

COMPANY OVERVIEW

Joie de Vivre (jwa dih veevreh): The Joy of Life

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Mission Statement:

Creating Opportunities to Celebrate the Joy of Life

Who is Joie de Vivre Hospitality:

Based in San Francisco, Joie de Vivre currently operates businesses throughout California, over 30 boutique hotels. These properties represent a total of over 3,600 rooms and include seven distinctive restaurants and bars. The company also owns and operates the Kabuki Springs & Spa in San Francisco. Each property celebrates California through a unique visual style, uncompromising design principles, one-of-a-kind amenities and personalized service.

Hotels currently in the Joie de Vivre collection:

Acqua Hotel	Laurel Inn	Waterfront Plaza
Hotel Adagio	Hotel Los Gatos & Spa	Waters Edge Hotel
Hotel Angeleno	Mill Valley Inn	White Swan Inn
Hotel Avante	Hotel Montgomery	Wild Palms Hotel
Hotel Carlton	Moorpark Hotel	
The Domain Hotel	Petite Auberge	
Hotel Durant	Phoenix Hotel	
Hotel Del Sol	Hotel Rex	
Hotel Drisco	Hotel Tomo	
Galleria Park Hotel	Ventana Inn & Spa	
Hotel Kabuki	Hotel Vitale	

Affiliate Hotels:

Best Western Hotel Americana	Coast Hotel Long Beach
Hotel Britton	Sportsmen's Lodge
Best Western Carriage Inn	
Best Western Flamingo Inn	
Cathedral Hill Hotel	



Coming Soon:

The Citizen Hotel (Sacramento)
Dream Inn (Santa Cruz)
Good Hotel (San Francisco)
The Shorebreak Hotel (Huntington Beach)

How Joie de Vivre Began:

In 1987, at age 26, CEO Chip Conley opened the iconoclastic Phoenix Hotel. The Phoenix broke from traditional hotel thinking by developing an accommodations concept aimed at a specific niche market: rock and roll. Today, the Phoenix is internationally renowned for its expansive list of celebrity guests. Having come a long way from its humble “Phoenix” roots in San Francisco’s Tenderloin neighborhood, Joie de Vivre celebrated its 20th year in 2007. Over two decades, Chip and the in-house Marketing team have created a unique collection of urban and suburban boutique hotels, and fun boutique motels. Joie de Vivre is now California’s largest boutique hotelier.

In 2005, Joie de Vivre opened the 4-star Hotel Vitale, “America’s first post-hip boutique hotel” on San Francisco’s waterfront, across the street from the revitalized Ferry Building. As with all of Joie de Vivre’s properties, this \$53 million, 199-room flagship hotel is based upon the premise that guests see their favorite hotel as an aspirational mirror.

Hotel Angeleno, located in Los Angeles, opened in Spring 2006 and was included in Conde Nast Traveler’s Hot List for 2007. It is conveniently located at the well-known intersection of Interstate 405 and Sunset Boulevard. The property’s famous circular design was updated with a new, casual yet luxurious interior and a modern, understated exterior finish courtesy of Jo Fusion, Inc. Hotel Angeleno also hosts West, a new 17th-floor penthouse restaurant and lounge with breathtaking panoramic views of Santa Monica and Los Angeles.

Hotel Tomo opened in June 2007, in San Francisco’s thriving Japantown. Taking inspiration from contemporary Japan, this hotel features the bright colors, modern embellishments and art styling found in Japanese anime, manga and street fashion. An optimistic blend of practical comfort and quirky details, the hotel attracts a diverse spectrum of guests. Acknowledging its location as a hinge point between Japantown and the Fillmore Street shopping corridor, the Hotel Tomo is the ultimate destination for those wanting cutting edge style at a great price.

Core Values:

“Our goal is to create landmark destinations full of soul and personality,” says Conley. “Some in the hotel world say they are in the business of ‘selling sleep.’ We’re in the business of creating dreams.” The true core of Joie de Vivre, its employees, is supported by a unique Joie de Vivre philosophy that considers every staff member the critical starting point for successful business. Characterized by a heart diagram, the philosophy shows that happy, enthusiastic employees translates to supporting a strong customer loyalty, which in the end, maintains a profitable and sustainable business.

Groups/Meeting Space

Catering to clients who are looking for more intimate, creative space for their meetings, Joie de Vivre boasts nearly 41,000 square feet of meeting space throughout its 34 properties. The comfortable, casual nature of our suites has also been often sought after for much-needed corporate retreats. A dedicated sales force of 45 people supports Joie de Vivre’s products. The company’s key customer base comes from California, bringing more than 600,000 room nights per year, yielding 2006 revenues of over \$140 million. Joie de Vivre maintains strong relationships with some of the largest corporate accounts in California, which is key to supporting midweek and off-season business.

Joy of Life Club

With more than 30,000 members, our loyalty program, the Joy of Life Club, is one of the most successful boutique hotel programs in the United States. Created to inspire true “Joie de Vivre” experiences, this rewards club puts guests closer to the unique collection of boutique hotels, spas, restaurants and escapes in California. Upon earning 2,500, 7,500 and 10,000 points, members are encouraged to redeem for indulgences and experiences that are guaranteed to create joy. For instance, one member may choose to spend an afternoon at the farmer’s market with a renowned chef, culminating in a three-course market lunch prepared featuring the fresh, seasonal produce discovered at the market. Or, perhaps it’s a V.I.P. weekend in Napa Valley for wine lovers, complete with lodging and a private wine tasting and tour led by a sommelier. Others may choose thrill-seeking options such as kayaking or hot air ballooning.

While earning points, members also receive exclusive amenities and services that truly distinguish the program. With each hotel visit, guests are greeted with personally-selected welcome indulgences from a particular wine or beverage to a preferred newspaper. These individual touches add a level of home-spun comfort and attention to detail when the pressures of travel are likely at their pique.

Employees

Internally, Joie de Vivre is marked by an enthusiastic and vibrant corporate culture. Joie de Vivre supports more than 3000 employees in both unionized and non-unionized settings. Demonstrating its commitment to the enrichment of each employee, the company has created a number of programs to foster 'Joie de Vivre' at work. From the Joie de Vivre University to unique work benefits to a 100% supported open-door policy, the Joie de Vivre Hotels' foundation is solid and the results have proven positive. Joie de Vivre employees also take an active role in the company's philanthropic efforts. As a team, Joie de Vivre sponsors several annual events that raise funds for local non-profit organizations including the SF International Film Festival, the Frameline Film Festival, and the San Francisco Jazz Festival. Additionally, The Phoenix Hotel annually plays host to the now infamous Celebrity Pool Toss. This event raises \$300,000 each year and benefits the children of San Francisco's Tenderloin, the city's most densely populated, low-income family neighborhood.

Distinction

The San Francisco Business Journal ranked Joie de Vivre #7 on their 2006 list of "Best Places to Work in the Bay Area." Chip Conley has won numerous awards including Guerrilla Marketer of the Year from the American Travel Marketing Executives, Emerging Growth Company of the Year from the San Francisco Chamber of Commerce, National Humanitarian Hospitality Company of the Year, Northern California Entrepreneur of the Year from Ernst & Young, and the Experience Stager of the Year at a conference in Las Vegas in which Joie de Vivre beat out competition that included Disney, Cirque du Soleil, and Ian Schrager Hotels. Chip was recently featured as one of Lodging magazine's 75 Most Influential Leaders in the Travel Industry and was also named eMarketer of the year at the 2006 Adrian Awards.

Spreading the Joie de Vivre

Combining a creative spirit with sound business principles and a commitment to employee-driven decision making is the foundation of Joie de Vivre's plan for continued growth. Joie de Vivre aspires to revolutionize the hospitality industry by developing the world's most innovative products and services. Among them:

Innovative Design • For each property, Joie de Vivre hotel identifies a niche psychographic market and imagines a magazine that defines the personality of that market. Once the magazine has been identified, Joie de Vivre arrives at five words that best define the magazine and also define the hotel in terms of its identity, décor, unique services, and even the type of employees that would be hired. The magic of this Joie de Vivre formula is that guests may experience the hotel as a refreshment of their identities.

From the newest 4-star, revitalizing Hotel Vitale to the arts and literary infused Hotel Rex, to Los Angeles' Hotel Angeleno, each property possesses its own dynamic personality. Each Joie de Vivre business makes an emotional connection with guests by catering to a psychographic rather than a demographic profile.

Hotel Matchmaker • The World's First Hotel Matchmaking Service, Yvette, is designed with smart functionality to anticipate individual tastes and preferences. While other travel sites use only ratings, photos and price, The Hotel Matchmaker, functions more like a personalized matchmaking service by guiding users through a short set of five questions:

What kind of people do you most connect with?

What word best describes your outside interests?

What kind of environment best suits you?

What word best describes how other people see you?

What kind of people do you most admire?

The answers are used to partner each guest with five Joie de Vivre hotels, six unique activities and two in-the-know local "guides" with surprisingly accurate results. The site also functions as a stand-alone reference tool with a wealth of information about off-the-beaten path activities like: Glide Memorial Church's Sunday morning gospel choir celebration; Karma Moffett's Tibetan Bell Ceremony and rock climbing at Mission Cliffs.

Golden Gate Greeter • The first hotel-based Greeter/City Exploration Program where guests are matched one-on-one with a volunteer for a complimentary 2-hour private tour, based upon their cultural interests (from architecture, to food, to history, music, parks and nature). Joie de Vivre's guests are given the opportunity to explore a San Francisco neighborhood with a proud local, and along the way, talk about what it's like to live in the City and how to use public transportation, all as added value to their stay.

Hotel Heroes • Noticing the need to shine a spotlight on many selfless service providers throughout San Francisco's hospitality community, Chip and Joie deVivre created the first annual Hotel Heroes Awards program and ceremony in 2004. Nominations are received from close to 75 area hotels, with a gala awards dinner scheduled to honor the nominated individuals. The independent planning committee, consisting of hotel executives, awards hospitality industry employees in such categories as 'Unsung Hero Award' and 'Beyond the Call of Duty.' Honorees are presented with an original bronze statuette by a local sculptor and treats ranging from a suite at the Four Seasons hotel to a trip for 4 to New York City, at the ceremony that attracts nearly 1000. Now in its third year, the Hotel Heroes Awards Program has been hosted by the San Francisco Hilton and the Marriott and has become an integral part of the San Francisco hotel industry calendar.

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