



CAMPBELL GRAY

HOTELS & RESORTS

ABOUT CAMPBELL GRAY HOTELS

Campbell GRAY Hotels® is an owner-operator and international hotel management company focused on creating and operating highly individual hotels in Europe, the Middle East and Africa.

As part of SIA Life holding company, Campbell GRAY Hotels has a complete and comprehensive understanding of what it takes to develop, own and operate hotels, residences, wellness, offices and retail.

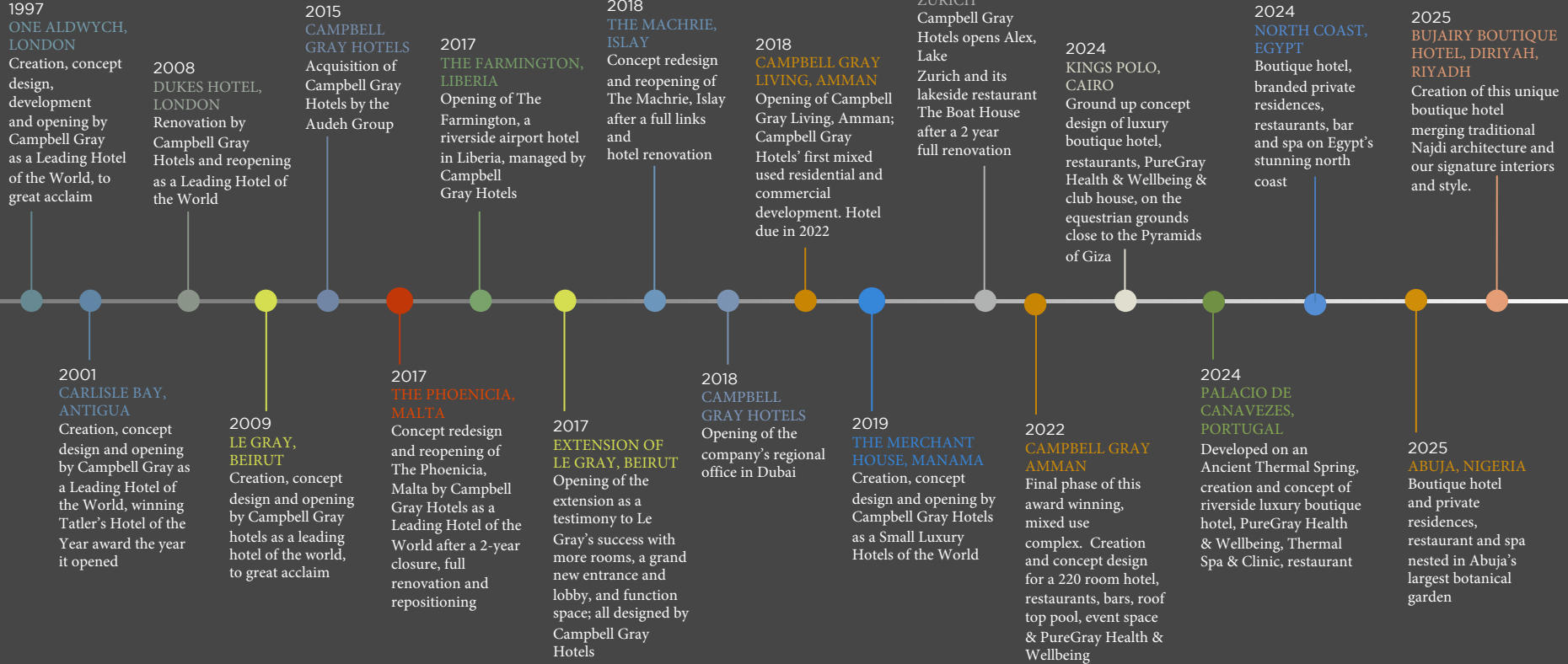
Its goal has always been to achieve the very highest standards and to be the market leader in its destinations.

There is a very clear philosophy in the company and that is to, at all times, operate to the highest levels of integrity, to achieve commercial success and to take great care of its people.

Campbell GRAY Hotels is extremely particular about design and the team is involved in every aspect of the creation, philosophy and concept of each hotel.



THE JOURNEY SO FAR





OUR SERVICES

WHAT WE DO

Campbell GRAY Hotels offers design input, development, technical services and long term management for hotels, residential and mixed use projects.

We are very much engaged in the development process from day one, creating the property's identity, influenced by our philosophies and concepts throughout the project.

We believe in creating things that are built to last and quite simply, we are the antidote to cookie cutter hotel company.

While there is no rigid template for a Campbell GRAY Hotel, we take pride in selectively choosing projects which we believe can become the best in their market.

Importantly, we base ourselves on an excellent owner relationship where there is a meeting of minds, and shared passion and vision.

Our involvement covers the following stages of an hotel's creation:

- Planning and Concept Creation
- Development
- Pre-opening
- Operating

DEVELOPMENT / TECHNICAL SERVICES

Our team has been brought together from some of the world's most established and innovative hotel groups. We use this experience to advise and review all aspects of a project with the owner and appointed consultants including architects, interior designers, engineers and other specialists. To assist we provide, where required, the following:

- Project Vision, philosophy and master planning
- Financial Forecasts and budgeting
- Operational brief including, service requirements, operating equipment and IT system requirements.
- Concept briefs and interior design input, lighting and landscape brief, decoration & art sourcing.
- Pre-opening plans and critical paths, including, budgeting, staffing and training, business planning, public relations and marketing.

As none of our Campbell GRAY Hotels is the same as the other, we often work with the industry's leading authorities in specific fields. We have curated a talent list of Artists, Specialist Chefs, Technical Experts, Wellbeing Gurus, Designers and Music Professionals to call upon specific to the project.

MANAGEMENT

Integrity is the foundation stone behind the management of the hotels in our care. We have, over many years, developed our policies and service standards to reflect the high levels we seek to achieve; all according to our industry's best practice, staff training and guest service:

CGH POLICIES & PROCEDURES

Each of our hotels receives a complete set of our company's operating policies and procedures. These are for all departments and reviewed for each destination to ensure they meet legal and labour requirements.

IT'S ALL ABOUT SERVICE (IAAS)

All departments have their own complete training manual for all roles and responsibilities, both internal and guest service.

HOW TO DO ITS (HTDIS)

Our guest focused training that delivers natural consistency.

ICONIC

CREATIONS



ONE ALDWYCH, LONDON



CARLISLE BAY, ANTIGUA



CARLISLE BAY, ANTIGUA





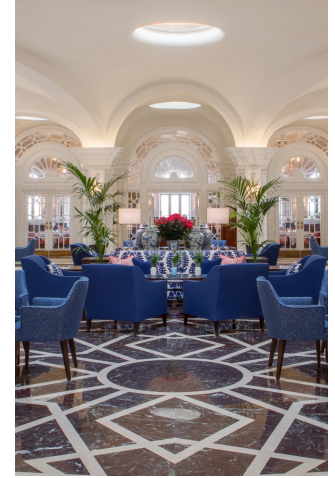
LE GRAY, BEIRUT



THE PHOENICIA, MALTA



THE PHOENICIA, MALTA



THE MACHRIE HOTEL & GOLF LINKS, SCOTLAND



THE MACHRIE HOTEL & GOLF LINKS, SCOTLAND



THE MERCHANT HOUSE, BAHRAIN



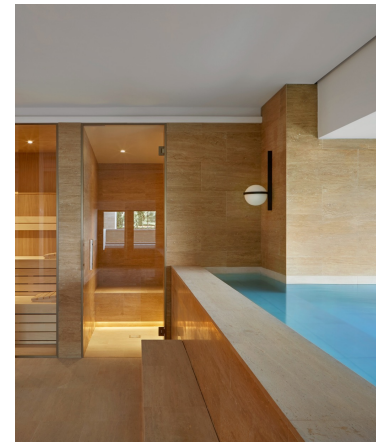
THE MERCHANT HOUSE, BAHRAIN



ALEX, LAKE ZÜRICH



ALEX, LAKE ZURICH

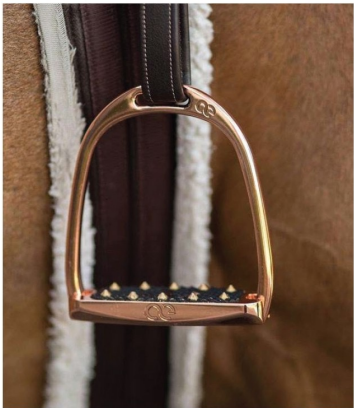


IN THE MAKING

THE GRAY AT KINGS POLO, WEST CAIRO



THE GRAY AT KINGS POLO, WEST CAIRO



THE GRAY, AMMAN



THE GRAY, AMMAN



THE GRAY BUJAIRY, DIRIYAH, RIYADH



THE GRAY BUJAIRY, DIRIYAH, RIYADH



THE GRAY AT THE MED, EGYPT



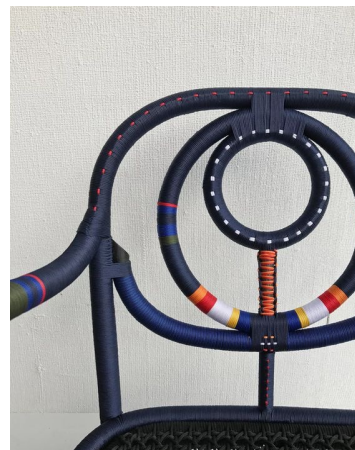
THE GRAY AT THE MED, EGYPT



THE GRAY, ABUJA



THE GRAY, ABUJA



CAMPBELL GRAY LIVING BRANDED RESIDENCES

Campbell Gray Hotels provides development partners with a tremendous opportunity to create value. Private residences offer the capacity to generate significant brand premiums and synergistic hotel economics as a result of a co-location strategy.

Marketing support and sales advisory as well as comprehensive, residential owner benefits further extends the competitive advantage enjoyed by our residential development partners.

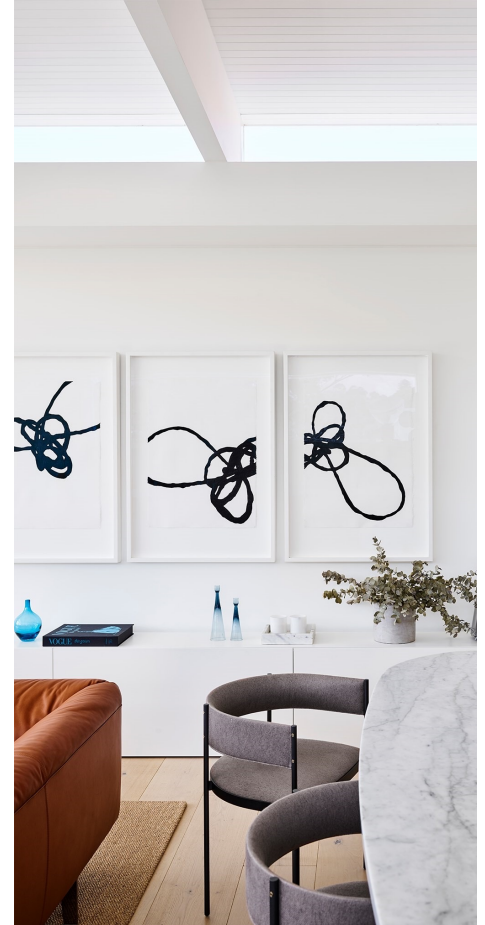
CAMPBELL GRAY LIVING Private Residences, AMMAN



CAMPBELL GRAY LIVING Private Residences, ABUJA



CAMPBELL GRAY LIVING Private Residences at The Med, EGYPT



DEVELOPER BENEFITS

- Price premium relative to competitor from brand benefits, hotel services, product confidence, and long-term management agreements
- Faster sales velocity
- Lower sales / marketing costs
- Enhanced hotel economics
- Lower cost from sale of real estate
- Higher OOD revenue (F&B, spa, etc.)
- Bottom line uplift via HOA allocations
- Integrated marketing support and sales advisory
- Enhanced lead generation
- Comprehensive benefits
- Technical and pre-opening guidance
- Management and HOA expertise
- Integrated hotel systems & programs

HOTEL & RESIDENCES INTEGRATION

- Integration facilitates: an enhanced service extended to residents that includes in-residence dining & catering, private chefs, concierge service, private transportation, and more.
- Residents possess the ability to charge resort expenses to a personal account, reinforcing the exclusivity and the convenience of creating seamless experiences throughout.
- Hotel economics & scale are enhanced with operating expenses allocated to residential P&L thanks to shared staffing and direct operating expenses.
- Residents generate ancillary revenues improving profitability.



SUPERIOR VALUE PROPOSITION

Benefits to Residence Owners

- Emotional appeal
- Trust & confidence
- Privacy
- Exclusive invitation to join DISCOVERY loyalty programme
- Luxury
- Prestige
- 24/7 on-demand hotel services
- Integration with hotel facilities
- Design & innovation
- Asset protection
- Brand ensures differentiation
- Professionally managed by five-star operator



CORE SERVICES

Core services are delivered to all residence owners and are included in service charge assessments. Core services are customized around the market and target buyers and are jointly agreed with development partners.

- Residence concierge
- Doormen & valet
- Security
- Owner services
- Clubhouse / residence lounge staff
- Common area maintenance, utilities and housekeeping
- Replacement and capital reserves
- Administration
- Property insurance





A-LA-CARTE SERVICES

A-la-carte services are optional and subject to additional charges that may typically be billed to a personal account. Residence concierge as a convenient, single point of contact coordinates a-la-carte services. Services are also customized around market needs and buyer expectations, and may include:

- In-residence catering
- Personal chef
- Shopping services
- Personal assistant
- Childcare
- Dry cleaning & laundry
- Private transportation
- In-residence housekeeping
- In-residence maintenance

FOOD

& BEVERAGE

OUR FOOD & BEVERAGE MILESTONE JOURNEY

2005
CASA DEL HABANO
Opening of our wine, brandy and cigar lounge in Kiev, Ukraine

2009
CINNABON
Acquisition of Cinnabon franchise for Cyprus, Greece, Lebanon and Ukraine

2009
GORDON'S CAFÉ, BEIRUT
Opening of our first sidewalk café concept at Le Gray, Beirut

2009
BAR 360
Opening of Bar 360 inside the rooftop cupola at Le Gray, Beirut

2013
CHERRY ON THE ROOFTOP
Opening of our rooftop pool lounge at Le Gray, Beirut

2021
RESTAURANT 18
Opening of restaurant 18, overlooking the 18th hole at The Machrie Hotel & Golf Links on the isle of Islay, Scotland

2017
CINNABON, LEBANON
Our operation in Lebanon reaches a total of 8 stores

2019
CINNABON, CYPRUS
Our operation in Cyprus reaches a total of 9 stores

2019
HANGAR
Opening of the company's homegrown, aviation-themed diner concept in Amman, Jordan, focused on burgers, sandwiches and steaks

2019
INDIGO
Opening of our 4th Indigo restaurant at The Merchant House in Manama after Indigo at One Aldwych, London in 1997, Indigo at Carlisle Bay, Antigua in 2002, and Indigo at Le Gray, Beirut in 2009.

2019
THE BOAT HOUSE
Opening of our lakeside restaurant, bar and terrace on Lake Zurich, Switzerland, specialized in European classics, seafood and steak

2021
CINNABON, UKRAINE
Our operation in Ukraine reaches a total of 7 stores

2019
CINNABON, GREECE
Our operation in Greece reaches a total of 8 stores, totalling 32 outlets region wide

2023
CAFÉ GRAY
Creation and launching of Café Gray in Dubai, bringing our renowned hospitality to the Emirates, serving British and European classics in a smart, comfortable atmosphere

GORDON'S CAFÉ, BEIRUT





LAS CABAÑAS WINTER EDITION, AMMAN





THE BOAT HOUSE, LAKE ZURICH







PUREGRAY.

HEALTH & WELLBEING

PUREGRAY. HEALTH & WELLBEING

At Campbell Gray Hotels we believe today's traveller is even more in-tune with their wellbeing.

We created PUREGRAY as an antidote that is not defined by the four walls of a spa or gym.

It is part of the hotel's DNA. PUREGRAY offers an holistic approach to services and provides body treatments, meditation classes, exercise groups and personal one on one experiences.

PUREGRAY extends to in-room self-practice and exercise as well as outdoor and explore, running, cycling, hiking and swimming.

We also understand that feeding your body correctly feeds your mind and soul. Our approach to health can be seen in our balanced menus and accommodating our guest's preferences.

PUREGRAY Health & Wellbeing



PUREGRAY Health & Wellbeing



AWARDS

& ACCOLADES



LE GRAY BEIRUT

AWARDS & ACCOLADES

2018 World Spa Awards
Lebanon's Best Hotel Spa

2018 TripAdvisor
**Top 25 Luxury Hotels in the Middle East
Travellers' Choice Award**

2018 TripExpert
Experts' Choice Award

2017 World Spa Awards
Lebanon's Best Hotel Spa

2015 Prix Villégiature
**Nominated, Grand Prize of the Best Hotel in the
Middle East**

2013 Robb Report
Ultimate City Escapes - The World's Top 100 Hotels

2013 CNN Arabia
10 Best Spas in the Middle East

2012 teNeues
Luxury Hotels - Top of the World list

2012 Wine Spectator
**Award of Excellence 2012 for having one of the most
outstanding restaurant wine lists in the world**

August 2011 - Bilanz
25th in list of Top 100 City Hotels Worldwide

January 2011 - Shermans Travel
**2010 Smart Luxury Award for its ineffable ability to
provide a truly distinctive experience**

December 2010 - Wallpaper
Nominated, Best New Hotel

October 2010 - Luxe List
Best Hotels in Asia and the Middle East

September 2010 - Travel and Living, Australia
14 of the most dazzling designer hotels in the world

June 2010 - Travel + Leisure
The "It" List

CAMPBELL GRAY LIVING AMMAN

2017-2018 Arabian Property Awards
Best Mixed-Use Development in Jordan

THE MACHRIE ISLAY

2022 Condé Nast Traveler Readers' Choice Awards
UK's Top 30 Hotels

2022 Leading Courses
6th in list of Top 100 Best Golf Resorts in Europe

2022 Golf World
Top 100 Great Britain & Ireland Courses

2021 World Golf
19th in list of Top 100 Scotland Courses

2020 Scottish Hotel Awards
Scottish Hotel of the Year

2019 Lux Life Magazine Awards
Best Seaview Hotel - Argyll & Bute

2019 Prestige Hotel Awards
Best Newcomer

2019 Scottish Hotel Awards
Islands Luxury Business Hotel of the Year
Islands Small Conference Hotel of the Year
Islands Golf Hotel of the Year

December 2018 - Golf Week
Top 5 Golf Life Moments of 2018

THE MERCHANT HOUSE MANAMA

2021 Condé Nast Traveller Middle East
Top 10 Restaurants in Bahrain
14 Prettiest Restaurants in the Middle East

2019 Luxury Travel Guide – Africa & Middle East
Luxury Boutique Hotel of the Year

2019 Hotel of the Year Awards
Best New Luxury Boutique Hotel Worldwide

2019 Condé Nast Traveler Hot List
15 Best Hotels in the Middle East

2019 Haute Grandeur Global Hotel Awards
Best Boutique Hotel in Bahrain
Best All-Suite Hotel in the Middle East
Best New Hotel in the Middle East
Best Small Hotel in the Middle East

2019 AHEAD MEA Awards
Best Lobby & Public Spaces

2019 Leaders in Hospitality Awards
Boutique Hotel of the Year

AWARDS & ACCOLADES



SALES, MARKETING & PUBLIC RELATIONS

A core competency of Campbell Gray Hotels, sales, marketing and public relations cover a wide range of activities that are constantly being assessed for each property and market. We take advantage of evolving digital media platforms as well as traditional press relationships. We produce clear sales plans to attract specific markets through pre-defined channels. Marketing follows the Campbell Gray Hotels philosophy that tells the unique stories of our individual hotels, creates the unexpected and attracts the curious. We utilise years of revenue management experience to compete in the most challenging markets.

Campbell Gray Hotels is a member of the Global Hotel Alliance.

A strategic partnership, this affiliation allows all our hotels to participate in the Discovery program and access a membership base predicted to exceed 25 million in 2020. Pre-qualified for regular business and leisure travellers, all our hotels take advantage of global marketing campaigns designed to promote and drive direct bookings to each property.

Depending on an hotel's business and positioning strategy, we also enrol with international luxury alliances such as Leading Hotels of the World or Small Luxury Hotels of the World. This allows our sales and marketing teams to extend their reach and take advantage of international sales offices and client relationships.



Independently minded



THE LEADING HOTELS
OF THE WORLD®

MARKET LEADING REVPAR PERFORMANCE AND DIRECT BOOKING PRODUCTION

Direct Bookings
IMPROVE PROFIT
Margins

Reinforced
BRAND AWARENESS
and Recognition

Superior
COMPETITIVE
Performance



RevPAR PENETRATION



DIRECT BOOKINGS

DISCOVERY GUEST LOYALTY PROGRAMME

DISCOVERY is the guest loyalty programme at Campbell Gray Hotels.

It has far reaching benefits in sales, guest capture and repeat business for each of our properties.

DISCOVERY 
REWARDING TRAVEL

 global hotel alliance

73% OF CROSS-BRAND STAYS ARE BOOKED VIA LOW COST CHANNELS

Worldwide
15.3 MILLION
DISCOVERY members

Producing
\$1.65 BILLION
In annual room revenue

And over
8.6 MILLION
Room nights



50% increase in revenue from rewards members compared to non-members.



Frequent guests became **even more frequent**



ADR increased for the loyalty programme guests



Loyalty programme members **booked more rooms more often**

Per a recent, independent study conducted by Cornell University's School of Hotel Administration

WHAT ARE THE ADVANTAGES FOR OUR BRAND?



GLOBAL REACH

Ability to send offers to the DISCOVERY database
Global Marketing
Introduce your hotel to the guest of other partner brands



LOYALTY

Attract loyalty away from other hotels brands in the same market
Attract guests from within the alliance – other DISCOVERY brands / hotels
Encourage guests to improve their DISCOVERY status creating more loyalty



SUPPORT

Our hotel can access shared member profiles and preferences improving customer service
Reduced costs by taking advantage of GHA negotiated partnership deals
Extensive support team

CONTACT DETAILS

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