



# *Le* MERIDIEN

*the way hotels should be*

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**Le Meridien Hotels & Resorts**

*Le* MERIDIEN

***“ Sustainable Tourism Markets  
The Art of Bringing Together Distinct Business,  
Political and Economic Objectives”***

land in a  
place where  
you can  
just be.

**Le MERIDIEN**  
RESORTS




**Le MERIDIEN**

# Brand Positioning

For upscale international travellers,

*Le* **MERIDIEN**

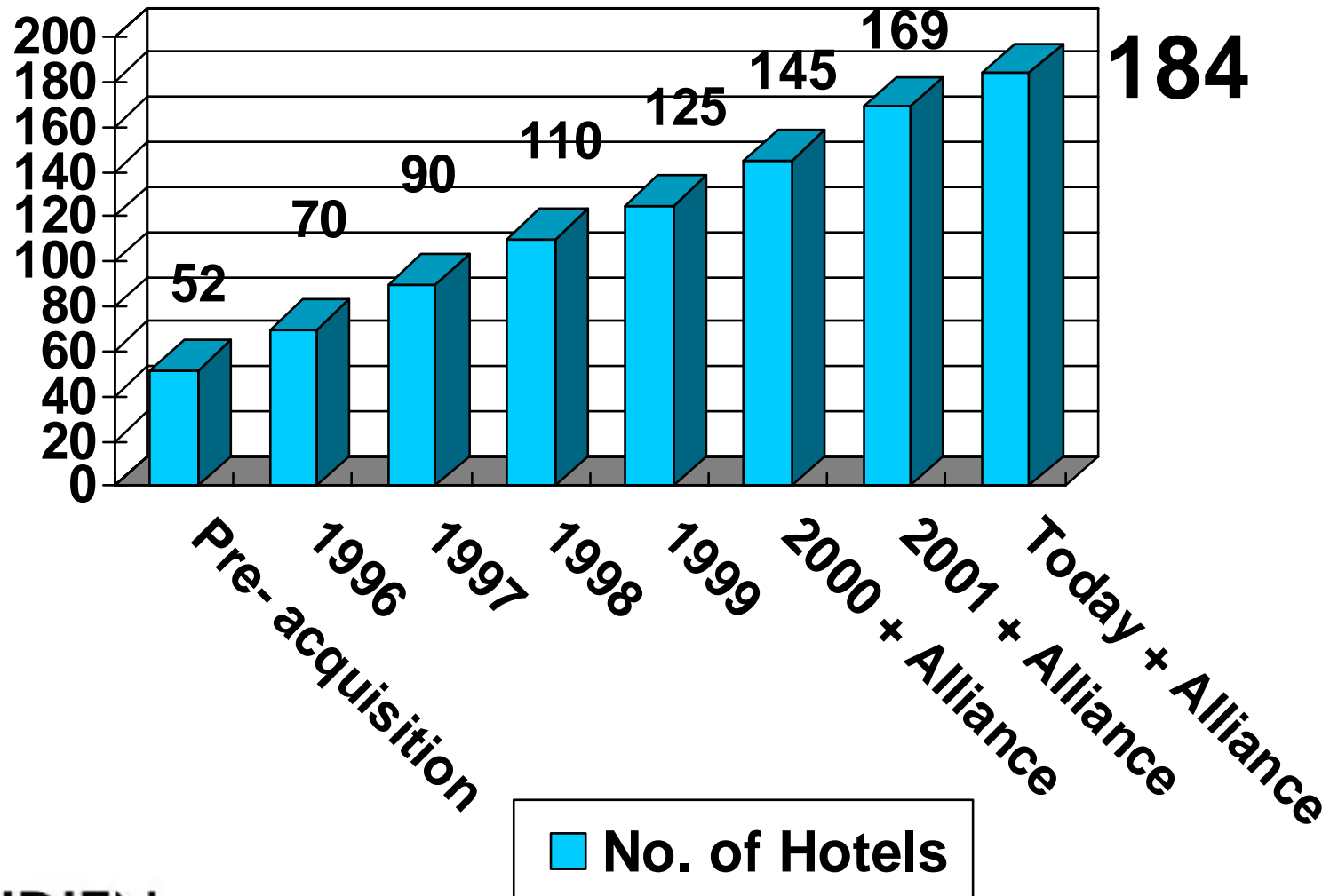
is the luxury worldwide brand of  
hotels & resorts

owned by  .

*Le* **MERIDIEN**  
*the way hotels should be*

*Le* **MERIDIEN**

# Building the Brand



# Le Méridien Core Values

- Innovation
- European flair with a French accent
- Respect for local culture
- Care and attention

# Expectations of Hotels from local host governments

- Master plan for destination positioning, promotion and infrastructure development
- Up to date market research on current and future tourism trends and potential feeder markets
- Strategic plans and partnerships for development of air transport (national carrier or feeder market carriers).
- Tourism promotion structure with adequate funds to compete on international level.

# Expectations of Hotels from local air Carriers

- Adequate capacity, frequency, pricing, flexibility
- Distribution technology, facility of access (especially smaller inter-island airlines)
- Competitive pricing with regional competition
- Long term vision and commitment to growing air traffic to the destination (that is, specific local objectives)

# Driving forces leading to investment of a new hotel

- Master plan for destination positioning, promotion and infrastructure development
- Current and future development of air service
- Current and future hotel inventory and infrastructure
- Political stability of the country
- Safety and Security
- Available trained workforce



# Driving forces leading to investment of a new hotel

- Foreign language aptitude of workforce
- Training and educational facilities
- Availability of basic produce and foodstuff locally , import regulations / quotas and cost of air/sea freight
- Medical facilities
- Immigration restrictions for executive staff
- Population's attitude towards foreign tourists.

# Investment Risk

Political instability  
CASE STUDY: FIJI

Fragile air carriers  
CASE STUDY: VANUATU

No critical mass of tourism infrastructure  
CASE STUDY: BROOME, WA AUST.

# Investment Risk

High dependence on few source markets

CASE STUDY: MELBOURNE

Lack of destination marketing

CASE STUDY: NEW CALEDONIA

Lack of destination differentiation

CASE STUDY: GOLD COAST, AUST.

# Investment Risk

Financial Incentives

CASE STUDY: FRENCH POLYNESIA

High risk of unsustainable supply growth

CASE STUDY: SHARM EL SHEK,  
EGYPT

OR, put simply, “beauty is only skin  
deep”

# On What Basis Does a Hotel Company Decide to Enter a New Market?

## Phase 1

- Strategic fit of product with chain Philosophy
- Investment partner capacity
- Project type and cost
- Market Conditions



## **Phase 2**

- Review of project and location
- Review of market conditions
- Project goals
- Estimated cost to complete and preliminary financial returns

## **Phase 3**

- Detailed project analysis
- Outside market feasibility study
- Thorough product evaluation
- Detailed financial analysis

# Destinations Achieving Sustainable Competitive Advantage

land in a  
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# Modern Business Theory

## Sustainable Competitive Advantage:

Those things which are:

- Rare
- Difficult to replicate; and
- Valuable

create sustainable competitive advantage.

Porter (1992)

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*Discover  
New Caledonia  
France's Best Kept Secret*

# Modern Business Theory

## Innovation:

“The ability to innovate may be the only future competitive advantage available to companies in the future.”

Strata (1989)

Oro Bay – Aerial Shot



**Rare**



Hotel Lobby



Bungalow Suite Bedroom

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ILE DES PINS

# Difficult to Replicate





**Valuable**



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# Appeal to International visitors

- Political Stability
- Transportation
  - Availability of flights
  - Frequency of flights
- Infrastructure
  - Hotels, Restaurants etc
- Successful Destination Marketing
  - Build awareness



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**THANK YOU**

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