



Private and Confidential

*"Such a smart, clever, interesting family of hotels.  
Great addresses, with heritage and kudos, made absolutely top  
notch by wonderful staff."*

MELINDA STEVENS, EDITOR, CONDÉ NAST TRAVELLER



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# WELCOME *to the* FAMILY



Iconic Luxury Hotels is an owner and management operator that brings together a collection of exceptionally unique individual hotels, each with their own character and charm.

Set in iconic addresses, the luxury portfolio embodies individuality through bespoke experiences and exceptional service. Steeped in glamour, rich in heritage and majestic in style, each property celebrates authentic hospitality through their distinct architecture, local culture and environment.

Iconic Luxury Hotels is committed to delivering individualised, outstanding experiences, that aim to enrich today's luxury traveller.



Iconic Luxury Hotels builds brand equity by utilising its best in class approach and excellence as owner operators.

It is why it outperforms the market it operates in, and why it can maximise the full potential and returns for the hotels within its portfolio.

ICONIC LUXURY HOTELS is an  
evolving British brand  
with an international focus.



# DISTINCTIVE BRAND HALLMARKS

Iconic *By* Name, Iconic *By* Nature

## Locations

- Hotels are in desirable locations
- Hotels are part of a destination and unique experiences to be enjoyed
- Important in either cultural, geographical, historical, or stunning natural significance

## Design & Personality

- Each hotel is unique
- Each hotel has a story to tell

## Architecture and Culture

- Instagramable surroundings and scenery / hotel architecture / interiors
- Hotels each have their own stories, traditions and character: iconic, historical, majestic, landmark assets restored to their former glory coupled with brand new builds
- Hotels are "authentic and local" with international flair
- Hotels are in tune with their environments
- Hotels have a sustainable ethic

## Target Audience

- Home to the sophisticated traveller
- Global citizens and jet setters
- Singles, couples, families, groups
- Corporate clients and incentive travel
- Solo Travellers
- Contemporary luxury enthusiasts
- Wellness and relaxation enthusiasts
- Authentic food and experiential admirers

## Offering

- Personalised experiences
- Beds you won't want to get out of
- Everything tailored with you in mind
- Wellness focus
- Food that celebrates local produce
- Sleep and relaxation-orientated offers
- Easy to use technology

## Service

- Intuitive
- Discreet
- Natural
- Friendly



Providing understated  
personalised experiences



## KEY PERFORMANCE INDICATORS

- Customer satisfaction, loyalty and sales
- Worldwide recognition
- Sustainable results that demonstrate growth
- Consumer and industry awards

## BUSINESS DRIVERS

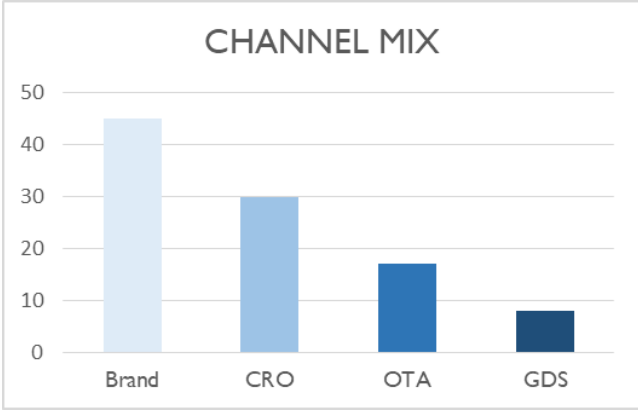
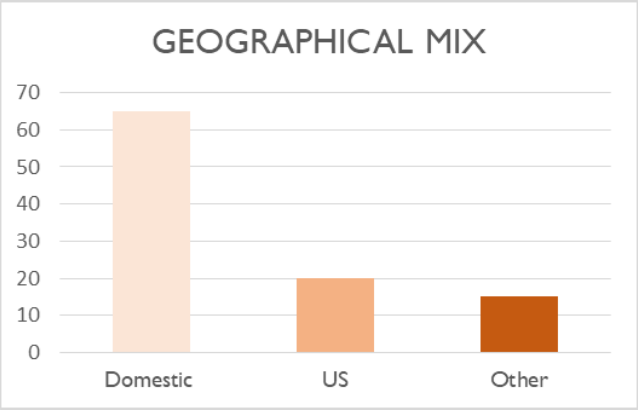
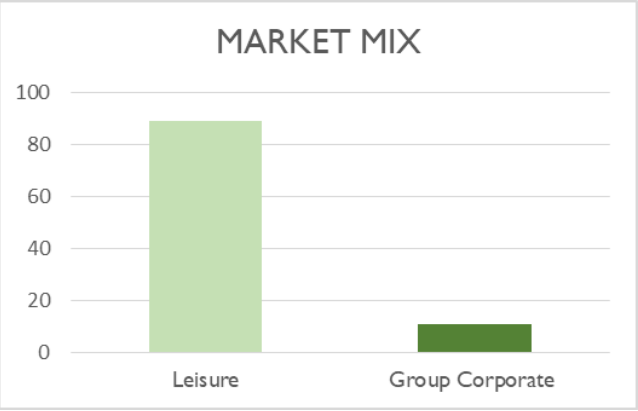
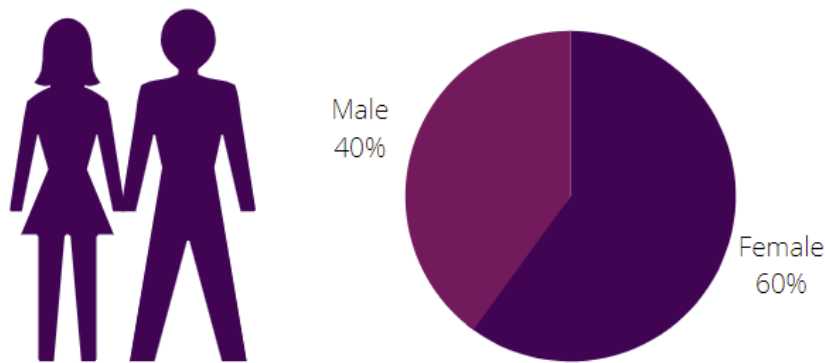
- Worldwide recognition
- Relentless focus on service and hospitality
- Dynamic forward motion thinking
- Responsible business culture
- Experienced and committed management team



Our TARGET MARKET  
& AUDIENCE

AGE PROFILE:

35+





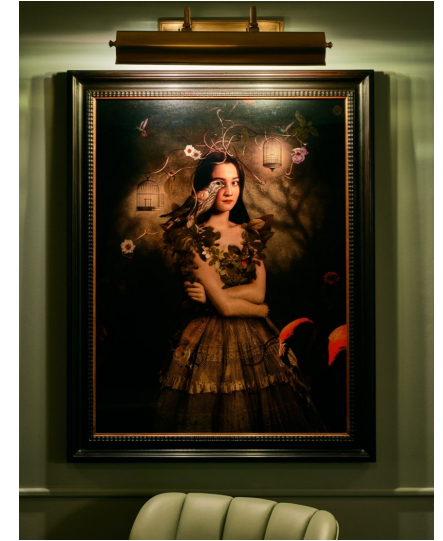
Our GUESTS – Existing Loyalists



PROFILE	STATS & INTENT	MAGAZINES / MEDIA	PASSIONS
Iconic Luxury Hotels has a strong and loyal following who return again and again for the amazing service and incredible facilities. The hotels is their place for a family or intimate getaway or to mark an important celebration	50% of guests are over 50, the majority are in relationships with family.  60% are repeat guests and treat our hotels as 'theirs' – a veritable second home.  85% from UK, USA 10%, Europe 3%, Rest of the world 2%	The Telegraph, The Mail, The Sunday Times, Harpers Bazaar, Hello & OK, Grazia.	Food & Wine, Spa & Wellness, Fitness, Travel, Cars, Arts & Culture, Music.
		BRANDS Land Rover, Rolex, Dunhill, Chanel, Selfridges, Apple	

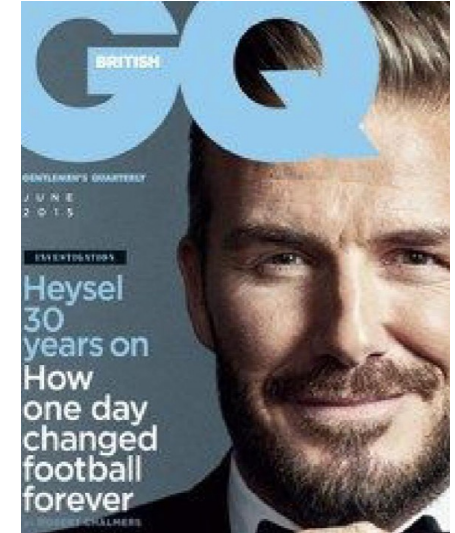


## Our GUESTS – *The Stylish & The Glamorous*



PROFILE	STATS & INTENT	MAGAZINES / MEDIA	PASSIONS
Our customers are wealthy, stylish and constantly on the move. They have stayed at many of the great hotels in the world and have high design, culinary, artistic and cultural standards.	50% Male / 50% Female Typically aged 45-55 Income £175k+	The FT / How To Spend It, The Times,, Harpers Bazaar, Vogue, Tatler and Conde Nast Traveller, WSJ, Intelligent Life, NY Times	Cars, Art & Culture, Food & Wine, Design, Men's & Women's Style & Going Out, Shopping, Golf, Cars, Shooting, Riding, Tennis.
Impeccable service is a must and they know what it is to have a team go above and beyond the call of duty. They enjoy both the city and the countryside.		BRANDS Ralph Lauren, Range Rover, Louis Vuitton, Chanel, Hermes, Dunhill, Audemars Piquet	

## Our GUESTS – *The Business Person*



PROFILE	STATS & INTENT	MAGAZINES / MEDIA	PASSIONS
The corporate audience visiting our hotels are amongst the most high profile and successful business people in the country. Privacy, comfort and service are key for them at our hotels.	65% Male / 35% Female Typically aged 30-50 Income ranging from £70k-£250k+	Financial Times, The Week, The Telegraph, The Times, The Economist, GQ,	Golf, Tennis, Football, Rugby, Food & Wine, Style, Fitness, Technology, Travel, Cars, Culture.
We offer a relaxed business environment away from the office where they can meet, dine and drink in grand yet understated luxury.	Usage varies: board and strategy meetings; network industry forums; incentives and celebrations to client entertaining and team building	BRANDS Jaguar, Land Rover, Audi, Dunhill, Purdy, Apple, Hermes, Selfridges	



## Our GUESTS – *Younger Affluents*



PROFILE	STATS & INTENT	MAGAZINES / MEDIA	PASSIONS
This audience is dynamic, well-off, media savvy and stylish. They work in media companies, the City and as young professionals. They are on the way up. For this group work & play are intermingled.	50% Male / 50% Female Typically aged 30-40 Income - £70k+	Monocle, GQ, The Guardian on-line, Numero, NY Times on-line, The Huffington Post, The Atlantic, Fast Company, The Daily Beast, Wallpaper	Travelling, Food & Drink, Art & Culture, Shopping, Design, Wellness & Social Sports
They are attracted by our country style, boutique service & an artisan product. They eat well, drink hard and like unusual places to relax and let off steam. They are also into some country sports and care about health.		BRANDS Paul Smith, Stella, Burberry Tom Ford, Isabel Morant, Prada, La Perla	

## *Our* APPROACH

Iconic Luxury Hotels will grow the collection in the international market and at home in the UK by securing suitable opportunities which offer luxury advantage, distinctive architecture, authenticity, cultural heritage in natural surroundings.

Our dynamic strategic team will continue to work collaboratively to ensure synergies and economies of scale are recognised, thus maximising the returns for all stakeholders.

Our savvy & entrepreneurial team will inspire and motivate to ensure a visionary approach to hospitality.

Iconic Luxury Hotels is an evolving British brand with an international focus.

Our vision...  
TO MAKE EVERY GUEST  
want to return & EVERY  
TEAM MEMBER want to stay







## WHAT WE *do*

- Iconic Luxury Hotels provides full management hotel services
- We are a dynamic, entrepreneurial and commercial company and our multicultural management team supports our hotels operationally and commercially
- Iconic Luxury Hotels has a well-deserved reputation of being quick to detect and react to hotel trends and developments, and an acute ability
- to successfully position luxury assets and exclusive resorts within their marketplace
- We recognise and build on the strengths of our properties and people, valuing all stakeholders







- We own and manage some of the world's most respected, prestigious and profitable hotels and resorts in the UK
- Iconic Luxury Hotels is dedicated to creating enduring, sustainable value by delivering exceptional hospitality in all our hotels and resorts. We stand out for providing guests with memorable enriching experiences exceeding guest expectations and current travel and hospitality trends
- We have an international executive team, multi-cultural and multi-lingual with vast global hospitality, travel, hotel and luxury lifestyle backgrounds
- We provide pronounced and successful asset management know-how
- Our team can support in all areas of your business including Commercial, Finance, Human Resources and Operations



# UNIQUE EXPERIENCES

We strive to provide experience in its finest form: understated intuitive service; an authentic ambiance, coupled with personalised guest adventures.

Experiences which create life long memories.

Connecting guests to their local environment & culture.

Bespoke & individual to each guest - not formulaic.

Creating a sense of place & belonging.

Creating instagramable moments, or stories for our guests to tell to their friends.



Story seekers, they have a desire to understand 'origins' and provenance – knowing where ingredients come from, the inspiration behind artworks around the hotel or the backstory to a unique cocktail





## ICONIC ADDRESSES

Beauty seekers of any age looking for something more remarkable than a standard hotel experience.

Our hotels rouse a sense of arrival and belonging at the same time. Each offer their own stories, traditions and character: Iconic, historical & majestic.



## HEALTH & WELLBEING

Our wellbeing and healthy living concept is in tune with the health and wellness trend that has particularly consumed the lives of the luxury traveller.

Our hotels provide a sanctuary of unparalleled relaxation experiences and attention to what 'wellness' encompasses.

### Wellness Programs

These embrace local traditions and health science findings. We provide authentic spa and gym experiences and personal trainers at many of our hotels throughout the collection.

### Sleep

Modern wellness incorporates physical well being; mindfulness; mental health and spirituality. Sleep and relaxation encouragement is subtly included into our hotel's design and throughout the hotel experience, including a variety of pillow choices, black-out curtains and more.





## PEOPLE *with* PERSONALITY

Our team take cues as to the level of service each guest expects. Familiar, chatty or more reserved.

Our distinct character is reflected both in service levels and the environment.

Everything we do is instinctive and insightful, creating an emotional connection with each guest.





# CULINARY CREATIONS

Our focus is to provide fresh local, seasonal produce offering authentic, local cuisine by renowned local chefs.

Our chefs combine carefully sourced ingredients with cosmopolitan flair, to create seasonal menus to tempt and delight.





## ESTABLISHED LUXURY MARKETING

Our marketing sets the standard in luxury hospitality, our marketers have a true passion for what they do and this is delivered at every touch point throughout our brand. As world renowned leaders, creative story telling that establishes a connection with its audience is at the heart of our business.

- Regular Iconic newsletter, magazine and events.
- A loyal database of customers across the hotels of over 1m.
- Over 3.5 million unique visitors to our brand.com websites. 70% of direct business to our hotels and over £25m in digital revenue annually.
- Highly engaging content marketing with an active social Media following of over 325k across all hotels.
- Global PR support and coverage with particular emphasis on the UK and North American markets.
- Established brand partnerships and collaborations with many luxury brands for on-property activations.
- In-house brand managers and support team to tell your hotel story and build your brand equity

SPRING/SUMMER 2021

# THE ICONIC

*onic*

**TWO TOP TROPHIES  
FOR LONDON'S  
NEWEST ADDITION...**

The Mayfair Townhouse has made its presence known in London and across the world, making it onto Travel + Leisure's 'It List 2021' and Condé Nast Traveller's 2021 Hot List in its first 6 months!

**THE APARTMENTS BY  
11 CADOGAN GARDENS**

Introducing the new arrivals to Cadogan Gardens, taking luxurious city escapes to a whole new level.

**MAKE UP  
FOR LOST PLANS**

This year is all about the wanderlust list. Let the inspiration begin!

*Your*  
**WANDERMUST LIST**  
*starts here*

**ICONIC**  
LUXURY HOTELS

LONDON! MARC HOBERMAN

CHEWTON GLEN | CLIVEDEN HOUSE | THE LYGON ARMS | 11 CADOGAN GARDENS | THE MAYFAIR TOWNHOUSE





## EFFORTLESS HOSPITALITY

Keen to make genuine connections wherever they go, our guests expect a highly personal, almost intuitive level of service. They carry a desire to be greeted and treated as unique individuals. To enjoy in-tune conversations with staff, not scripted lines.

You did not wake  
up today to be  
mediocre

# MANAGEMENT SUPPORT

COMMERCIAL	OPERATIONS	PEOPLE	FINANCE	DEVELOPMENT
<ul style="list-style-type: none"> <li>• Brand Strategy &amp; Management</li> <li>• Central Reservations &amp; Events Office</li> <li>• Revenue &amp; Distribution Management</li> <li>• Digital Marketing and e-commerce</li> <li>• Marketing expertise and inclusion into the Iconic Marketing suite</li> <li>• Global Sales Team</li> <li>• Loyalty and Partnerships</li> <li>• Public Relations</li> <li>• Concierge Service</li> </ul>	<ul style="list-style-type: none"> <li>• Operational Excellence</li> <li>• Shared DNA</li> <li>• Best Practice</li> <li>• Standardised Operating Procedures</li> <li>• Pragmatic Approach</li> <li>• Brand Guidelines</li> <li>• Health and Safety Compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership</li> <li>• Training</li> <li>• Recruitment</li> <li>• Retention</li> <li>• Succession Planning</li> <li>• Learning &amp; Development</li> <li>• ILH Academy</li> </ul>	<ul style="list-style-type: none"> <li>• Management accounting</li> <li>• Consolidated reporting</li> <li>• Budgeting &amp; Forecasting</li> <li>• Purchasing</li> <li>• Auditing</li> <li>• IT</li> </ul>	<ul style="list-style-type: none"> <li>• Feasibility Studies</li> <li>• Concept design</li> <li>• Business Plans</li> <li>• Project Management</li> <li>• Capital deployment</li> <li>• Supplier network and procurement</li> <li>• Asset management</li> </ul>

Shared economy of scale benefits for your hotel



# COMMERCIAL SUPPORT

A highly capable and effective commercial team who are experts at driving revenue and best-in-class marketing performance at every hotel:

- Central Brand Marketing
- Central Revenue Management
- Central Reservations
- Global Sales Force
- Central Performance Marketing
- International Public Relations
- Customer Relationship Management System
- Dedicated VIP Concierge Service
- Access to the Iconic brand and database

# OPERATIONAL EXCELLENCE

## The standards and culture that help deliver excellence...

- An embedded common service culture. Honed and refined over the last 45+ years (when Chewton Glen first became known as a luxury flag bearer and one of the finest independent hotels in the world)
- An empowered team with an intuitive approach to service
- Individual approach to each property, with an organic, sustainable and ethical philosophy that separates us from the chain or corporate hotel model
- A wide portfolio of collective experience within various owned and operating models
- An award-winning brand standards formula replicated across every hotel
- Tried and tested systems, processes and blue chip standards ensure a high performing operation
- Impeccable staff training, development programme, including the ILH academy fostering career growth and succession planning
- Strong leadership team with a high performing pedigree



## *Our* ICONIC PEOPLE

950 passionate and professional team members empowered to deliver excellence every day for every guest...

- An attractive and respected employer with a high degree of long stay and returning team members ensures ILH has a strong industry reputation as one of the best places to work within hospitality
- A people charter and shared management vision to ensure staff feel valued and motivated
- A clear training and career development pathway for staff to grow and enjoy different working environments within each of our hotels. Consistent measurement of team member behaviours and values
- A dedicated and designed management and leadership training programme. Identifying and growing future talent by implementing specific in house training academies
- A mentoring and coaching culture and way of working with regular organised training
- High staff motivation and engagement multiplier scores delivered via regular team talks, staff incentives, and team building activities. A company engagement multiplier score of over 75, one of the highest in the hospitality industry
- A long standing and highly regarded Human Resources team of 12 people, who support the hotel operations and drive the people culture and ethos at all hotels

# FINANCIAL CONTROL

## Compliance, control, governance and efficiency...

- Harmonised management accounting periods and KPI's
- Detailed and regular budget review meetings every month
- Accurate and challenging budgeting to drive commercial performance
- A data and experience in equal measure approach, ensuring a robust cost control process
- Shared ownership of financial management and consistent application for every hotel
- An efficient central purchasing department who 'procure with provenance', while leveraging significant buying power benefits for our hotels
- Shared IT environment with common IT software and efficiency of technology stack for every individual hotel
- Strong financial governance
- Audit control and compliance
- Monthly business review meetings



# DEVELOPMENT & GROWTH

Creativity and concept design, efficient capital deployment and value creation...

- A proven track record in designing, developing and operating new concepts and products
- An innovative 'out the box' and creative approach to capital projects, that drives new revenues and value to our hotels
- A team who have deployment over £50m of capital projects and are used to delivering to time and to budget

Successes include:

- Transforming an under trading and invested Hilton hotel into one of London's finest 5 star hotels (the 172 room Mayfair Townhouse). Opening in the height of the pandemic and delivering a commercially successful hotel with strong NOI and ROI
- Unique first to market development of Treehouses at Chewton Glen, that opened up a lucrative new market for the hotel. Annual occupancy of over 80% and an ADR of over £1,000
- Re-instating Cliveden House. Improved performance through careful capital deployment, repositioning and optimal management

# The TEAM



## **Andrew Stembridge - Executive Director**

Andrew Stembridge is the driving force and strategic vision behind Iconic Luxury Hotels. Having graduated from the University of Strathclyde with Joint Honours in Hotel Management & Tourism, Andrew remained in Scotland for the early part of his career with positions at Gleneagles, One Devonshire Gardens and as part of the opening team for both Edinburgh and Glasgow Malmaison's before moving to the USA. He returned to the UK in 1997 for his first stint at Chewton Glen, leaving only to fulfil his goal of become The General Manager of a five red-star property by the age of 30 at The Scotsman Hotel. 2 years later he returned to Chewton Glen as Managing Director in 2003 from where his current role has grown and where he founded Iconic Luxury Hotels in 2017. Andrew's wider industry activities saw him as an International Board Member of Relais & Châteaux. He has completed the GMP at Cornell University and the BLP at Cranfield. One of the highlights of his career was being voted the youngest ever 'Hotelier of the Year' in 2010 by his industry peers, which sits proudly alongside countless other awards that his hotels have also collected.

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## **Andy Hill - Finance Director**

Andy Hill is a CIMA qualified accountant with over 35 years' experience working in multi-site hospitality businesses within the UK, Europe and US. Andy joined the senior team at Iconic Luxury Hotels in 2018; prior to this he was Managing Director of The Curious Hotel Group for 9 years, Finance Director of Soho House during its initial expansion into the US, and FD for specialists' markets for Sutcliffe Catering. Over his career Andy has been responsible for several acquisitions and many complex contract negotiations.

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120 plus years of luxury hotel  
leadership experience and  
excellence...



# The TEAM



## **Anita Bower - People and Culture Director**

Anita Bower joined the Iconic Luxury Hotels family in 2004 and over the last 18 years has been responsible for driving an award-winning people culture, which has set the standard for the UK hospitality industry and is the envy of many independent hotels and larger brands alike. She has been involved in the acquisition of four properties and currently oversees a people operation of 900 employees. Her passion for people, consistency and championing what is best for the team and business has resulted in many Industry awards including a coveted Catey. Leadership development has been a key initiative for Anita, and this has led to the creations of both a best-in-class Leadership Development Programme and the Annual Iconic Leadership Conference. Engagement and team retention is a KPI for the business and this has led to the introduction of successful initiatives as a Team Charter and annual People Plan. Anita has a keen interest in vocational learning, driving relationships with local schools and colleges resulting in community involvement and succession planning for the business. She also has strong links with international universities.

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## **Francisco Macedo - Group Operations Director**

Francisco Macedo is the Group Operations Director for Iconic Luxury Hotels. Having graduated from ISAL University with Honours in Hotel Management, he also completed the General Managers Programme as well as achieving a certificate in Hotel Real Estate Investments & Asset Management at Cornell University. Francisco has over 22 years of operational experience in the industry, and from early in his career has been involved in several international projects across Tivoli Hotels as well as Pestana Hotels & Resorts. Before joining Iconic Luxury Hotels, Francisco was, amongst other projects, the General Manager of Bovey Castle in Devon, where he oversaw an extensive refurbishment and relaunch of the property with his team, and the creation of a dedicated Red Star training plan which led to being awarded 5 Red Stars in 2017. Francisco's involvement in the industry goes beyond his work in hotels, as his passion for developing others sees him working closely with universities and colleges, as well as sitting on several advisory boards, such as Springboard and IoD; he also serves as the Chair for the Institute of Hospitality Thames Valley Branch. Career highlights include becoming General Manager at the age of 30, and a Master Innholders at the age of 35.

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## **Stuart van Dam - Director of Procurement, Compliance and ESG**

Although Stuart spent 20 years in hotel operations, the last 5 years of his career have been focused on driving synergies in procurement and ensuring consistency across all of the Iconic properties in Health & Safety and Compliance. With a strong desire to maximise economies of scale and synergies within the business, he has been able to streamline purchasing across the estate whilst allowing the individual properties to continue to work with local suppliers. Stuart proactively works closely with L+R Hotels to drive efficiency and economies of scale for the likes of insurance and utilities. A central approach to Health & Safety has led to exemplary compliance and peace of mind for the directors. As a result of a keen interest in ethical production, procurement and sustainable hotel development, he has found himself at the forefront of our ESG programme. Stuart drives many projects within the business and most recently was heavily involved in the selection and procurement of all of the FF&E and OS&E for the Mayfair Townhouse, a 172 room key property in central London, and the latest addition to the Iconic Collection.



# SUSTAINABILITY

Every Iconic Luxury Hotel works actively towards a sustainable ESG future by:

- Creating a sustainability committee
- Maximizing the number of items that are recycled
- Reducing waste and especially waste sent to landfill
- Eliminating all single use plastics
- Using digital technology instead of printed communications
- Using local suppliers and producers
- Minimising the consumption of utilities via staff training and energy saving measures
- Supporting one nominated local charity and Iconic Luxury Hotel nominated industry charities
- Playing a positive role in the local economy
- Communicating a clear message to the Iconic Luxury Hotel guests
- Encouraging guests to be part of the solution





# WORKING *with* US

## Reasons why your hotel should join our collection:

- A dynamic and internationally successful independent luxury hotel company, entrepreneurial and commercial.
- We build your individual hotel brand equity, not ours, which adds more value to your hotel asset
- Your hotel benefits from exposure to a large, loyal and long standing clientele of high net worth luxury travellers and experience seekers from across the globe
- A proven track record of delivering quality experiences and impeccable award-winning service
- Market leading commercial performance, with over £70m in revenue each year and strong NOI at every hotel.
- A highly skilled and experienced management team at the helm of your hotel asset.
- We are owner operators. We treat every hotel we work with the same, and we take an individual and bespoke approach to everything we do.
- We are a lean and nimble team, meaning we can pivot quickly to maximise opportunities or solve challenges, unlike many of the brand constraints of a luxury chain.
- We apply the same values to the relationship we forge with hotel owners as we do with our staff and our guests. Long term, collaborative and with a shared vision to achieve success.
- We are part of a wider hospitality ownership (L&R), who are committed to the long term development of their hotels (100 hotels globally with 23,000 room nights and counting)..



## WORKING *with* YOU

### What we are looking for:

- Hotels with a minimum of 50 bedrooms, or if smaller, properties in locations that can command a
- minimum Average daily rate of over £400.
- City centre, beach resort and countryside properties in prime tourist driven locations globally.
- Iconic buildings with heritage, or an Iconic address.
- Existing trading properties that can be repositioned to a luxury level.
- New site projects that can be developed into 5 star luxury hotels.
- Management contracts (we will develop and operate your property with you)







CONTACT *us*

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