELS INTERNATIONAL

1

Our **track record of over 60 years of leadership** in the hotel industry, with a team of professionals with a demonstrated ability to adapt and satisfy the needs of our customers.

6

For working together with the most **prestigious partners** in hygiene, certification and technology that guarantee the safety and protection of the health of our customers and employees.

2

Total prioritisation of protecting the **health of our customers, employees and partners**, rigorously applying the health and safety recommendations made by the World Health Organisation (WHO) and the competent authorities in each country.

7

Active listening with our direct customers and intermediaries (B2B and MICE) through surveys and focus groups where we explore and validate their vision.

3

The **experience** acquired by our teams in Asia which have already overcome similar crises and the work done in hotels converted into hospitals or residences for essential workers which have not registered a single infection.

8

The creation of pilot **hotels** for **training** employees in the new reality and testing safety, health, hygiene and social distancing measures “in situ”.

4

Learnings from the direct involvement in drafting the new protocols commissioned by the competent authorities in Spain.

9

The **dimensions and spaces** in our hotels that allow us to provide services in line with the new requirement for social distancing and personal space (individual customers and groups).

5

The creation of **new multidisciplinary teams** led by the company's Executive Committee and the appointment of a manager responsible for the implementation of the new health and safety, hygiene and food safety protocols.

10

Innovation and digital transformation that includes solutions that allow interactions between customers and employees which guarantee their safety.



Sustainability Award
Gold Class 2020

MELIÀ HOTELS
INTERNATIONAL

Leisure at heart,
business in mind

MELIÃ HOTELS INTERNATIONAL | **Leisure at heart,
business in mind**