CUSTOMER EXPERIENCE TRANSFORMATION
PROGRAMME FOR COVID-19
Executive Summary
Given the extraordinary situation created by Covid-19, Meliá Hotels International has devised an operational transformation strategy based on the following premises:

Ensure the **maximum safety of Employees**, **Local Customers** and make them feel safe

Lessen or Reduce contact in interactions **Customer - Employee**

**Optimisation** of operational processes, with the simplification of services / products and digitalisation

Develop and **enhance our brands**, adapting their nature to new paradigms and customers’ needs

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 360º vision and maximum rigour throughout the process:

1. **Experience gained in medicalized hotels**
   - converted into hospitals, opened for essential service workers and our hotels operating in China.

2. **MHI Multidisciplinary Team**
   - (Occupational Health, F&B, Customer Experience, Brands, Infrastructure, Procurement, Sales, etc.)

3. **Partners and suppliers** with prestige in matters related to health, hygiene and food safety: Diversey and Bureau Veritas.

4. **Focus Group Customers**
   - (MeliaRewards questionnaire and surveys in the MICE segment).

5. **Pilot and training hotels** preparing for the new tomorrow.

6. **Best practices** in local and international hotel market.
**Customer Journey Map**

**METHODOLOGY**

**Action areas**

1. **COMMUNICATION**
   - Inspiration
   - Direct channels like social media, website, database of direct customers and internal communication.

2. **PRE-ARRIVAL**
   - Information and preparation before travel.

3. **STAY - RECEPTION AND PUBLIC AREAS**
   - Hotel entrance
   - Car park
   - Check-in/out
   - Toilets
   - Lifts

4. **STAY - ROOMS**
   - Cleaning, assignment and attributes

5. **STAY - F&B: Product & Service**
   - Buffet
   - À la carte restaurant
   - Room service
   - Bars, terraces and rooftops
   - Banquets

6. **STAY - MEETINGS AND GROUPS**
   - Room set-up,
   - Capacity analysis,
   - Site inspections (Bring On Stage Programme)

7. **STAY - SPA & GYM**
   - Procedures in Treatments
   - Maintenance
   - Water area

8. **STAY - SUPERIOR ATTRIBUTE**
   - The Level - Red Level - ME+
   - Royal Service
   - Family Concierge

9. **STAY - ENTERTAINMENT**
   - Miniclip
   - Activities
   - Group classes
   - Shows

10. **STAY - OUTDOOR AREAS & POOLS**
    - Pools
    - Sunbeds
    - Sundecks

11. **POST-STAY LOYALTY**
    - MeliáRewards / MeliáPro
    - Surveys / Customer Vision
    - Communication
    - Social Media

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**INSPIRATION MEETING**

**ROOMS**

**PRE-ARRIVAL HALL ROOMS DINING EXPERIENCES**

**STAY - SPA & GYM**

**SUPERIOR ROOMS & SUITES**

**ENTERTAINMENT**

**POOLS**
### New Extra Cleaning and Hygiene Measures

#### Key activities to protect health

<table>
<thead>
<tr>
<th><strong>New cleaning equipment</strong></th>
<th><strong>Special prevention plan</strong></th>
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<tbody>
<tr>
<td>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.</td>
<td>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.</td>
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<tr>
<th><strong>Stay Safe Ambassador per hotel</strong></th>
<th><strong>Personal Protective Equipment</strong></th>
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<td>An ambassador is appointed in each hotel to guarantee the implementation of the Stay Safe with Meliá programme.</td>
<td>Specific personal protective equipment (PPE) and hygiene equipment. Training in food hygiene and health standards prior to opening for all employees.</td>
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<th><strong>Laundry procedures</strong></th>
<th><strong>Cleaning on request</strong></th>
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<td>A protocol has been defined for laundries for washing and collecting linen during the stay and after the customer's departure to avoid contamination.</td>
<td>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.</td>
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<th><strong>Seals on areas and articles</strong></th>
<th><strong>Elimination of paper and waste bin</strong></th>
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<td>After disinfection of rooms and meeting rooms, all frequently used items (glasses and remote control) and the entrance to the room will be sealed.</td>
<td>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.</td>
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<th><strong>Elimination of items that are dry cleaned</strong></th>
<th><strong>Dispensers and prevention kit</strong></th>
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<td>Decorative items that do not comply with new cleaning protocols (washing at more than 60º) will be eliminated. Example: cushions, plaid, etc.</td>
<td>Hydroalcoholic solution dispensers for hand cleaning will be placed in public areas. Customers may also buy a prevention kit (masks, gloves and gel).</td>
</tr>
</tbody>
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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
Spazious 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

- Maximisation of cleaning standards prepared by Diversey including new equipment and products.
- Cleaning equipment with personal protective equipment.
- Additional protocol with authorised viricidal products in deep disinfection areas.
- Sealing items after disinfecting the room: remote control, cups or dispensers.
- Sealing the room between stays by different guests by the cleaning staff. Removal of all stationary.
- Removal of items requiring dry cleaning (cushions, plaids).
- Cleaning service optional for guests during their stay.
- À la carte minibar.

10 Deep Cleaning and Extra Disinfection Areas

1. Access to the room: doors and doorknobs
2. Controls for temperature and lights.
4. Telephone and remote controls (sealed)
5. Bed linen and headboards.
6. Bathroom amenities: dispensers (sealed)
7. Wardrobes: hangers, other items on request.
10. Minibar, in-room service or crockery: on request.
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.

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.

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

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.
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.

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.

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.

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

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.

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.

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

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

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).

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