



Report

#InnovACTION 2024

2024 Innovation Report

2024 #InnovACTION Report

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We all
innovate
INNOVATION WITH PURPOSE



LETTER FROM OUR CEO

Dear Innovator Friend,

I am pleased to present **ILUNION Hotels'** 2024 Innovation Report, where we set out our renewed strategy and this year's main milestones and projects. In 2024, we have once again achieved a record economic result and have taken an important step at the strategic level by reinforcing Innovation with Purpose as a fundamental lever of the company's strategic plan.

This year, our Innovation strategy has been recognized with several national and international awards and recognitions that fill us with pride and motivate us to move forward.

Over the course of 2024, we have strengthened our Innovation management processes to align them with international standards.

We have developed strategic projects such as Umániko (a unique gastronomic concept in the world), DEIB Coach (Management of the diversity of our people), Brill-IA-nt (Artificial Intelligence Roadmap) and the Competitive Intelligence Observatory.

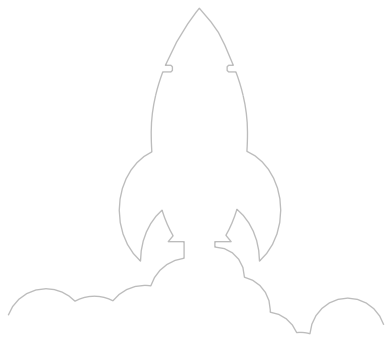
Finally, we have consolidated the X-PACE International Innovation Ecosystem, which allows us to improve co-creation with our stakeholders.

The challenges that 2025 presents us with are exciting and we are ready to face them with enthusiasm and determination. At ILUNION Hotels, we firmly believe that Innovation with Purpose involves an attitude and a way of doing things that drives us to continuously improve and generate a positive impact on society.

I am grateful for the efforts of all those who have made the achievements included in this report possible and I hope that it will be of interest and usefulness to you to continue building together a better world with everyone included.

Best regards,

José Ángel Preciados
CEO of ILUNION Hotels



01

WHO ARE WE?

ILUNION Hotels is a **unique company**, a fundamental part of the **ILUNION business group** and the **ONCE Social Group**, which began its business journey in 1993 under the name of Confortel Hotels.

Our history is marked by an unwavering commitment to **Innovation with Purpose**, focused on **accessibility, inclusion and sustainability**.



ILUNION Hotels: A unique Hotel Company

At ILUNION Hotels we have developed a **unique model of Business Innovation** that has transformed the way we understand business purpose of companies. Since our founding, we have revolutionized the industry by integrating accessibility, inclusion, sustainability, and economic growth as fundamental pillars of our innovative strategy.

ILUNION Hotels' innovative business model has been ratified with the EFQM+600 (European Foundation for Quality Management) international certification. Highlighting the use **of Innovation as a catalyst and drive for the company towards its transformation.**

On an economic level, this business model has proven to be economically profitable, increasing its turnover year after year, which reinforces its sustainability and long-term success. **We have 31 establishments** distributed throughout Spain, in ILUNION Hotels. We stand out for our commitment to **universal accessibility and the inclusion of people with disabilities and vulnerable people**, and for our focus on **digitalization and innovation**. Of our team of **1,800 people***, **50% belong to a vulnerable group**, which reflects our firm commitment to labor and social integration.

We operate **12 of our hotels and 2 work centers in the Central Offices as Special Employment Centers (CEEs)** in which more than 70% of the employees have some type of disability. In 2024, we have opened Umániko, our new independent restoration line, incorporating a new CEE, demonstrating our social commitment and our dedication to universal accessibility.

31
Establishments

≈ 1800
people

≈ 50%
Belongs to vulnerable groups



What role does Innovation play in the growth of ILUNION Hotels' business?

ILUNION Hotels: A business model with a unique and innovative purpose

Innovation is the cornerstone of **ILUNION Hotels**. It contributes to supporting our purpose through **the successful and significant transformation of the company, with new solutions, incrementally, disruptively and sustainably, that add value to stakeholders**. This model redefines the business concept by setting new standards of excellence, transformation and an unwavering social commitment.

Social and Economic Profitability

The business model we have at **ILUNION Hotels** has proven to be a resounding success, in terms of **innovation and economic profitability**. Year after year, at **ILUNION Hotels** we have shown that it is possible to achieve social and economic profitability, redefining the business model in the sector and **setting a precedent for other companies and organizations** to continue in the search for a more inclusive and responsible model.

Digitalization

At **ILUNION Hotels** we adopt the latest technologies to improve the customer experience and optimize the management of the company. Digitalization is a tool for efficiency of the company's processes and a **lever for the changes and transformations** that today's competitive market requires daily basis. The results of the solutions we develop have also been implemented in other companies in various sectors, nationally and internationally.

Accessibility and inclusion

In addition to the **company's commitment to the inclusion of people with disabilities and vulnerable people** in the workplace, each of our hotels in **ILUNION Hotels** is designed to be completely accessible, with **universal accessibility certification (UNE 170001-2)**.

Sustainability

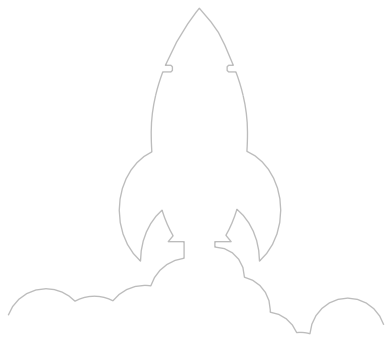
At **ILUNION Hotels**, ethics and commitment to sustainability principles are reflected in every decision and action. **Our business strategy is aligned with environmental, social and governance (ESG) criteria**, ensuring that each service offered meets the highest quality standards and contributes positively to the well-being of society and respect for the environment. **This ethical approach translates into a firm commitment to transparency, equity and corporate social responsibility**, pillars that sustain the trust of our customers and the reputation of our brand, **serving as a model for more than 20 companies from various sectors**.

Our hotels are certified with the Q Sustainable seal, which guarantees the sustainability of our buildings. **In addition, all our hotels are certified with the BREEAM Sustainable Construction Seal.**



Click or scan to view the video








02






MAIN INNOVATION INDICATORS

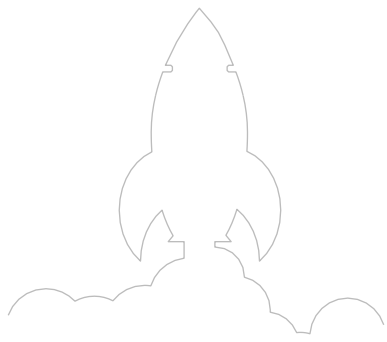
Through the following indicators that synthesize **ILUNION Hotels' innovative activity** during 2024, we demonstrate our organization's commitment to **Innovation, Transformation, Technology and Cybersecurity**.

| Area | Indicators | Value 2023 | Value 2024 |
|--|---|------------|------------|
|  Projects | Ideas for Innovation Projects | 460 | 490 |
| | Started Projects | 30 | 26 |
| | Scaled Projects | 14 | 15 |
|  People | % Staff formed in: Digital Transformation / Innovation | 26,8% | 27,1% |
|  Cybersecurity | Cybersecurity Training No. | 20 | 30 |



| Area | Indicators | Value 2023 | Value 2024 |
|---|---|------------|------------|
|  Economic Indicators | Supplier Innovation Spending | 610.000 | 721.500 |
| | No. of Innovation Partners | 24 | 35 |
|  Innovative ecosystem | No. of Innovation Allies | 0 | 3 |
| | Awards and Recognitions | 6 | 7 |
|  Diagnosis | % People who collaborate in the Diagnosis | 12% | 34% |





03

INNOVATION STRATEGY WITH PURPOSE

Innovation with Purpose

Collaborative innovation, which, thanks to the **culture of the organization**, creates **tangible value** (social, environmental, ethical, educational, good governance), not only generating **economic value**, but also with new ideas/solutions that **really transform** the organization, **to add value** to stakeholders.

We all innovate

The great strength of ILUNION Hotels' Innovation Model is the fact that through the Call to Action to Innovate (**#InnovACTION**), the entire workforce feels driven to participate in the business strategy of Innovation.



#InnovACTION

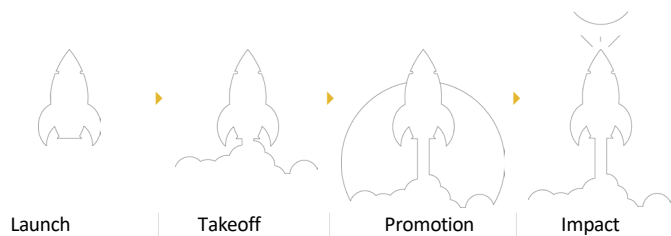


Definition of Innovation for ILUNION Hotels included in the survey of executives.



History of Innovation with Purpose at ILUNION Hotels

To explain the evolution of business innovation in the company and how it has been managed over time, four key stages have been structured:



LAUNCH

An All-Inclusive Social #InnovACTION Model: The First Great Innovation

A **first stage** from the **foundation** of the company to the consolidation of the business model, marking the beginnings and commitment to transformation with **universal accessibility (1993 – 2013)**. This stage includes the creation of the first Special Employment Centre (CEE) in the sector, **the expansion of CEE's business innovation model**, focused on **social inclusion**, reflecting the effort to eliminate barriers and facilitate the integration of workers (2014 – 2018). At this stage, the innovation model is consolidated in other companies in different sectors, demonstrating the business and social advantages.

TAKEOFF

Benchmarks in accessibility

The period between 2018 and 2021 makes up the **second stage**, already as benchmarks in accessibility and inclusion thanks to implemented solutions. At **ILUNION Hotels**, innovative **milestones are developed in the model based on the Customer Journey, digitalization in terms of accessibility that allows the business impact of social innovation to be increased**. The innovative business model is internationalized.

PROMOTION

Digital boost

During the **third stage**, **ILUNION Hotels** experienced significant **growth in the company's digitalization**, and the development of an internal innovative culture, adapting to the latest technologies (Data Driven, robotisation and automation, etc.), improving processes and services, and providing constant value that allows stability to be maintained during the economic crisis (2021 – 2022).

IMPACT

#InnovACTION We all innovate

Finally, in the **fourth stage** called **#InnovACTION (from 2022)**, **ILUNION Hotels** has completed the implementation of the decentralized hybrid model, which allows all people in the company to participate in the Innovation processes. In addition, it highlights **the consolidation of Innovation facilitators**, such as the Competitive Intelligence system, effective communication, methodologies, structure, processes, and the innovative open ecosystem.



Innovation Diagnosis

In 2024, ILUNION Hotels has carried out a new internal and external diagnosis to assess the current level of Innovation within the organization. This diagnosis has been based on an Innovation survey of employees, customers and partners whose results have provided a detailed view of the state of Innovation in the company.

Diagnosis Innovation Survey 2024

- **Participation:** The survey obtained a response rate of 34%, with 604 responses for a total of approximately 1810 employees.
 - The normal thing in this type of survey is to receive around 10% of answers.
- **Training:** 59% of participants considered that training in tools is crucial to foster innovation.
- **Knowledge of Initiatives:** 61% of employees are aware of Innovation initiatives, while 39% are not aware of them.
- **Valuing Innovation:** 38% consider the work of the Innovation area "very important", and 44% rate it as "important".
- **Internal Communication:** Only 13% consider internal communication on Innovation initiatives to be "very good". 47% prefer to receive updates through department meetings.
- **Culture of Innovation:** 88% of employees are comfortable sharing ideas about innovation, and 61% would do so with their department head.

Main conclusions

- **Training Needs:** The need to continue strengthening training in Innovation and the introduction of new work tools was identified.
- **Automation and Robotization:** The automation of low-value processes and the integration of solutions with AI and robotization are key areas for the future.

Approach in Technology:

40%

of employees consider technology to be the most present form of innovation in their work.

Participation and Motivation:

88%

Of employees would be willing to share ideas about Innovation, highlighting a strong participatory culture.



Identified Actions

Based on the results of the Innovation survey, the following actions are identified:

- Improvement of the culture of Innovation, with a reinforcement in training, awareness and monitoring actions.
- Create reward systems for employees who propose and develop innovative ideas.
- Introduction of new technological tools: Promotion by the organization to introduce new work tools to facilitate processes.
- Involve all employees in the projects and initiatives carried out by the Innovation area
- Promote cooperation between different departments to generate innovative ideas.
- Implementation of Artificial Intelligence tools and algorithms to predict trends, automate tasks and improve communication between employees and customers.
- Search for solutions to mitigate the carbon footprint in hotel activity and minimize water consumption in our facilities.



Innovation Survey to Customers and Suppliers

Survey carried out with **customers**. The evaluation of the perception of the level of Innovation by customers carried out in May 2023 shows that **the concept of Innovation is not clearly understood by customers**, since they have focused on the concerns they had and not on how to seek to solve them through Innovation.

Survey carried out on interests related to innovation **of suppliers, partners, regulators, associations and companies in the tourism and hotel sector. The findings of this survey demonstrate interest and expectations related to:**

- How to prepare companies to innovate.
- How to ensure that Innovation is applied at all levels of the organization.
- Profiles and skills needed for employees to be able to innovate.
- How to incentivize employees to innovate.
- Relevance of training in Innovation or innovating in training methodologies.
- Relevance of artificial intelligence in the sector.
- Innovation trends in the sector.





Surveys Conducted with the ONCE Social Group

Surveys and interviews have been carried out with those interested in the field of Innovation within the ONCE Social Group, the ONCE Foundation and ILUNION to find out their needs for Innovation (and technology) and what expectations they have of ILUNION Hotels in this area. The result has demonstrated the alignment of the strategic plans of these representatives of the stakeholders. The main conclusions are:

- **ILUNION:** the main themes identified are continuous coordination with the group companies and corporate departments. **ILUNION Hotels** is expected to help inspire, share good practices and greater involvement in punctual initiatives (Silver Plan). The most relevant needs detected are creation of new business models, intrapreneurship, mature technological environment, project management methodology, a change management model, training of people, implementation of the EFQM model.
- **ONCE and ONCE FOUNDATION.** The main needs and expectations are related to the continuation of **ILUNION Hotels** as an innovative company, focused on the social integration of people with disabilities. The introduction of measures in their hotels and in the company that facilitate this integration by favoring accessibility. In addition, the coordination of initiatives, identification of new solutions and the exchange of information remains a relevant issue.

The result of these surveys and concerns of stakeholders regarding ILUNION Hotels' Innovation model has been of important value for the identification of specific actions that reflect the needs and expectations of these stakeholders.



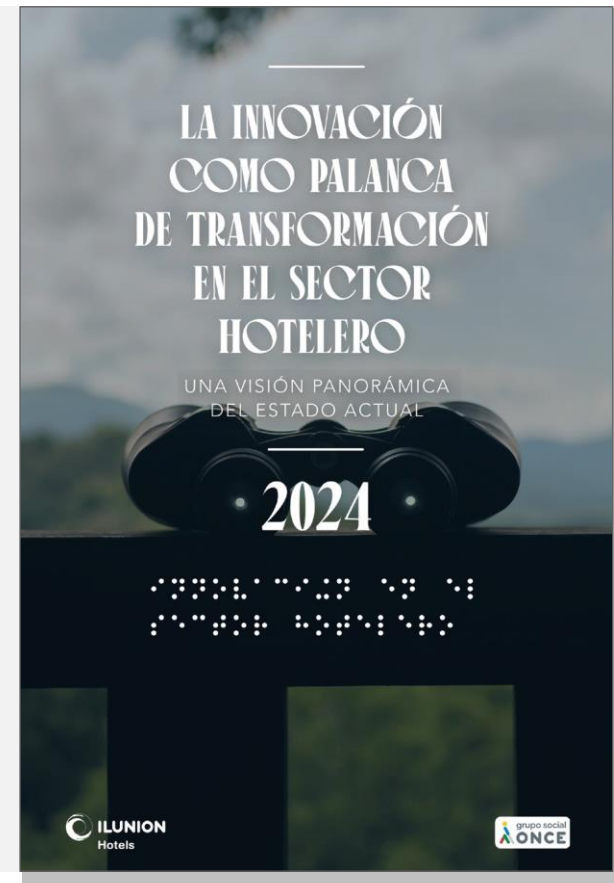
Innovation Benchmark 2024

To carry out an Innovation strategy, it is essential to identify the leading companies in Innovation in the hotel sector, the large companies that are benchmarks in Innovation and what Innovation is being carried out in the so-called analogous sectors.

During 2024, a **new Innovation and Technology Benchmark study** of the main national and international hotel chains has been carried out, which has served to reinforce **the new Innovation Plan** and compare the organization's innovative status with international standards.

The study aimed to analyze the degree of adoption and the most outstanding examples of innovation in the hotel sector.

- It focuses on the practices of the main national and international hotel chains, as well as those smaller but innovative, to understand their strategies and actions in terms of Innovation, technology and Cybersecurity.
- This comparative analysis seeks to provide Competitive Intelligence that allows us to know the best practices in the sector, learn from them and lead business transformation.



Conclusions of the Report and Areas of Action:

The study has revealed that, although hotel chains stand out for their focus on Innovation, the degree of implementation is barely sufficient, with an average rating of **1.6 out of 3** according to the values established for the preparation of the report.

Another of the conclusions drawn from the study has been to confirm that there is no direct correlation between the size of the chains and their level of Innovation. Some small chains show more visible innovative activity than much larger ones.

Degree of full implementation

1,6



The results of this analysis have been of great importance for **ILUNION Hotels'** Innovative strategy and confirm the position Ahead in the sector of this organization with an average rating of **2.8 out of 3 points**.

The **main applications** of Innovation include the **implementation of new technologies, the optimization of processes and the creation of strategic alliances**. However, there is a better maturity in the development of specific Innovation and Cybersecurity methodologies, as well as in obtaining official certifications.

Innovation Strategy ilunion hotels:
Strategic Innovation Axis

ILUNION Hotels Strategic Plan. Strategic Line of Innovation

In 2024, **ILUNION Hotels** has presented its new Strategic Plan. An ambitious Plan that **includes ILUNION Hotels'** strategic lines for the period 2024-2027 and the projects carried out and those proposed in the future in relation to these lines. This plan is a Roadmap to walk and advance in the objectives, commitments and indicators that will guide management in the coming years.

For the first time, a strategic plan of this organization recognizes only Innovation as one of the 5 strategic lines, configuring the following strategic map for the organization:



1

**Good Governance
and Excellence**

Manage the company responsibly.
Build trust and perception of transparency on the part of all stakeholders, guaranteeing a business model outstanding and benchmark in the tourism sector.

2

Economic sustainability

Generate long-term profitability in a responsible manner. To maintain a sustainable growth path that allows us to generate value for stakeholders.

3

Social sustainability

Lead the ecosystem, facilitating its orientation towards diversity, equity and inclusion in coherence with the purpose of **ILUNION Hotels**.

4

Environmental sustainability

Establish a commitment to the protection and care of the environment, managing in a responsible and respectful manner, minimizing the negative impacts of the activity, and seeking the maximum environmental return.

5

Innovation

Managing Innovation as a key strategic variable to be able to respond to internal challenges and needs.



Innovation Master Plan 2024 – 2027

In 2024, ILUNION Hotels has updated its Innovation Master Plan:

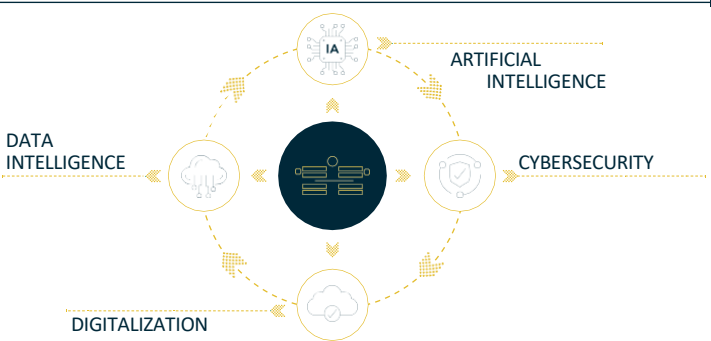
The result of the external and internal diagnostic analyses (**Trend Observatory, Internal Diagnosis and External Benchmark**) carried out in 2024 have provided the organization with a clear vision of the strong areas and opportunities for improvement in Innovation within **ILUNION Hotels** from the point of view of its employees. which has been considered in the preparation of the company's new Innovation Master Plan 2024-2027.



Disruptive Drivers:

In the present context, 4 factors (drivers) are determined that, due to their relevance, can radically transform the hotel tourism sector and that ILUNION Hotels must address through specific actions:

DISRUPTIVE DRIVERS



- **Artificial Intelligence (AI):** AI is a transformative force in today's innovation landscape. AI, with its ability to process, analyze and generate large volumes of information at unmatched speed and accuracy, is redefining how organizations operate and make decisions.
- **Data Intelligence:** Data intelligence is fundamental for decision-making and activates two vital needs for an organization: The integrity, veracity and quality of the data that is generated and the good governance and knowledge of these.
- **Digitization:** Digitizing traditional operations, optimizing efficiency and creating new business opportunities is allowing companies to be more agile and competitive in an ever-changing market.
- **Cybersecurity:** With the increase in dependence on digital technologies and services, cybersecurity becomes a critical aspect for organizations. Protecting information and systems from threats is critical to maintaining customer trust and operational integrity.



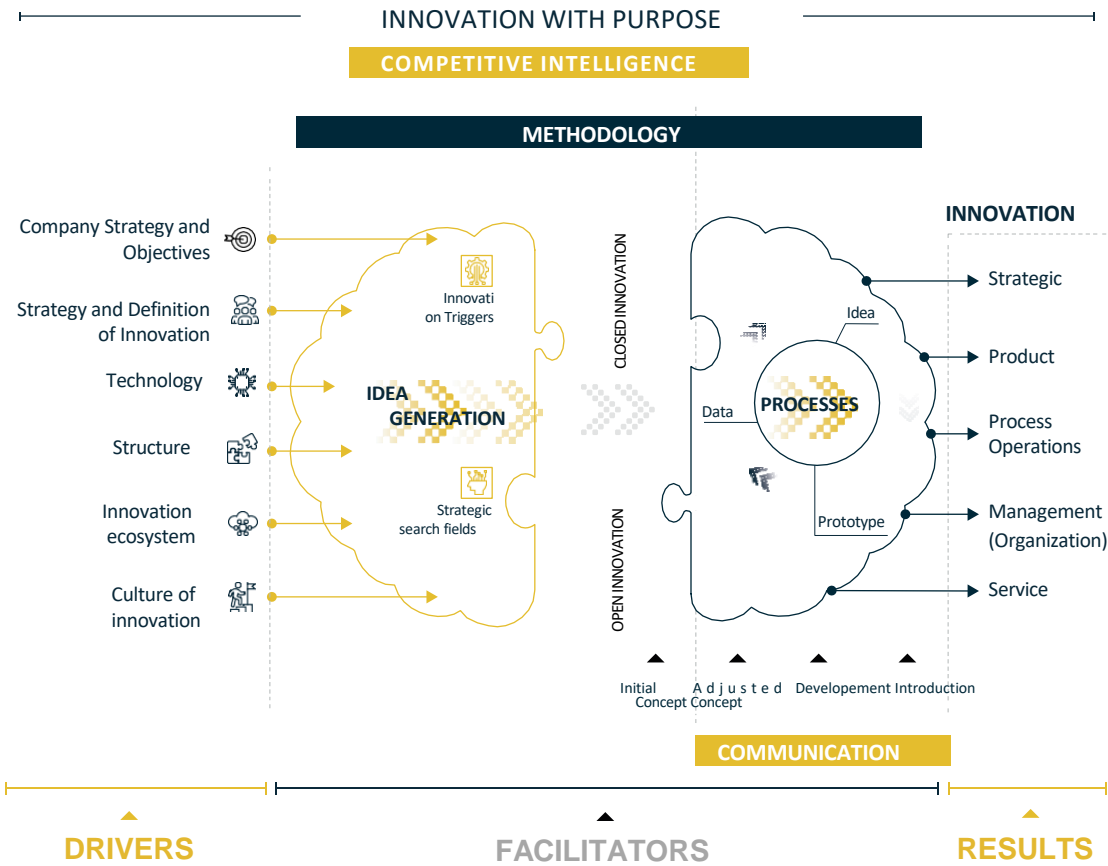
ILUNION Hotels Innovation Model

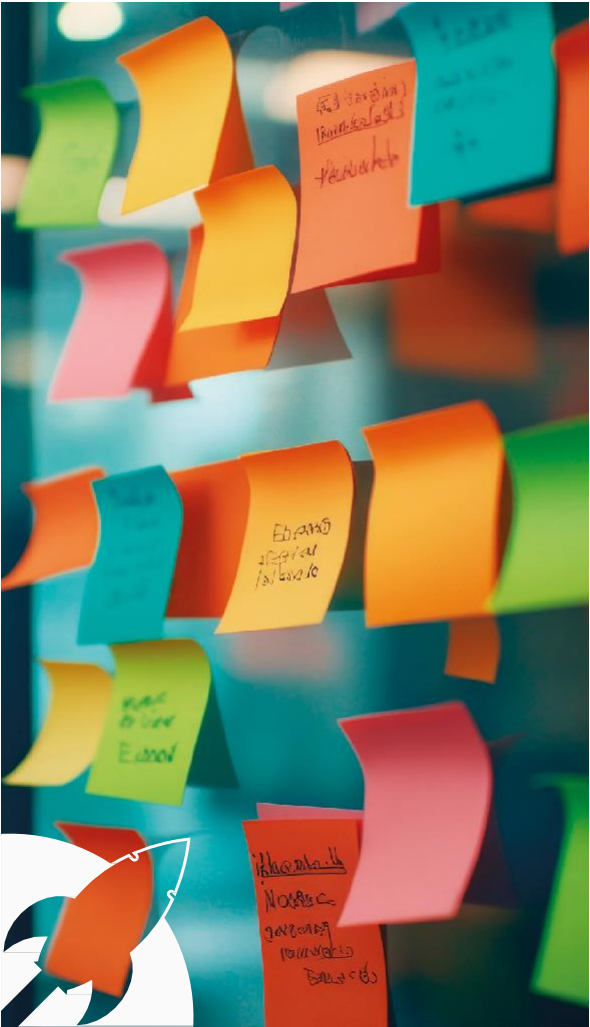
ILUNION Hotels structures its Innovation Management System in such a way that the Innovation Management provides internal management with a global model, as it understands that **the innovation process must be homogeneous, systematic and unique for the entire company.**

In this new plan, ILUNION Hotels is committed to a management model in which **Innovation with Purpose** is supported by the **following drivers (levers) to promote change and excellence:**

- Company Strategy and Objectives
- Strategy and Definition of Innovation
- Technology
- Structure
- Innovation Ecosystem
- Culture of Innovation

INNOVATION MANAGEMENT MODEL





These drivers are driven by the following model enablers. The main enablers of the model are:

The generation of ideas and solutions is a fundamental concept at ILUNION Hotels. Therefore, it is managed with the Innovation Funnel, the Competitive Intelligence Observatory, workshops and dynamics (brainstorming, design thinking, intergalactic thinking, blind storming, etc.) and the Idea Management Platform "Transforma".

- **Open Innovation** is considered fundamental and is related to most of the actions and projects that are implemented in this strategic line. Despite this, it is necessary to consider closed Innovation for very specific cases that require maintaining the privacy of the actions or results obtained.
- **The methodology and processes** that are applied ensure that the results obtained can be introduced and scaled up at **ILUNION Hotels**. The defined Innovation management system allows you to know how they are composed: the dashboard of project indicators, the plan Director of Innovation, the management of new needs to shape projects or actions, the necessary documentation for the activation of a project, and the bodies and roles for the correct management of Innovation.
- **Competitive Intelligence** makes it possible to collect, analyze, use, communicate and protect information related to external and internal factors to the organization (competitors, markets, technologies, regulations, innovations, research and development) for the development of the company's strategy.
- **Communication** encourages collaboration and the exchange of ideas. It is a complement and an essential component that connects, informs, and aligns the organization and its stakeholders around the objectives of Innovation.

The result of the application of the Innovation management model **allows innovations to be obtained in the different strategic lines defined in the Innovation plan** (Strategy, Management (Organization), Process (Operational), Product and Service).



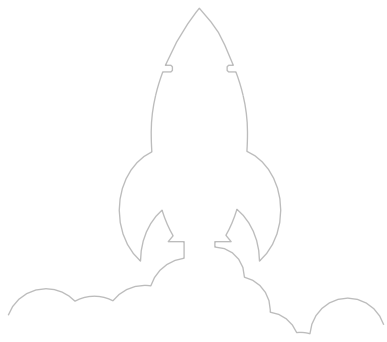
Technology Plan 2024 – 2027

The **ILUNION Hotels** Technology Plan 2024-2027 has been drawn up through an exhaustive analysis of the company's current technological situation, using specific IT methodologies and the EFQM model. Meetings were held with different departments to analyze the technological map and strategic documents, benchmarking reports and trends were reviewed, as well as internal Innovation diagnostic surveys.

The plan includes the following contents:

- Analysis of the External and Internal Context of Technology in the Tourism and Hotel Sector:
 - **History of the impact of technology** on the hotel sector, highlighting the waves of digitalization and their evolution.
 - **Current situation of the sector**, considering regulations and emerging technological trends such as artificial intelligence, big data, hyperconnectivity, regenerative sustainability, and resilient cybersecurity.
 - **Internal diagnosis of ILUNION Hotels'** technological situation, evaluating recent milestones, strengths, weaknesses, opportunities and threats (SWOT).
- A development of main Strategic Lines detailed in the technology section and designed to position ILUNION Hotels as a benchmark in Innovation and Cybersecurity in the hotel sector, supporting the company's strategy and guaranteeing the achievement of its objectives:
 - Cybersecurity.
 - Value generation.
 - IT Governance.
 - Efficiency.
 - Culture.





04

STRUCTURE AND INNOVATION PROCESSES

This chapter presents **various modifications and innovations in the processes** that, over the last few years, have allowed the **strategic model of Innovation** in the company to be developed more efficiently. These include a series of changes to the Innovation management roles and structure, a reorganization of the Innovation project management process and a reference to the EFQM model, which, through its **vision of continuous improvement and operational excellence**, provides a global management framework for the company.

In a constantly changing business environment, defining procedures ensures a structured and efficient management of ideas, from the moment the need is identified to the dissemination and transfer of knowledge. Establishing and improving these procedures aims to:

1

Ensure that everyone in the organization follows the same steps and methods.

2

Help identify and eliminate inefficiencies, optimizing the use of resources and time.

3

Improve communication and collaboration between different departments and teams.

4

Identify and efficiently manage the risks associated with Innovation.

5

Ensure that projects are aligned with the company's objectives and purpose.

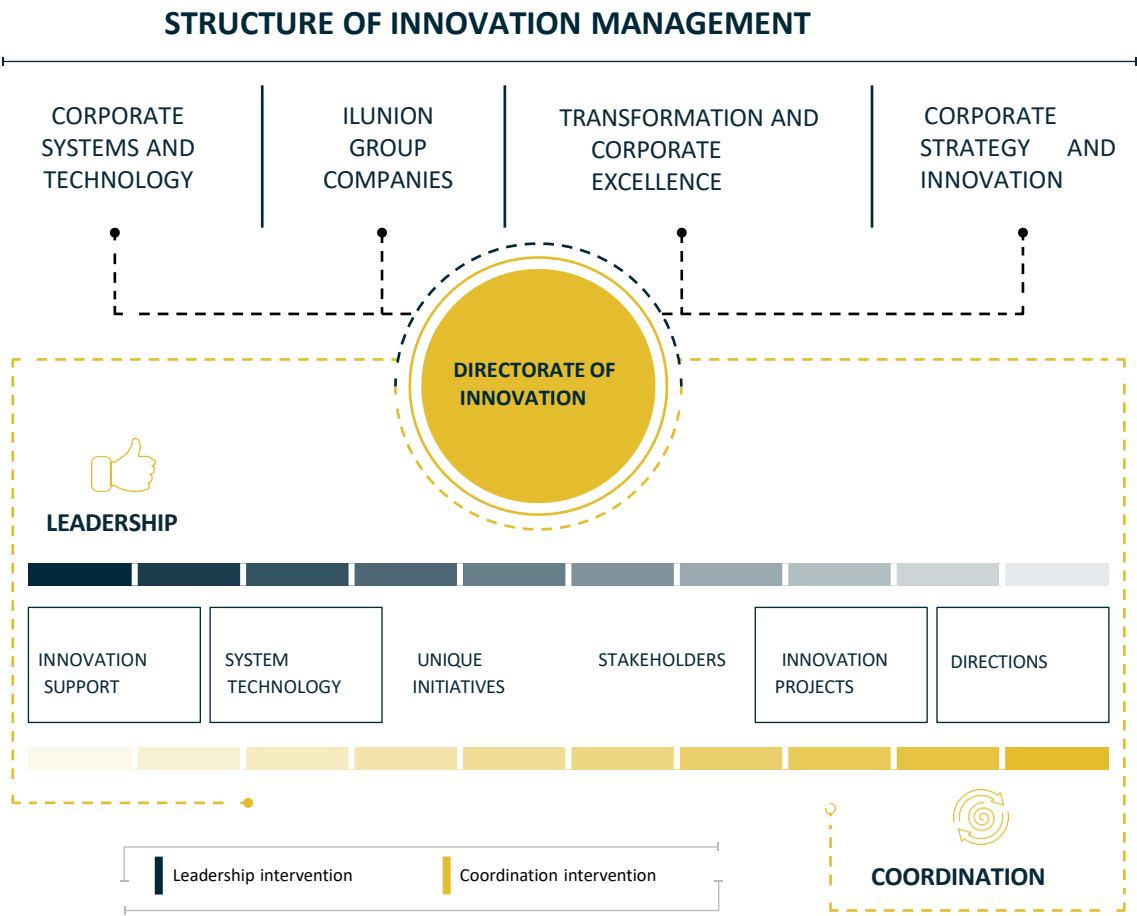


Structure and Processes of Innovation: Milestones 2024

In 2024, **ILUNION Hotels** has made significant advances in the structure and management roles of Innovation. Among the most outstanding milestones are:

- **Reorganization of the Innovation Department:** The Innovation area has been restructured, dividing into three differentiated sub-areas: Innovation, Technology and Project Management. The latter, which was previously a subsidiary of the Innovation area, has been consolidated as an independent area, reflecting its growing importance.
- **Consolidation of Innovation Committees:** More than 60 Innovation Committees have been held, involving various business areas and ambassadors from different geographical areas. These committees have been instrumental in fostering the culture of innovation and the exchange of ideas, promoting the development of new solutions in a collaborative manner.
- **Role Development:** The number of Innovation Leaders and Ambassadors has increased, who play a crucial role in facilitating communication and capturing trends in their respective fields. This development has allowed for greater decentralization and effectiveness in the implementation of innovation initiatives.

All these changes have strengthened the position of **ILUNION Hotels'** Innovation Area in the Internal Innovation Ecosystem of the **ONCE Social Group**.





Project Management Culture:

During 2024, we have made significant progress in the consolidation at the organizational level of a renewed project culture. This progress has been made possible by the implementation of various strategic initiatives that have strengthened our ability to manage and execute projects more efficiently and effectively.

- **Implementation of ITM Platform:** A project management tool has been implemented, which has provided greater transparency and efficiency in the achievement of objectives. This tool has been key to improving the management and monitoring of projects within the organization.
- **Da Vinci Project:** A significant update has been carried out in the project management framework, thanks to the Da Vinci project. This update has allowed the new project management area to establish new guidelines and orders, thus improving the efficiency and effectiveness of projects.



Excellence

ILUNION Hotels' Innovation processes are inspired by three management models of recognized international prestige:



- **EFQM Model:** This globally recognized model focuses on excellence at all levels of the organization. Its implementation has been crucial to ensure that Innovation processes meet the highest standards of quality and efficiency.

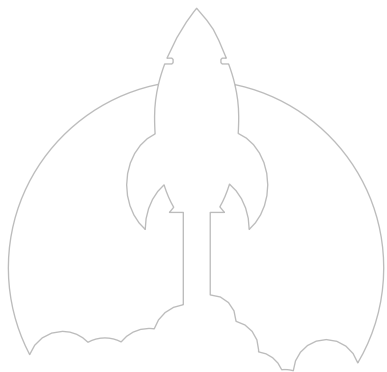


- **ISO 560001 model:** Throughout 2024, intense work has been done to ensure that the Innovation processes are comparable and comply with the standards established by this Innovation management model. This has allowed **ILUNION Hotels** to align itself with international best practices and continuously improve its Innovation processes.



- In 2024, **ILUNION Hotels'** Innovation System has received its first international Certification by the **CEO Experts Advisory Council group**.





05

TECHNOLOGY AND CYBERSECURITY

Technology is an enabler of ILUNION Hotels' objectives, helping all business areas and all stakeholders to achieve their objectives.

At **ILUNION Hotels**, technology has a **transversal scope**, always thinking holistically and striving to present information transparently to all employees and stakeholders to facilitate the understanding of a complex technological framework, with a clear vocation to help **make decisions**.

Technology

Technology at **ILUNION Hotels** is focused on creating value for internal and external customers, with efficient mechanisms so that their main activity is to add value to the business.



SWOT:

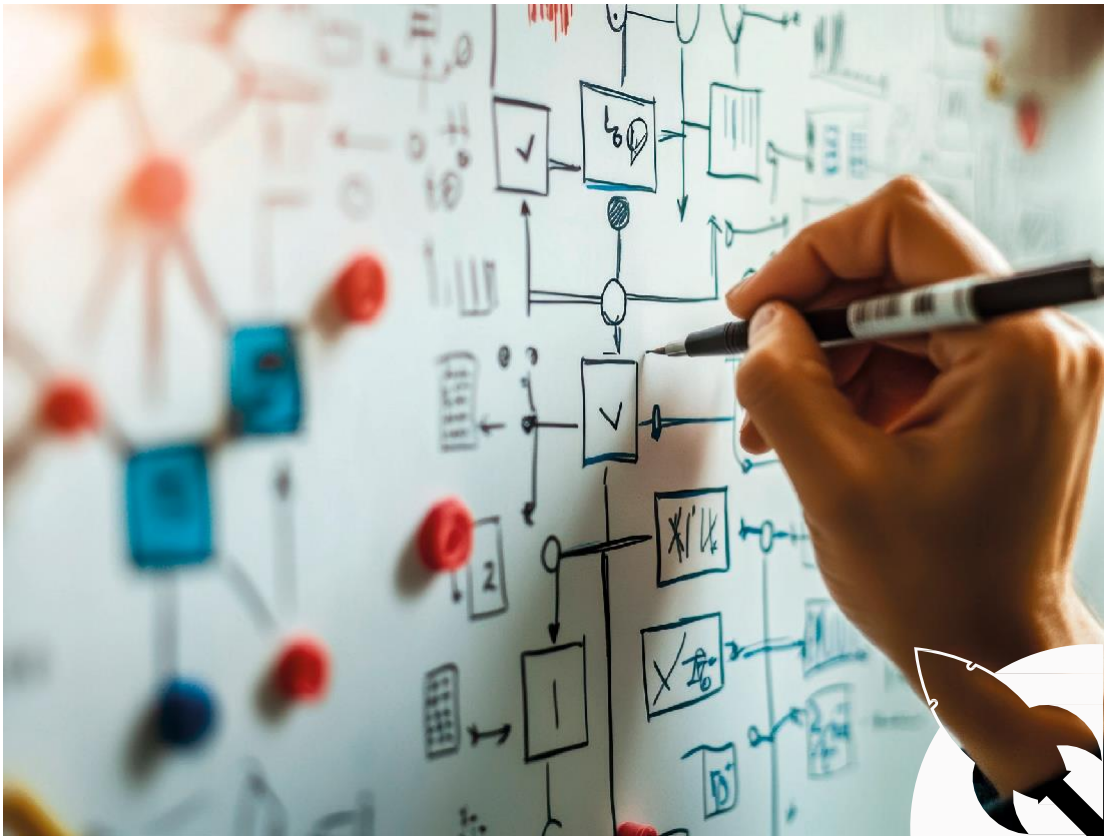
Through the SWOT, the conclusions obtained in the internal and external analysis of the organization and the environment that has facilitated the preparation of the Technology Master Plan are collected. The main conclusions of the analysis are:

| Opportunities | Threats | Strengths | Weaknesses |
|---|--|---|---|
| Implementation of technologies already common in the sector (RMS, payment gateway, digital twins, P2P, MDM) | Losing competitiveness by not being at the forefront of Innovation | Leverage infrastructures and capacities Ilunion Group | Obsolescence of some of the organization's technological systems. |
| Generative AI | Increasing complexity of the ecosystem | Digital Maturity of the Teams | The day-to-day management of technology (Business as Usual) lacks structured governance. |
| Hyper-personalization through technology | Growing legal requirements in the Spanish tourism environment. | IT project initiatives from business areas | Technical Debt: Accumulation of projects and technical aspects with little associated documentation |
| Automations, in-house low-code developments | Cybersecurity | Important Technology Partners | — |
| Export business model (new markets, accessible technology) | — | Innovative organizational leadership (management committee and CEO support) | — |



Strategic Technology Plan:

In order to position **ILUNION Hotels** as a technological benchmark in the hotel sector, supporting the company's Innovation strategy, as a transversal element in all business areas, a **Technology Plan** has been created for the period **2024-2027**.



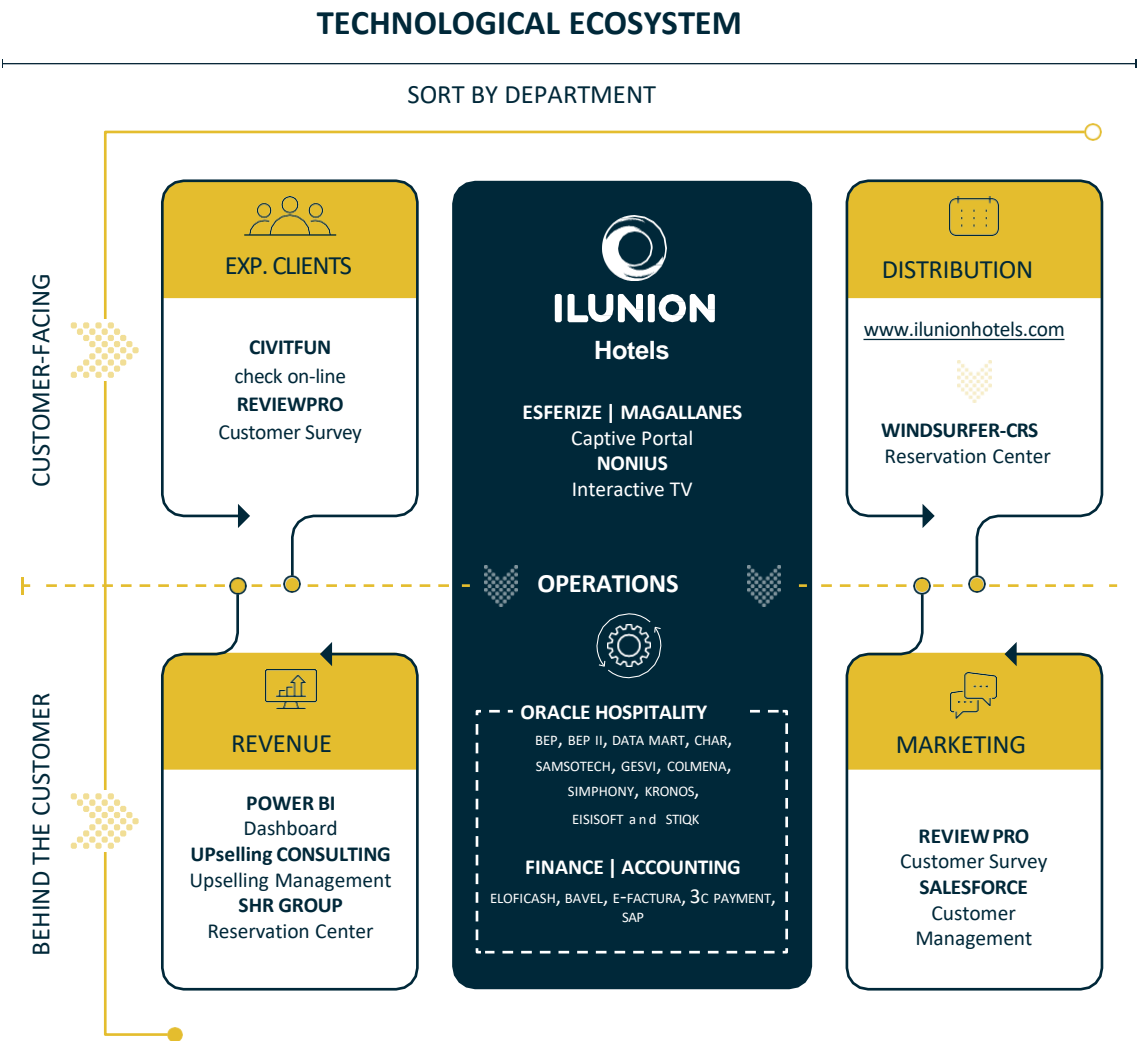
The Technology Plan has the following focuses:

- **Cybersecurity:** Resilient approach with prevention, training, and rapid response strategies to protect systems and data.
- **Co-Value Creation:** Monitoring and implementation of business demand and identification of external opportunities.
- **Enterprise Architecture:** Diagnosis of capabilities and value chain to facilitate decision-making.
- **IT Governance:** Management structure to meet business standards and needs, guaranteeing Cybersecurity.
- **Culture of Technology and Innovation:** Information facilitator with a transversal vision of the ecosystem.
- **Efficiency and Maximization of Resources:** Efficient and responsible use of technological resources, with controls and traceability.



Leading Technology Ecosystem:

ILUNION Hotels has developed a robust and dynamic technological ecosystem. Its focus on Innovation and collaboration with companies in the internationally renowned allows to maintain efficient and high-quality operations.



Cybersecurity

Cybersecurity at ILUNION Hotels

Cybersecurity is a strategic pillar in ILUNION Hotels' technology governance that aims to protect the correct functioning of ILUNION Hotels' computer systems and operational information.

To achieve maximum protection, it is essential to implement robust security protocols and foster a culture of cybersecurity within the company, promoting safe practices to defend against new digital threats.

Strategic Focus: Cybersecurity Plan

Cybersecurity is a strategic focus of the Technology Master Plan and a project of the company's Strategic Plan.

Raising awareness and preventing risks and improving defense actions are a key objective to maintain the security of ILUNION Hotels' information and systems.

The objective of the Cybersecurity Plan is to increase the level of maturity of the organization in four key areas between 2024-2027.

| Indicator | Current | Future (2025) |
|------------|---------|---------------|
| Global | 2,05 | 2,44 |
| Strategy | 2,43 | 2,90 |
| Safety | 2,06 | 2,37 |
| Vigilance | 1,9 | 2,55 |
| Resilience | 1,86 | 2,16 |

*scores based on the CSFv5 framework using a scale of 0 to 5.





The three key components of the plan are as follows:

● **Politics:**

- **What is it:** The Cybersecurity policy establishes the guidelines and corporate rules that must be followed to ensure the protection of information.
- **Why it matters:** Its creation has been fundamental in creating a framework of reference that guides actions and decisions in the field of security.

● **Prevention Actions:**

- **What is it:** Specific prevention actions have been defined in the Hotel sector, such as the implementation of security policies and the performance of cyberattack simulations.
- **Why it matters:** These actions are crucial to minimize the risks of cyberattacks, detect potential vulnerabilities, and strengthen the company's defenses against external threats.

● **Awareness Actions:**

- **What is it:** The plan includes awareness-raising actions aimed at all employees, such as cybersecurity training through videos, infographics and webinars.
- **Why it matters:** Awareness is essential to increase employees' knowledge and responsibility for IT security, promoting a culture of security throughout the organization.

The Cybersecurity Plan includes numerous actions that improve the indicators in each of the dimensions. The indicators are compared with the averages of the hospitality industry to position **ILUNION Hotels** as a leader in security in the sector.





During 2024 and within the Cyber Security awareness and training strategy, the following training and awareness-raising actions have been carried out:

| Action | Quantity |
|---|----------|
| Webinar Anti-Phising | 2 |
| Newsletter Sending with Curiosities and CyberTips | 12 |
| Mandatory training | 2 |
| Access Management and Data Protection Webinar | 1 |
| Simulated Phishing Exercise | 3 |
| Cyberattack Simulation in the Organization | 1 |
| Webinar on Phishing campaigns | 1 |
| Awareness-raising actions in the Assemblies | 5 |
| Spotlight | 3 |



Complementary Actions: Cyberattack Drill 2024

In March 2024, **ILUNION Hotels** carried out its first successful **Cybersecurity drill** to assess and improve our capacity to respond to possible cyberattacks.

This exercise consisted of simulating a cyberattack on one of our hotels, without warning about what the specific target would be.

The simulation was designed to test our response plans and coordination between the different teams involved in crisis management.

Simulation Objectives

Observe the responsive, coordination and decision-making capacity of the Security Committee.

To raise awareness of the existence and execution of the plans and procedures, currently existing in ILUNION, for the identification, escalation and management of crisis situations.

Raise awareness among the Security Committee about the multiple impacts (reputational, legal, operational, financial, etc.) that a crisis could generate.

Identify aspects that can be improved in existing plans and procedures, as well as in the coordination and execution of these during crisis management.

Evaluate the execution, actions carried out and decisions taken by the Security Committee.

Some of the good practices and opportunities for improvement detected are the following:

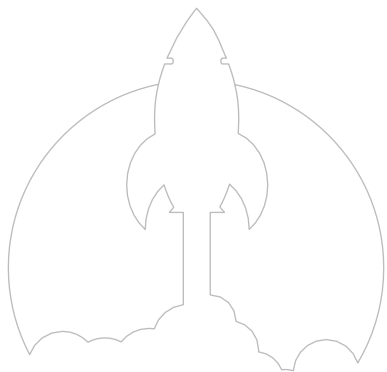
Good practices observed:

- Knowledge and organization: Participants demonstrated a good knowledge of internal functioning and adequate segmentation of tasks.
- Crisis management: The importance of technical and reputational recovery was assessed, and control points were established to share information.

Opportunities for improvement:

- Decision-making: Improving decision-making in situations of uncertainty.
- Communication: Strengthen internal and external communication and transparency in information.





06

DATA INTELLIGENCE

ILUNION Hotels has a strong orientation towards **data analysis**. This commitment is based on the systematic application of **advanced strategies and analytical tools**, which allow us to interpret large volumes of data, and redefine our decision-making processes, thus consolidating our **leadership position in the hotel sector**.

Data Driven Culture

Estrategia Data

ILUNION Hotels' Data strategy, an essential part of the **Strategic Plan**, seeks to become a **Data-Driven company**, optimizing operational efficiency and customer experience through decisions based on accurate data and advanced analytical models.

Objectives

- **Improve decision-making** at all organizational levels with access to accurate and up-to-date information.
- **Develop a data-driven culture**, encouraging decision-making based on analysis rather than intuition.
- **Increase operational efficiency and profitability**, optimizing processes through insights extracted from data analysis.
- **To promote interdepartmental collaboration** through the democratization of access to information.
- **Adopt Business Intelligence (BI)** technologies to position **ILUNION Hotels** as a leader in the hotel sector in advanced analytics.

Roles Data

This year, the Data team **has experienced significant growth**, bolstering the company's ability to execute its data strategy. In addition, key support figures have been incorporated in other areas, such as **Data Stewards**, whose purpose is:

- **Ensuring Quality, Data consistency and accessibility** across the organization.
- **Monitor data governance**, establishing standards, nomenclatures and validations.
- **Act as a liaison between business teams and the BI area**, ensuring that data responds to strategic needs

The team also has specialized roles such as:

- **Data Analyst:** Generate insights through data analysis and dashboard building.
- **Data Engineer:** Design and maintain data infrastructure, ensuring its integration and scalability.
- **Data Scientist:** Develop predictive models to anticipate trends and optimize strategy
- **Data Architects:** They design the data storage and governance structure.
- **BI Coordinator:** Ensures alignment of data projects with the strategic needs of the business.



Management Model

To ensure efficient execution of the strategy, a management and monitoring model has been implemented, consisting of:

- **Preparation of Action Plans:** Identification of areas for improvement in each department and definition of initiatives to address them.
- **Data Council Mensuales:** Periodic meetings where the impact of the initiatives is reviewed, the state of data quality and strategic priorities are aligned.

Indicators

We currently have:

- **87 Reports generated** in Power BI for the different business areas with **404 Dashboards developed** to optimize decision-making in each department.

Brill IAnt: Artificial Intelligence Roadmap

ILUNION Hotels' Artificial Intelligence Roadmap, **BRILL-IA-NT**, is a project designed to guide the **adoption of Artificial Intelligence (AI)** technologies in the company.

Its main objective is to coordinate the implementation of **AI tools** that solve the needs of the different business units, ensuring a positive and coherent impact with the company's technological ecosystem.

This structured approach seeks to maximize the **benefits of AI**, transforming the company through innovative solutions.

The BRILL-IA-NT project is developed in several phases, starting with raising awareness and training teams on the key concepts of AI and its applications in the tourism and hospitality sector. The specific needs of each area are then identified and validated, grouping them into viable and technically feasible use cases. Subsequently, these use cases are evaluated and prioritized according to criteria of ease of implementation, price and scope, to finally execute the selected projects.

This collaborative and systematic process maximizes the potential of AI and further promotes cross-departmental collaboration, ensuring that all parties are involved from the start. In this way, **ILUNION Hotels** can drive **Innovation with Purpose**, improve efficiency and guarantee the integrity and security of its technological systems.



Objectives of the AI Roadmap at ILUNION Hotels

This initiative seeks to modernize the company's technological infrastructure and promote a culture of Innovation with Purpose and continuous improvement. The specific objectives are:

Raising Awareness and Empowering Teams:

- Raise awareness among employees about the relevance of AI in the current context and its transformative potential.
- Provide ongoing training to ensure teams are well-equipped to use AI tools effectively.

Select and Prioritize Use Cases:

- Identify and evaluate the most promising use cases, based on studies and surveys conducted in 2023 and 2024.
- Adopt the most appropriate AI technologies for each specific need, ensuring a consistent and orderly implementation.

Optimize Operations and Enhance Knowledge:

- Implement AI solutions that improve operational efficiency and optimize internal processes, generating a significant economic impact.
- Use AI to gain valuable insights that facilitate more informed decision-making and improve the customer and employee experience.



Ensuring Integrity and Security:

- Integrate AI solutions in a coherent way with existing technological systems, such as SAP, Opera and Salesforce, minimizing vulnerabilities and ensuring Cybersecurity.
- Implement robust cybersecurity measures to protect data and ensure the integrity of systems, aligning AI solutions with the company's security policies.



Project Phases

Sensitization

The first phase is essential to prepare the organization for technological transformation. At this stage, presentations and training aimed at the different business areas were carried out, the objective was to familiarize the teams with the key concepts of AI and its relevance in the tourism and hotel sector.

These trainings included topics such as the types of AI (generative and predictive), their evolution and practical applications, in addition, a catalog of AI use cases implemented in other companies in the sector was presented, in order to inspire the different areas about the possibilities of this technology. Awareness was raised through various channels, such as Innovation committees, contained in the internal communication bulletin and presentations at general assemblies, reaching more than 300 people in the organization. This phase helped mitigate fears and resistance to change, fostering a positive attitude towards technology.

Needs Detention

The second phase focused on the collection of **specific needs of each business area**, so each unit was asked to fill out a form detailing the needs that could be solved by AI in their department. To support this detection, a catalog of cases of use was provided grouped by business areas, such as resume management, dynamic pricing, analysis of income statements, and predictive maintenance. The needs collected covered a significant variety of areas, allowing a comprehensive view of the challenges and opportunities in the organization.



Validation of Needs

This process included the **technical validation** of the needs and their conversion into viable and technically feasible use cases. The validated needs were transferred to the Corporate Systems Area of the **ILUNION Group** for evaluation and proposal of appropriate solutions, this collaboration ensured that the proposed solutions were both practical and effective.

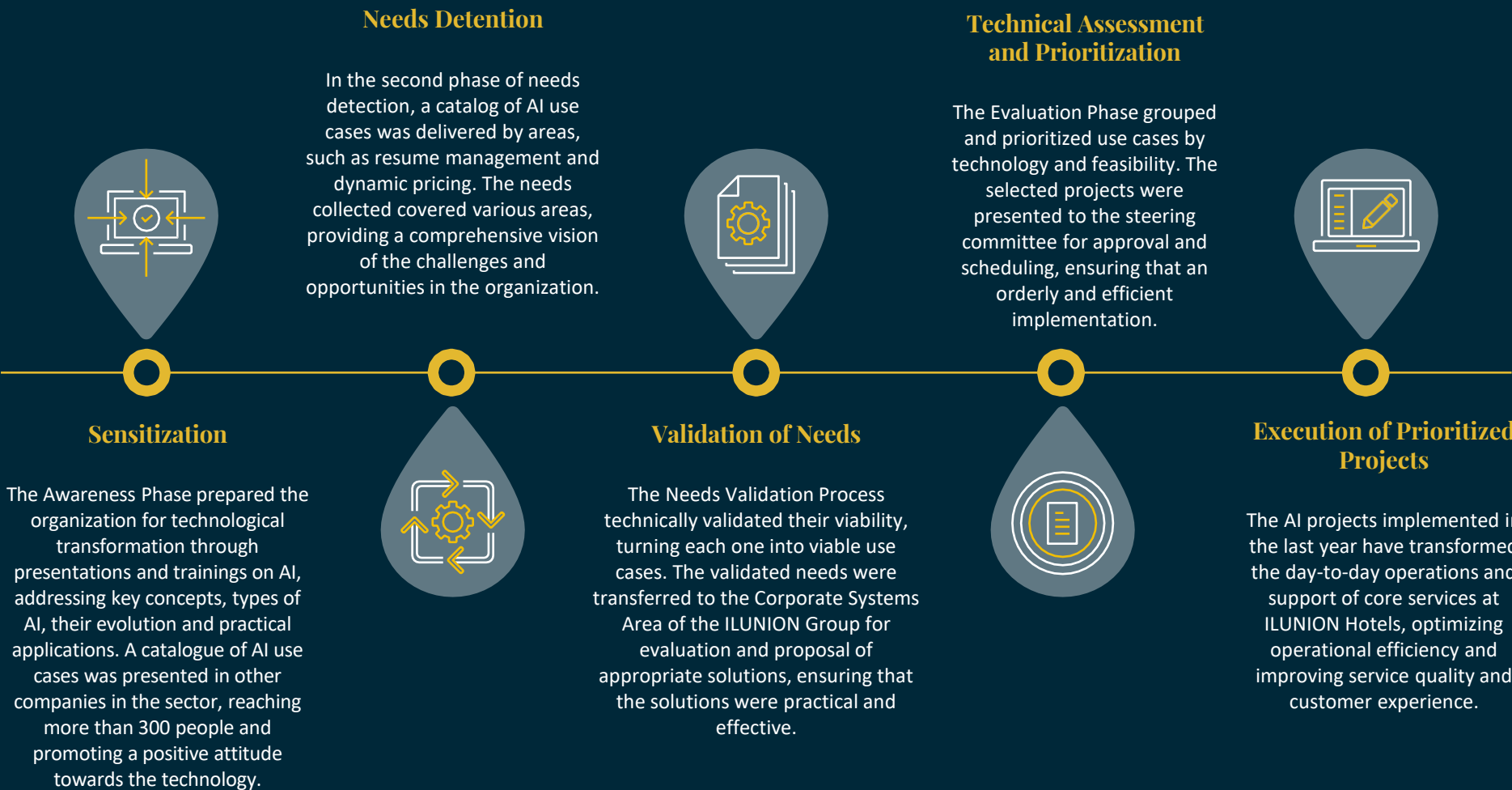
Technical Assessment and Prioritization

The **next phase** involved the grouping of use cases by technology and feasibility such as content generation, chatbots and predictive analytics. Ease of implantation, cost, and scope criteria were applied to prioritize use cases according to their relevance and potential benefit. The selected projects were presented at the two to the management committee for approval and scheduling, ensuring an orderly and efficient implementation.

Execution of Prioritized Projects

Some of the most **emblematic AI-based projects** that have been implemented or are in the process of being implemented in the last year, are significantly transforming the daily operations of hotels and the support provided from central services. These projects optimise operational efficiency, improve the quality of service and the customer experience, positioning **ILUNION Hotels** at the forefront of innovation in the hotel sector.





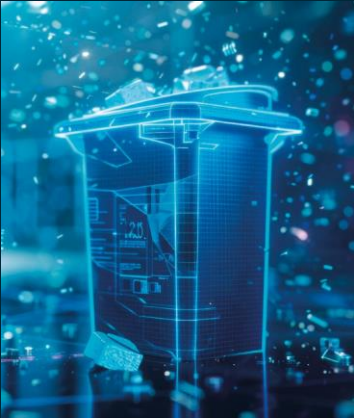
INTERNAL
CHAT BOT



CREATION
CONTENTS



MANAGEMENT
WASTE



DIGITAL
JANITOR



MANAGEMENT
FROM CVS



SIMULTANEOUS
TRANSLATION



PROJECT
MANAGER



ROOM
LAB



RMS
SYSTEM



ANALYTICAL
PREDICTIONS



Complementary Actions to the AI Roadmap

Training and Awareness:

- Awareness workshops on the use of AI for all levels of the organization.

AI Champions Named:

- Identifying motivated employees to drive the adoption of AI tools in their areas.

Adoption of M365 Copilot:

- Specific workshops on using M365 Copilot apps and features to improve efficiency.

Holding AI Committees:

- Regular meetings with different areas to align AI projects and expectations.

Benchmarking with Technology Providers:

- Benchmarking activities with technology leaders such as Google, Microsoft, Telefónica and Salesforce.

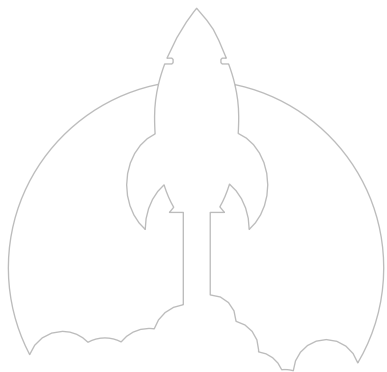
Benchmarking with Partners:

- Collaboration and sharing of solutions with strategic allies such as Iberostar and W2M.

Trend Observatory:

- Analysis of emerging trends in AI to anticipate technological changes.





07

INNOVATIVE ECOSYSTEM

ILUNION Hotels collaborates with its stakeholders through an **Open Innovation model** to meet current challenges, prepare for uncertainty and foster Innovation.

Open Innovation is a form of interaction that multiplies results and optimizes relationships with different stakeholders, promoting collaboration and the exchange of ideas. This vision, derived from the **Stakeholder Relationship Policy**, is materialized in dialogues, collaborations and alliances that seek to generate tangible social, environmental, economic or ethical value for stakeholders

X-Pace Ecosystem

X-Pace is the name given to the Innovation Ecosystem of **ILUNION Hotels**. Under this brand, it collaborates with stakeholders through an open innovation model to solve the challenges it faces, and promotes **#InnovACTION** through co-creation.

"SPACE" symbolizes a **specific space where Innovation can be developed**. The space represents an inclusive and holistic ecosystem that encompasses all members of the organization's Innovation community and all facets of Innovation with Purpose, from ideation to implementation.

The X has a multifaceted meaning:

- **exploration:** constant search for new frontiers and the exploring innovative ideas that can transform the tourism industry.
- **Connection:** a meeting point where different disciplines, technologies and organizations intersect, creating a collaborative and enriching space.
- **Experience:** create experiences for customers and employees, using Innovation as a key tool.



ILUNION Hotels Ecosystem Policy

In 2024, **ILUNION Hotels** has published its Innovation Ecosystem Development Policy. A document that establishes all the actions related to the Objectives, Components, Expected Benefits and control and monitoring tools of the **ILUNION Hotels** Innovation Ecosystem.

This chapter explains the principles, objectives, roles and areas of collaboration subject to this policy:



X-Pace Ecosystem Goals

- **Fostering Innovation:** Creating an environment where innovative ideas are identified and implemented effectively.
- **Collaboration:** Facilitate collaboration between employees, customers, and external strategic partners to generate shared value.
- **Formalizing the ecosystem:** Develop a structured and efficient innovation ecosystem.
- **Brand positioning:** Communicate the relevance of innovation in corporate identity.
- **Call to action:** Attract partners that allow co-creation in Innovation projects.

X-Pace Ecosystem Roles: People

In the **ILUNION Hotels** Innovation Ecosystem, various roles have been defined that facilitate and promote Innovation within the organization. These roles can be classified into two main categories: Internal Profiles and External Profiles.



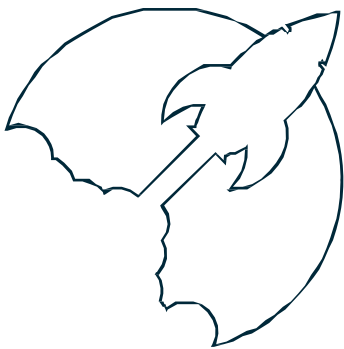
Internal Profiles

- **Committee:** They define the strategic vision and lead the implementation of innovations.
- **Ambassadors:** They transmit the Innovation strategy between their area and the Innovation area, ensuring that all team members are aligned with the Innovation objectives.
- **Innoleaders:** They lead innovation projects in each area, making sure to carry out pilots and introduce innovations in the company.
- **Pioneers:** They include hotel managers, zone managers, and central managers, who define the strategic vision and lead the implementation of innovations.
- **Facilitators:** They connect the entire Innovation community, fostering exchange and constant leadership within the Innovation network.
- **Drivers:** Hotel department heads and head of headquarters who identify, manage and implement innovations in their respective areas.
- **Creators:** Plant operational staff and technicians whose experience and knowledge are essential to identify areas for improvement and propose innovations.
- **Mentors:** They lead and facilitate from the Innovation area, guiding and supporting Innovation initiatives throughout the organization.

External Profiles

- **Collaborators and Expert Ambassadors:** External individuals and organizations that support and collaborate on Innovation initiatives, facilitating their implementation and providing new perspectives and resources.

In summary, the main benefactors of the actions of these roles are all Stakeholders, with a primary focus on meeting the expectations of Customers and Employees. The collaboration between these internal and external profiles ensures that Innovation at **ILUNION Hotels** is inclusive, effective and aligned with the needs and expectations of all those involved.



People

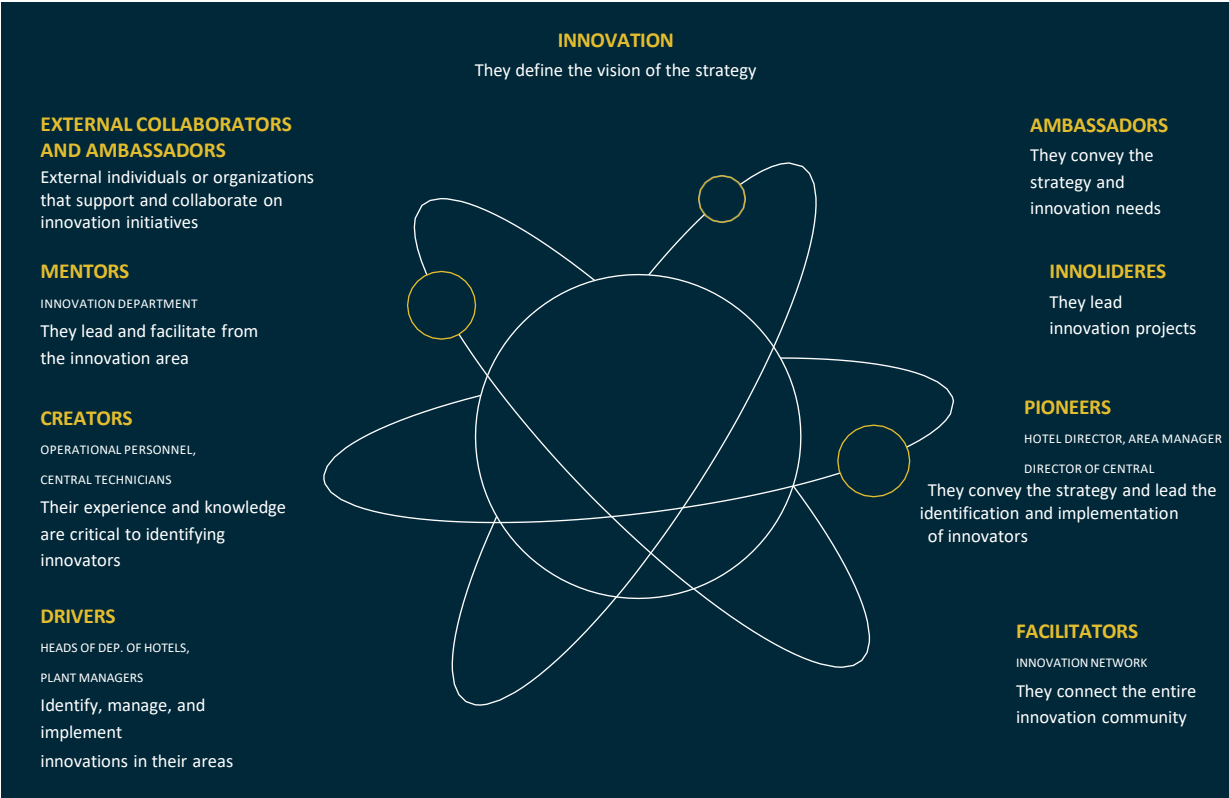
The well-being of our employees is one of the organization's top priorities. This philosophy is reflected in the way in which the Innovation area interacts with the staff of **ILUNION Hotels**.

As the first group of interest, the focus of our actions towards people is two-way communication. From the Innovation area, initiatives are shared, and the initiatives promoted the development of an internal innovation culture, openly building the organization's innovation model.

In conclusion, the objective of the actions with our People is to place teams at the center of internal Innovation. Something that is sought by seeking the participation of employees through two-way communication and the exercise of **#InnovACTION**

#InnovACTION: We all innovate

Regardless of the Stakeholder Group to which the actions are directed, the great strength of the hybrid-decentralized **ILUNION Hotels** Innovation Model is the fact that through the Call to Action to Innovate (**#InnovACTION**), the entire workforce feels driven to participate in the business Innovation strategy.



Innovation Ambassadors

Thanks to their knowledge and experience in their respective areas of work, Innovation Ambassadors **provide two-way support and act as guides to foster Innovation**. They facilitate the transmission of knowledge and the integration of the culture of Innovation in their areas.

In 2024, they have continued to share information and contribute from their expert perspective, creating a dynamic of information exchange in both directions.

Innoleaders

The Innoleaders oversee managing the **Innovation projects** at **ILUNION Hotels**, thus becoming the Innovation references for each specific project. They are part of the business area that benefits the most from the development of this project-to-solution.

In 2024, the number of Innoleaders has increased significantly at **ILUNION Hotels**.

10

Innovation
Ambassadors

21

Innoleaders
in 2023

39

Innoleaders
in 2024

Clients

Communication with Customers is essential in the **management of Stakeholders**. The Innovation perspective, ideas and suggestions from customers help to better understand their needs, adjust the products and services offered and maintain valuable feedback that translates into continuous improvements in processes and operations.

During 2024 we have continued to ask customers their vision of Innovation and their expectations. More detailed information can be retrieved in the Innovation Diagnosis section of this Innovation report.

Society

From the perspective of relations with a company's stakeholders, it is **essential to collaborate with society**, including associations, companies and academia. This collaboration strengthens corporate reputation, fosters mutual trust and promotes innovation and sustainable development, facilitating the exchange of knowledge and enriching experiences for both the company and the stakeholder with whom it dialogues.



Academia

Collaborating with academia allows **access to advanced research and expertise**. It facilitates the transfer of technology and the practical application of academic theories, promoting the development of innovative solutions. In addition, it strengthens the relationship between industry and academia, creating an environment conducive to growth and competitiveness.

In addition, agreements have been established with various postgraduate educational centers, allowing them to offer professional internships to students who bring new ideas and talents to the organization and end up being **ambassadors of ILUNION Hotels' brand and Innovation model**.

Stanford – Social Innovation Review / Universidad de Monterrey

Through the University of Monterrey we have maintained a dialogue with Stanford Social Innovation Review, one of the main platforms of reference in social innovation at a global level.

During 2024, we realized that we already had a base document on our innovative social business model and with a track record of more than 30 years of experience generating value through Innovation.

This reflection coincided with the tenth anniversary of the **ILUNION Hotels** brand, which reaffirmed the importance of capturing our evolution and learnings in a reference case.



To this end, we have opened a working group with both entities to publish a case on the **ILUNION Hotels** Innovation Model throughout 2025 that explains the history of the organization, the steps and transformations it has undergone throughout its history (and which can be seen in the Strategy chapter of this Innovation Report) and make the reader reflect on what they may be The Organization's Next Transformations.

This work is key for **ILUNION Hotels**, as it has allowed us to structure and give visibility to our innovative trajectory, as well as reflecting how Innovation has been one of the keys to the development of this organization since its inception.



LES Roches

Les Roches is **one of the best international schools in the world** specializing in Hotel and Tourism Management.

During 2023, **ILUNION Hotels** has already collaborated with this academic entity with the holding of various awareness sessions on Innovation in the tourism and hotel sector.

In 2024, this collaboration has continued with the development of two construction projects that are very interesting for both parties:

- In January 2024, a new edition of mentoring by **ILUNION Hotels** of different Innovation projects of students at this academic school was completed.
- During 2024, **ILUNION Hotels** and Les Roches have jointly developed the first State of Innovation Barometer in the hotel sector, the results of which we present in the Competitive Intelligence chapter of this report. This action has had a great impact on national and international media.
- **ILUNION Hotels** and Les Roches have shared a panel of speakers at various tables for Innovation events such as the South Summit or the III Global Summit of **ILUNION Hotels**.

London South Bank University

In a recent meeting with Peter Nimmo from London South Bank University, **ILUNION Hotels** presented its **#InnovACTION** model and explored the possibility of integrating the university into its **#InnovACTION X-PACE** ecosystem. Peter Nimmo, a member of the Behavioral Research Group at the School of Business, has extensive academic and business experience in promoting social aspects in innovative ways in the business field.

Within the framework of this collaboration, several lines of action have been defined, including participation in joint research with English researchers specializing in social and business aspects, and the promotion of the Social Innovation model in various programs and networks of experts. **This collaboration opens great opportunities to continue inspiring with the #InnovACTION model and create a positive impact on the academic and business sector at an international level.**

For **ILUNION Hotels**, this collaboration is essential as it allows us to identify and promote the key factors that allow Innovation to help companies balance social and economic objectives. In addition, it seeks to be part of a network of academic and business experts in Social Innovation, as well as to disseminate the Social Innovation model in executive programs organized by the university or in collaboration with government organizations that finance the growth of medium-sized companies.

IE Business School

ILUNION Hotels has started a collaboration with the Center for Social Innovation and Sustainability of the Instituto de Empresa (IE) to promote the Innovation with Purpose model.

The IE is a renowned educational institution, known for its focus on the training of business leaders and its commitment to sustainability and social innovation.



For **ILUNION Hotels**, this collaboration is essential as it allows it to align its **#InnovACTION** initiatives with the objectives of IE's Center for Social Innovation. Both organizations share a common vision of **promoting social welfare through innovative practices**. Among the initiatives to be developed are the organization of discussion tables on Innovation with Purpose, participation in a master's degree focused on business transformation and internships for IE students in the Innovation area of **ILUNION Hotels**.

This collaboration opens up great opportunities to continue inspiring with the **#InnovACTION** model and create a significant positive impact on stakeholders, fostering the necessary change in the next generation of innovative leaders with purpose.

Hosteltur Academy

ILUNION Hotels has been present at the Hosteltur Academy 2024 conference series with a masterclass entitled **#InnovACTION: from digitalization to innovation strategy in the hotel sector**, led by **Carlos Bello**, Director of Innovation at **ILUNION Hotels**. This session was aimed at professionals and leaders of the hotel sector, who had the opportunity to see how **ILUNION Hotels** promotes Innovation at every level of hotel management.

Hosteltur Academy is a platform recognized for its **commitment to training and professional development** in the tourism sector, which under the umbrella of the Hosteltur media offers high quality and relevant content for professionals in the sector.



Other Academic Entities

In addition, awareness-raising actions have been carried out with other leading academic entities at national and international level, such as:

- Universiteit Antwerpen
- ESIC
- Universidad Complutense de Madrid
- Universidad Carlos III de Madrid
- And others

Associations and Institutions

The development of the Innovation Ecosystem with the collaboration with associations and non-profit institutions benefits the organization from a business perspective and allows the collection of ideas that solve the challenges of **ILUNION Hotels**, from a **perspective focused on social welfare and sustainable development**.

UN Tourism

UN Tourism, also known as the World Tourism Organization (UNWTO), is a specialized agency of the United Nations that is dedicated to the promotion of sustainable

Responsible, sustainable and accessible tourism for all. Its mission is to promote tourism as an engine of economic growth, inclusive development and environmental sustainability.

For a hotel chain like **ILUNION Hotels**, partnering with UN Tourism provides access to a global network of experts and resources that drive initiatives and help implement innovative and sustainable practices.

In autumn 2024, the Innovation Directorate held a meeting with Antonio López de Ávila, Director of Innovation at UN Tourism, and Alejandra Cruz García to explore new areas of collaboration.

During this meeting, in addition to sharing the innovation strategy of the hotel chain, various initiatives that promise to promote innovation with purpose in the tourism sector were discussed. This milestone is fundamental to the objective of promoting more inclusive and sustainable tourism.

European Commission

Once again, this year, **ILUNION Hotels** participates as a mentor in the European Commission's Women Leadership Program, which aims to promote **the participation of women in the leadership of technological and innovative companies**.

The European Innovation Council and SMEs Executive Agency (EISMEA), the European Commission's flagship Innovation program, promotes the leadership of women innovators through the support, inspiration and empowerment of women CEOs in innovative companies.

There are still **50%** fewer initiatives of medium and high technological value led by women than by men, which is a significant gap in high value-added entrepreneurship.

The lack of female role models in this sector continues to be one of the main reasons why many women do not take the step. Therefore, for there to be more women with the ambition to undertake, it is essential to make women visible in innovative entrepreneurship.

This program is aligned with **ILUNION Hotels' purpose of reducing inequalities** in leadership positions in innovative companies.



Madrid Puentes de Talento

ILUNION Hotels has participated in the “Puentes de Talento” program, organized by the Madrid City Council.

Participation in “Puentes de Talento” allows **ILUNION Hotels** to share its business model and innovation strategy with young Ibero-American entrepreneurs, promoting the exchange of ideas and experiences.

This initiative seeks to ensure that these professionals act as links and connectors, transmitting the value and potential of **ILUNION Hotels** as an **organization committed to Innovation** and Madrid as a leading city of opportunities.

Segittur

Segittur is a leading entity in the field of Innovation and technological development in the tourism sector, recognized for its leadership and experience in the **promotion of innovative projects**.

ILUNION Hotels has had the pleasure of meeting with Carlos Romero, Director of R+D+i at Segittur, to discuss possible collaboration synergies and present **ILUNION Hotels'** Innovation with Purpose strategy. During the meeting, various areas of collaboration were explored that promise to promote innovation in the tourism sector.

For **ILUNION Hotels**, this collaboration is essential as it allows us to organize projects with partners that promote the concept of Innovation in the Tourism sector, to support the dissemination of the concept of Innovation with a Purpose through communications and training actions, and participate in the working group

of Segittur Innovation. This collaboration opens up great opportunities to continue inspiring with the **#InnovACTION** model and create a positive impact on the tourism sector.

Madblue 2024

Madblue Impact Summit is an event recognized for bringing together entrepreneurs with the most innovative solutions, investors, organizations and institutions, key players in the economy, regulators and companies for two days.

During the event, Carlos Bello, Director of Innovation at **ILUNION Hotels**, participated as a member of the jury of experts in the startup competition. This participation has allowed **ILUNION Hotels** to contribute its knowledge on how Innovation promotes the purpose of companies.



Tourespaña y Nikken Sekkei

ILUNION Hotels organizes a day of exchange of knowledge and experiences in inclusive design with Nikken Sekkei: a leading Japanese construction company, recognized in Spain for its participation in the renovation of the Spotify Camp Nou.

Within the framework of this meeting, a technical visit to the ILUNION Atrium Hotel, the chain's flagship hotel and Innovation laboratory, has been organized, where issues related to **inclusive and shared design** have been addressed. Practices and experiences.

This collaboration reinforces **ILUNION Hotels'** position as a **benchmark in innovation, accessibility and inclusion** with prestigious partners also at an international level.

Thinktur

Since 2024, **ILUNION Hotels** has been part of the Thinktur platform, Tourism Technology platform, an entity that promotes Innovation and technological development in the tourism sector through the **dissemination and implementation of technology, innovation and sustainable practices**.

For **ILUNION Hotels**, participating in this platform is an opportunity to network with other actors in the sector to inspire with their innovative practices and contribute to the internationalization of the tourism and hotel sector.



Corresponsables

ILUNION Hotels has published an article in the magazine Corresponsables on the adoption of Artificial Intelligence in the company. Corresponsables is a leading media outlet and benchmark in the field of **corporate social responsibility and sustainability**.

For **ILUNION Hotels**, this publication is fundamental because it allows us to share with a wide audience how the company is integrating advanced technologies to **improve its operations and services**.

The article details the specific strategies and applications of AI in the company, underlining the benefits for employees and customers and the positive impact that technology is having on the hotel industry.



Enterprises

Collaborating and dialoguing with companies is crucial to **promote innovation**, it allows the exchange of ideas and resources that can generate creative and effective solutions. This synergy accelerates the **development of new technologies and processes** and strengthens trade relations and fosters an environment of mutual growth. Business collaboration facilitates adaptation to market changes and improves competitiveness.

Palladium Hotel Group

Palladium Hotel Group is a leading hotel chain recognized for its commitment to innovation and excellence in the tourism sector. Their focus on continuous improvement and the implementation of advanced technologies makes them a key reference for **ILUNION Hotels**.

ILUNION Hotels' Innovation Department has held a meeting with José Hernández Bautista, Director of Operational Innovation and Global Brand Delivery at Palladium Hotel Group.

At this meeting, in addition to sharing **ILUNION Hotels'** Innovation strategy, various strategies and synergies were discussed to promote Innovation and

The technology in the hotel sector and shared the needs of both hotel chains and how they are being addressed in each of the companies.

Among the topics discussed, they highlighted **digitalization and technological optimization** to evaluate and improve technological solutions, as well as collaboration in future projects that promote Innovation by identifying common needs to exchange information, strategies and possible actions.

NH

In 2024, **ILUNION Hotels** has carried out meetings and **benchmarking actions** with teams from the NH hotel chain. The main objective of these meetings has been the development of our Room LAB project. Through these meetings, we have had the opportunity to learn from other chains that are leading the implementation of voice-assisted customer service teams.

B&B Hotels

B&B HOTELS is a hotel chain recognized for its focus on quality and innovation in the hospitality sector. With a strong presence in Spain and Portugal, it stands out for its **commitment to safety and customer satisfaction**.

During 2024, a meeting was held with Ana Fernández de Bobadilla, Chief Information Officer of B&B HOTELS Spain & Portugal, to explore synergies and opportunities for collaboration between the organizations, related to Innovation and Cybersecurity.

This meeting has allowed **ILUNION Hotels** to identify key areas where it can work together to promote cybersecurity training and awareness in companies in the sector.



ILUNION Hotels: Innovation Treaty

ILUNION Hotels has published on its website and in the corporate newsletter an Innovation treatise entitled "From Creativity to Innovation to Develop Business Sustainability". The Newsletter is aimed at customers and contacts of the organization.

The content of the treatise addresses several fundamental aspects, such as observing the environment to solve problems, using Edward de Bono's six hats method of thinking, and the importance of market success to consider an idea as a true innovation, according to Peter Drucker. In addition, Innovation with purpose is highlighted as a driver of corporate social change, following the principles of Gary Hamel.

For **ILUNION Hotels**, this publication is essential because it allows it to share with its audience how the company fosters an environment conducive to creativity and innovation, key elements for sustainable business development. The treatise highlights the importance of curiosity as the source of creativity and the need for an environment that values experimentation and continuous learning.

Tecnohotel

ILUNION Hotels has published an article in Tecno Hotel about its Innovation strategy. Tecno Hotel is a leading magazine in the hotel and technology sector.

For **ILUNION Hotels**, this publication is important because it allows us to share with a specialized audience how the company interprets Innovation as an intrinsic factor in the creation of sustainable solutions that respond to the great global and specific challenges of the hotel and business sector. The publication reinforces **ILUNION Hotels'** commitment to Innovation and sustainability, inspiring other companies and stakeholders to follow suit.

The article describes the main actions carried out in 2023, such as the diagnosis of the state of Innovation, the definition of the Innovation policy and the update of the Innovation plan.

This initiative reflects **ILUNION Hotels'** leadership in the transformation of the hotel sector, highlighting its commitment to the creation of value, the transfer of knowledge, the attraction of talent and the promotion of the innovative spirit.



Olivia Global

Olivia Global is a strategic consultancy specializing in organizational transformation processes.

ILUNION Hotels has participated in an inspiring session on transformation and Innovation with prominent leaders from various industries, organized by **Olivia Global**. This collaboration has allowed an enriching exchange of ideas and strategies to learn from change in organizations.

The session addressed crucial topics such as the importance of innovation in the health sector, digital transformation in the insurance sector, and the relevance of organizational culture in the implementation of effective changes within companies in the financial sector.

For **ILUNION Hotels**, this collaboration is key because it allows progress in the transformation of the organization, aligning with its purpose of Innovation and continuous improvement.

Open Expo Europe

ILUNION Hotels has participated in the **Open Expo Europe event**, where **Juan Rodríguez Tornos** presented the **Artificial Intelligence Roadmap**. This event brought together experts and leaders from the technology sector to discuss and share advances in the technological field.

As explained in the chapter of this report dedicated to this project, the focus of this presentation has been to expose the importance of continuous training and awareness in the adoption of AI tools in the organization.

Barcelona ITHF

ILUNION Hotels has participated in the **International Hotel Technology Forum (ITHF)**, an event that brought together more than 150 attendees and visual leaders from the hotel industry.

In this forum, **Carlos Bello**, Director of Innovation at **ILUNION Hotels**, presented the success story **#InnovACTION: Roadmap to evolve from Digitalization to an Innovation Strategy in the hotel sector**.

During the session, three key aspects were highlighted: the definition of an Innovation plan that goes beyond digitalization strategies, the Innovation levers necessary to ensure a successful implementation of an Innovation culture, and examples of actions and projects to support the Innovation strategy.

Participation in the **International Hotel Technology Forum (ITHF)** has been a valuable opportunity for **ILUNION Hotels** to advance its strategy of inspiring the industry.

South Summit

ILUNION Hotels has participated in the **South Summit**, the largest event in southern Europe on Open Innovation and entrepreneurship, which brings together startups, corporations and investors from all over the world. On this occasion, **Carlos Bello**, director of Innovation of **ILUNION Hotels**, represented the company by moderating the round table entitled '**Destination Innovation: the future of Tourism**', where the leading role of Innovation in the tourism industry was discussed.

South Summit is an event recognized for its ability to bring together the main players in the entrepreneurial and technological ecosystem, promoting the exchange of ideas and collaboration between different sectors.



Hoteles Estelar

ILUNION Hotels received the visit of Alejandro Blanco, Director of Operations of the Hoteles Estelar S.A. chain in Colombia, who has been able to spend a week meeting with the different areas of the organization. During his meeting with the Innovation area, **ILUNION Hotels'** Innovation strategy and model were shared, inspiring an international hotel group.

Estelar is at the forefront of the Ibero-American sector, with an area dedicated to technology, which demonstrates its **commitment to Innovation**.

Alejandro Blanco's visit opened up great opportunities for future collaboration.



There are also expeditions with a more strategic and exploratory approach that involve several members of **ILUNION Hotels**, generally from different business areas, who meet with allies and competitors.

Google

As part of the construction of our Artificial Intelligence Roadmap, an expedition to Google's headquarters has been carried out.

During the visit, we delved into the most advanced trends in AI, explored use cases and analyzed how these technologies can be applied to the tourism and hospitality sector.

The experience was key to structuring our strategy, drawing inspiration from a **global benchmark** to define the way forward.

Telefónica – La Cabina

As part of the activities to improve customer experience, a second expedition to Telefónica's Innovation Hub has been held, together with the Customer Experience area.

During this meeting, the telephone company's work with virtual assistants and chatbots, both internal and external, was learned first-hand, and how these solutions can improve customer service and digitalization in our sector.

This visit has allowed us to identify concrete opportunities to evolve in the relationship with our customers.



ALLIANCES

ILUNION Hotels strongly believes in the power of strategic alliances to drive innovation and growth. So far, collaborations have focused mainly on the national level, but in 2024 borders have expanded and international alliances have been established that allow innovation with purpose and find transformative solutions at a global level.

The objectives of the Alliances are:

- Inspire internationally with our Innovation Model.
- Access Knowledge Innovation and Advanced Technologies.
- Increased Social Impact.

The Strategic Alliances for the year 2024 have been:

-  **GIMI (Global Innovation Management Institute)**

An alliance has been signed with GIMI Innovation, one of the largest international associations of Innovation and Technology Directors in the world. This collaboration has allowed it to participate in its annual award, where **ILUNION Hotels** has been recognized for its social and innovative business model. Through this alliance, it seeks to inspire other international companies and learn from their experiences to continue improving the model.

-  **Innov8rs**

The alliance with Innov8rs, a Dutch entity that works mainly in the European sphere, opens the doors to new markets and audiences. Innov8rs specializes in connecting companies with innovative solutions in Europe, especially in countries such as the Netherlands, France, Germany, and the United Kingdom. This collaboration allows **ILUNION Hotels** to expand its presence in Europe and access new growth opportunities.

-  **UDEM. Stanford / Tecnológico de Monterrey**

The University of Monterrey is a key player in the academic and research field in Latin America, while Stanford Social Innovation Review is one of the main platforms for the dissemination of social innovation in the world. This collaboration allows **ILUNION Hotels** to share their innovative social business model, generate impact in new environments and contribute to the debate on the future of inclusion and organizational transformation.

International alliances are key to the future growth and success of **ILUNION Hotels**. These collaborations allow the value proposition to be internationalized and access to advanced knowledge and technologies, and to increase social impact at a global level. It is believed that these alliances will provide opportunities to continue innovating and transforming the hospitality sector.



Grupo Social ONCE

In 2024, we continue to work in line with the Innovation strategy of the ONCE Social Group, relying on its structure and building together a more inclusive and innovative world. Throughout the year, we have developed various initiatives in collaboration with different areas and entities of the group:

- **Interviews and InnoCafés:** We continue to hold meetings with different entities of the group to align our Innovation strategy and find out their expectations regarding **ILUNION Hotels**.
- **Technology Watch:** In collaboration with the Corporate Systems Area and the Gartner Technology Platform, we continue to produce reports on technology trends in the tourism and hospitality sector.
- **Impulsa Transformation Network:** We maintain our participation in this corporate network dedicated to transformation and excellence within the group.
- **ILUNION Teen Games:** We have participated in the organization of the first edition of this children's hackathon, held in February, promoting creativity and teamwork from an early age.
- **ILUNION Innovation Collaboration and Leadership Group:** We continue to be part of this joint work initiative to share knowledge and synergies between group companies.
- **Management Conferences:** During the **ILUNION Group** Management Conference in January 2024, we collaborated with other areas of the group in the organization of a round table on the future of AI in the different businesses of the **ILUNION Group** and the adoption strategies of the ONCE Social Group.



Through these actions, we reinforce our commitment to Innovation in the group, promoting initiatives that allow us to continue growing together and generating a positive impact on society.





AWARDS AND RECOGNITIONS

ILUNION Hotels Awards and Recognitions in 2024

During the year 2024, **ILUNION Hotels**, thanks to its knowledge and experience, has won awards and recognitions granted by external entities that value Innovation in the hotel and tourism sector. The awards **position ILUNION Hotels as a leader in innovation at an international level**, endorsing initiatives and projects.

The awards have been:





TITAN Innovation Awards

Ambit: International

Project: Social and Innovative Business Model

Award Description: Innovation in Organizational Excellence

Relevance: This award internationally recognizes the excellence of **ILUNION Hotels'** Innovation model in front of a specialized audience and a jury mainly focused on Asia and the Middle East.



GIMI Innovation Awards

Ambit: International

Project: Social and Innovative Business Model

Award Description: Award for the Best Social Innovation

Relevance: This award recognizes **ILUNION Hotels'** Social and Innovative Business Model as one of the best practices in Social Innovation within more than 300 organizations and for a jury made up of experts in the North American field.





Tourism Innovation Summit Award

Ambit: International

Project: Artificial Intelligence Roadmap

Award Description: ILUNION Hotels has been awarded the Best Innovation in AI and Data Analytics award by TELEFÓNICA at the Tourism Innovation Awards 2024, within the framework of the Tourism Innovation Summit (TIS) 2024, where it competed with more than 160 nominations at global level. This recognition underlines the company's commitment to innovation, digitalisation and sustainability in the tourism sector.

Relevance: BRILL-IA-NT, an initiative that stands out for its strategic focus on Innovation with purpose. This project has been driven by ILUNION Hotels' Competitive Intelligence System, designed to anticipate trends and adapt AI solutions to the needs of both the company and its employees and customers.



Smart Travel News Award

Project: Most innovative hotel concept: (ILUNION Hotels' Social and Innovative Business Model)

Award Description: Award given by the media outlet Smart Travel News. One of the few awards ceremonies directly related to Innovation.

Relevance: Recognition of the social and innovative business model.



Most Innovative Hotel Award for Hotel Kit

Ambit: National

Projects: Innovative Social Business Model with Purpose and Artificial Intelligence Roadmap.

Award Description: First and second place at the annual awards gala.

Relevance: Recognition of the strategy and model of Social Innovation.





AMETIC Digital Tourist Award

Ambit: National

Project: BabellA

Award Description: Award for the Improvement of Universal Tourist Accessibility.

Relevance: This award recognizes the BabellA project: a catalogue of simultaneous translation solutions tested in different hotels to overcome language barriers.



Award for the Best Customer Experience and AI TECNOHOTEL

Ambit: National

Project: Artificial Intelligence Roadmap

Award Description: —

Relevance: "AI Roadmap", a strategy designed to transform the company through innovative artificial intelligence solutions. The Roadmap is structured in two main blocks with a significant impact on both the internal and external customer experience.

These blocks include a process of raising awareness about the use of AI, promoting a positive attitude that has mitigated fears and resistance, and a process of exploring needs and looking for solvable use cases that have prioritized the needs of customers.



ILUNION Hotels Jury in Numerous Innovation Awards

In addition to participating in the most prestigious Innovation awards, **ILUNION Hotels** has had the honor of being a jury member in numerous competitions both nationally and internationally. This experience demonstrates the company's high level of innovation, which allows us to evaluate the most relevant innovations that are made in different sectors. It also allows the company to evaluate innovative projects of great impact and contribute to the recognition and promotion of new ideas and talents in the field of Innovation.

After winning awards and recognitions, and being a juror, ILUNION Hotels has the initiative to award its own prize. This recognition is a way to value and highlight exceptional achievements and efforts within the organization. By doing so, success is celebrated, and all members of the areas are motivated to continue innovating and excelling. This award symbolizes commitment to excellence and dedication to fostering an inspiring and collaborative work environment.



ILUNION Hotels has been a Jury in the following Awards and Recognitions for Innovative Activity.

- Quality Innovation Award
- Big Innovation 2024
- Hotel Innovation Awards
- Most Innovative Hotel Award



QUALITY
INNOVATION
AWARD



PREMIO AL HOTEL MÁS
INNOVADOR

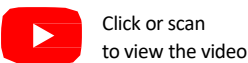


III GLOBAL Summit ILUNION Hotels

ILUNION Hotels addresses the keys to the future of tourism.

The III Global Summit organized by **ILUNION Hotels** was held on October 9, 2024, at the **ILUNION Pío XII** hotel in Madrid. This event brought together almost 800 attendees, including experts, institutions and companies, to discuss the challenges and opportunities of tourism from the perspective of innovation, sustainability, marketing and business excellence.

The event was structured in six major forums, where topics such as the importance of collaboration between companies from different sectors to achieve a positive impact, the integration of a culture of innovation in all business areas, and the relevance of the brand in a changing environment were discussed.



Results Satisfaction Forum

Once the III Global Summit was over, a survey was sent to the attendees: 119 of them responded. The main results obtained were:

- The NPS indicator, which assesses satisfaction, was 85 out of 100.
- It allowed 19% of respondents to learn about the purpose of ILUNION Hotels and 69% to gain more knowledge.
- 20% of respondents attended the Innovation forum, the second most attended forum.
- All respondents believe that the good practices seen during the conference are useful for the growth of their company.



Innovation Roundtable

At the III Global Summit organized by **ILUNION Hotels**, different Masterclasses, presentations and discussion tables were given in different areas.

One of them was the presentation and discussion table on Innovation moderated by the Innovation management of **ILUNION Hotels**. The event began with the presentation of the **ILUNION Hotels** Barometer.

In this forum, Carlos Díez de Lastra, CEO of Les Roches Marbella Global Hospitality, underlined the importance of integrating a culture of transversal innovation in all business areas. "Innovation is not just about applying technology.

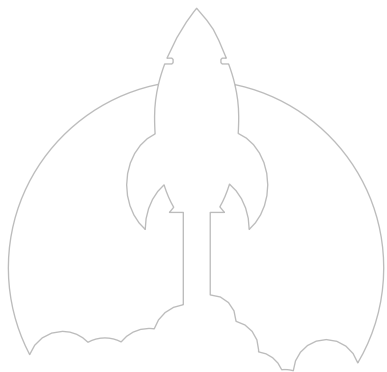
Innovation is all about culture. They must be trained in attitude, in ways of doing, in constantly exploring the market; "That is the key today"

The panel included experts such as Álvaro Carrillo de Albornoz, general director of the Hotel Technological Institute; Antonio López de Ávila Muñoz, responsible for Innovation at UN Tourism; and Jimmy Pons, researcher and disseminator of Innovation. They all agreed that companies must understand that

the culture of Innovation is achieved when it is integrated into the company's DNA, the culture among employees is changed and the question of why it is necessary to innovate is answered.

The average rating of the Innovation panel discussion was 4.5 out of 5.





08

COMPETITIVE INTELLIGENCE

Understanding the environment is the first step towards Innovation. To this end, it has been created the ILUNION Hotels **Competitive Intelligence System**. This system aims to provide information quickly to make informed and effective decisions, thus allowing the development of the strategy and obtaining a competitive advantage.

In 2023, **ILUNION Hotels** developed the Competitive Intelligence System. Its objective was to provide information in an agile way to be able to make informed and effective decisions, which would allow the development of the strategy and achieve a competitive advantage.

Innovation Funnel Evolution

In 2024, with the aim of improving informed and effective decision-making that allows the development of the strategy, achieve a competitive advantage and protect the external and internal factors of the company, the vision of the needs of the areas is incorporated as a key element. The focus of this incorporation is to respond more concretely to the main needs of each of the areas:



Click or scan to view the video

| Area | Main Need |
|--|--|
| Customer Experience | Process improvements that engage customers. |
| Economic strategy and financial planning | Improvements in payment methods and/or financial planning. |
| Innovation | Advanced Technologies and Promotion of the Culture of Innovation. |
| Marketing and communication | Improve brand visibility and optimize campaign efficiency. |
| Sustainability | Water Management and Food Waste Reduction. |
| People and talent development | Automation of Management Processes and Improvement of the Employee Experience. |
| Commercial | Optimization and new sales channels. |

Indicators:



MAIN NEEDS ANALYZED BY COMPETITIVE INTELLIGENCE



Observatory and Reports

To offer information quickly and efficiently to make informed and effective decisions and thus achieve a competitive advantage, **ILUNION Hotels** creates the first professional Observatory of Competitive Intelligence in the tourism and hotel sector.

It is based on developing a platform that allows analyzing and reporting trends, products and innovative solutions specific to the hotel industry, with the aim of further developing the company's strategy.

For **ILUNION Hotels** it is essential to be informed of the latest trends, products and solutions, to identify changes in the environment and have a clearer vision of the future, which allows the company to anticipate changes.

The advantages of the observatory are:

- Offers greater ease in the identification of trends and solutions: Identifies all new trends, solutions and/or products in the sector or similar sectors and facilitates being updated to provide a competitive advantage.
- Allows for deeper analysis: Investigates patterns in different trends, provides reports with the necessary information on trends, solutions and/or products, and provides greater knowledge.
- Exponentially increases adaptability: Anticipates industry circumstances by providing sufficient time to plan strategies and implement new trends, solutions and/or products, and facilitates strategic decision-making.
- Expands the Innovation ecosystem: Increases the Innovation Ecosystem and generates synergies with other agents, expanding the scope and visibility of **ILUNION Hotels'** Innovation model and purpose.

Not having a professional Observatory like this means the risk of losing possible opportunities, reducing competitiveness with respect to other companies in the sector, not having enough data and statistics,

that allow informed decisions to be made, and not having time to identify the necessary solutions for adaptation.



The three main reports carried out with the observatory during 2024 have been:

Tourism & Hotel Industry Trends Report.

This report aims to analyze **emerging trends and transformations in the hospitality industry**, identifying opportunities for innovation, competitive differentiation, and sustainable growth. It focuses on how these trends are redefining the operation and relationship of hotels with customers.

The main conclusions are the following:

- The global economy and geopolitics present challenges, but tourism remains a **key economic driver**. Spain is positioned as a safe tourist destination, benefiting the hotel sector in times of uncertainty.
- The tourism sector is vulnerable to climate change and contributes significantly to greenhouse gas emissions. Hotels are taking steps to **reduce their environmental impact and promote sustainability**.
- Innovation is crucial for competitiveness and economic resilience. Implementing technology solutions and creating unique experiences improves **operational efficiency and customer satisfaction**.
- **Minimizing environmental impact** is important but also **restoring and revitalizing destinations**. Sustainable design and circular economy practices are essential.
- Platforms such as Airbnb and Uber have transformed tourism, **increasing competition and the need for innovation** in hotels.
- Consumers value authenticity and ethical practices. Hotels can build loyalty by participating in **social and sustainable initiatives**.
- Mental health is a growing concern and tourism can be a haven for emotional well-being. Hotels must offer accommodations that promote **mental health and well-being**.
- Diversity, equity and inclusion is essential to attract talent and foster innovation. **Cross-cutting strategies and transparent communication** are key.
- Hybrid work models are reshaping mood management. Career development strategies and benefits are crucial to **attracting and retaining talent**.
- Technology has transformed the traveler experience and hotel operations. Balancing **technological convenience** with **disconnection** is important.



The result of this report, for **ILUNION Hotels**, is important because it provides a comprehensive **view of the trends that are shaping the future of the hotel industry**. By understanding and adapting to these trends, it improves competitiveness and resilience in an uncertain economic and geopolitical environment, adopts sustainable practices that minimize the environmental

impact and contribute to the regeneration of destinations, continuously innovate to offer unique and personalized experiences to customers, attract and retain talent through diversity, equity and innovation strategies, and leverage technology to improve operational efficiency and customer satisfaction.

The report, updating it according to **evolving trends**, offers a Roadmap that allows it to stay at the forefront of the hotel industry, responding to changing consumer demands, regulations, and ensuring sustainable and competitive growth.



Comparative analysis of the strategy, actions and alliances of the main players in the hotel sector in terms of Innovation, technology and Cybersecurity.

The 2024 Benchmark study on Innovation and Technology in the hotel sector analyzed the adoption and outstanding examples of Innovation in major national and international hotel chains, as well as in smaller but innovative chains. The objective was to understand their strategies and actions in Innovation, technology and Cybersecurity, providing Competitive Intelligence to learn about the **best practices in the sector and lead business transformation**.

The conclusions reveal that, although hotel chains focus on Innovation, the degree of implementation is moderate. The main applications of Innovation include new technologies, process optimization and strategic alliances.

You can find more information about this study in the Strategy chapter of this Innovation Report.



Water and Sustainability Report in the Tourism Sector.

This report aims to analyze the **importance of water** in the tourism sector and the strategies necessary for **sustainable management** of this essential resource. It focuses on how water scarcity and stress affect tourism and proposes measures to ensure the sustainability and resilience of the sector.

The main conclusions are the following:

- **Tourism is deeply dependent on water**, both directly and indirectly. Water consumption in the tourism sector is significant, especially in water-stressed regions.
- Water scarcity can **reduce the competitiveness of tourist destinations and increase operating costs**. The overexploitation of water resources can lead to conflicts with other sectors and affect brand image.
- Technologies such as desalination, wastewater reuse and smart water network systems are key to **sustainable water management**.



This report is crucial for **ILUNION Hotels**, providing a comprehensive **view of the challenges and opportunities related to water management in the tourism sector**. By understanding and adapting to these trends, it is possible to ensure the sustainability and resilience of operations in a context of increasing water scarcity, adopt innovative and sustainable practices that reduce water consumption and improve operational efficiency, improve competitiveness by positioning itself as a company committed to sustainability and responsible water management, attract and retain customers who value sustainable practices and environmental responsibility.

This report raises awareness of water risk and predicts the near future, it is the gateway to the exploration of an extensive catalogue of startups and **innovative solutions** that help the organization to shape commitments and strategies, reducing the environmental impact and the water footprint generated by the activity.



I Hotel Sector Innovation Barometer

In collaboration with the International School of Les Roches, **ILUNION Hotels** has published the **first Innovation Barometer in the Hotel Sector**.

The perspectives reflected include a broad spectrum of the industry, capturing the challenges, strategies and opportunities that shape innovation in various types of hotels internationally.

This report examines how innovation is adopted in the hospitality sector, focusing on the integration of technology and digitalization across operations.

The main objectives of this study have been based on:



- Identify and discuss the dimensions of Innovation to inspire a change of mindset around the concept of Innovation in the hospitality sector.



- Investigate strategic innovation opportunities to guide hoteliers in refining their strategies and serve as a resource for academics and practitioners.



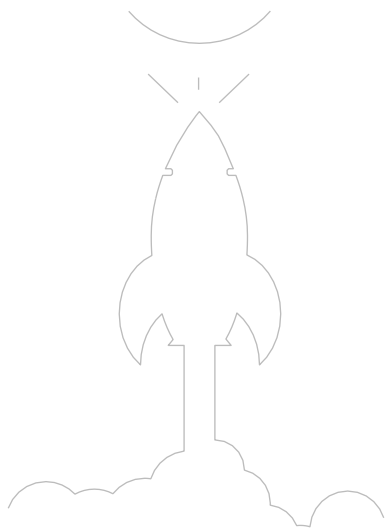
- Develop a framework for cross-sector partnerships to create a collaborative structure with other industries.



The exhibition includes **12 different international hotel chains**, each with an average portfolio of **more than 100 properties**, **23 hotel chains** with hotels in Spain alone and **5 independent hotels**, offering a comparative vision of innovation between major brands and independent establishments.

The relevance of this study is underlined by the response of industry professionals: **87%** have requested the report, **48%** have expressed interest in follow-up discussions, and **65%** have asked for a comparison of their company's performance with the final report.





09

CULTURE INNOVATION

In ILUNION Hotels' effort to generate competitive advantages that ensure its sustainability, **the culture of innovation** is one of the key factors to be developed. This is because competitive advantages are related to **tangible aspects**, such as the acquisition of assets or technology, and also to **intangible assets**, such as the existence of a culture of innovation in the organization.

ILUNION Hotels wants to inspire the culture of Innovation in two of its stakeholders: employees and customers. Integrating Innovation into the day-to-day life of employees and customers is essential to detect the best ideas.

The two main actions to promote the culture of Innovation, among its employees, have been:

I'm Curious

In 2023, the first "Culture of Innovation Training Program" was created. Initially, this training was created for heads of central offices, directors and department heads of hotels, as leaders of the teams that promote curiosity and interdepartmental communication and development of ideas.

During 2024, with the aim of continuing with these pillars of the culture of Innovation, it has been proposed to launch the I'm Curious Project, expanding the scope of training.

The objectives of this training action are the following:

- **Continuing to Develop a Culture of Innovation in the Organization.**
- **Generate Commitment** to Innovation among teams.
- **Strengthen the capabilities of the organization's leaders as catalysts for Innovation.**
- **Inspiring Innovation with Purpose:** To be a unique and inspiring model for other companies in the sector and stakeholders.

The result of the first pilot carried out on a group of hotel managers has shown that there is a very **high level of knowledge and involvement** in creativity and innovation, so it was decided to centralize training efforts, based on:

- Establish the network of innovators in the hotels, to ensure communication of initiatives (bidirectional) to all employees.
- Carry out training with pedagogical videos on Innovation topics that allow the concept of Innovation to be clarified and videos on the Innovation projects carried out.
- Carry out training pills, on very specific aspects that employees need.
- Conduct training on #InnovACTION procedures.
- To evaluate the knowledge of Innovation of the people who make up the network of innovators, in order to carry out training actions according to their knowledge and needs.
- Continue with awareness-raising actions in the internal communication bulletin (Spotlight).



Employee Awareness

For Innovation to thrive, at **ILUNION Hotels**, it is essential that it is integrated into the daily activities of employees. It is important to foster a spirit of curiosity and establish procedures that allow all employees to be made aware. The actions carried out, during the year 2024, have been:

- **Weekly Assemblies:** **ILUNION Hotels** has set up weekly informative assemblies, in person format for the employees of the headquarters and in video format for the employees of the hotels. It is a space where all attendees are informed of the most important milestones of the week and where the different areas present new Innovation projects, in order to share and publicize the company's current affairs.
- **Spotlight:** **ILUNION Hotels** weekly newsletter with the most important highlights of the week. This newsletter includes, every two weeks, a section dedicated to Innovation:
- **#InnovACTION:** The purpose of this section is to develop an Innovation model whose process all employees are part of. With this communication format, the culture of Innovation is transferred in an agile and enjoyable way.
 - Information on the company's most significant innovations.
 - Sending out surveys to obtain ideas, suggestions and comments that generate value to jointly build **ILUNION Hotels'** Innovation strategy.
 - Generate a culture of benchmarking with the most relevant news in the sector.
 - Provide curiosities and tips.
 - Provides informational pills on different concepts related to #InnovACTION.
 - Share the status of ongoing projects and new ones.
- **ILUNION Hotels Business Challenge:** Through the TRANSFORMA ideas portal, a question is posed to which all employees provide innovative answers, proposing ideas. These ideas are then valued by the rest of the classmates. With this type of challenge, the culture of Innovation is promoted internally.
- **Awareness Training:** Over the last year, **ILUNION Hotels** has trained teams to raise awareness and promote positive actions on current issues for the company, such as artificial intelligence or cyberattacks, and which consequently involve current projects.
- **Content Pill Generation on #InnovACTION in Videos:** During 2024, the publication of a series of pedagogical videos has been planned to transmit to the entire organization the main strategic lines of Innovation, actions and projects carried out.



Be Curious

ILUNION Hotels, following the survey carried out on Innovation (to 1,000 customers, identifying needs to promote creativity, technology and Innovation,

good evolution) and the good acceptance of actions to promote the culture of Innovation among employees, has wanted to go further. Through interactive and participatory initiatives, it also transmits its culture of Innovation to customers. For this reason, it has developed a series of awareness-raising measures to reach this interest group:

- Implement co-creation workshops where customers contribute ideas for new services or improvements to the facilities.
- To carry out awareness-raising actions through the BE CURIOS project on Innovation, through the development of curiosity, research and creativity.

Transmitting a culture of Innovation, **ILUNION Hotels**, achieve: improve guest experience, increase loyalty, market differentiation, more efficiency operational, improve brand reputation and adapt to market trends.

Reto Transforma 2024

In 2024, **ILUNION Hotels** has launched the fourth Transforma Intrapreneurship Challenge: **Be The Change**. This challenge, aligned with the Be The Change strategic project, has aimed to involve colleagues in the organization in the search for new ideas to inspire customers and help them adopt more sustainable habits in their day-to-day lives and in this way, align with **ILUNION Hotels'** strategy.

Through the Transforma platform, the entire workforce has been invited to share proposals that help raise awareness among customers about their environmental, social and economic impact, thus promoting real and conscious change.

The "Be The Change" challenge has been the most successful to date, generating more than twice as many ideas and many more interactions compared to previous challenges. Below is a comparison of the volume of ideas and likes received in **ILUNION Hotels'** Innovation Challenges.

Be The Change has been an opportunity to channel internal talent and contribute, from within, to the company's purpose and has generated the following results and impacts:

- Double the Number of Ideas Received Compared to the 2023 Challenge
- Double Interactions and Likes
- Winning idea:
 - "Company and care, chain of favors"

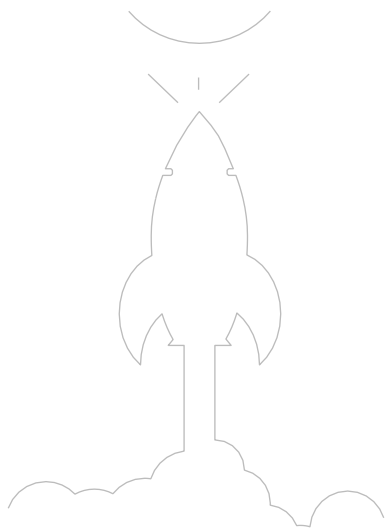
The "Be The Change" challenge has proven to be an effective tool to boost creativity and Innovation within **ILUNION Hotels**. Employee engagement and high volume of ideas and interactions reflect the company's commitment to sustainability and transformation.





| | | |
|------|---|--|
| 2021 | Internal communication | Idea ganadora: ▶ “You to London and I to New York” |
| 2022 | Best Employer Brand (Employee Experience) | Idea ganadora: ▶ “Premium workstation” |
| 2023 | Water Challenge | Idea ganadora: ▶ “Do your bit” |
| 2024 | Be The Change | Idea Ganadora: ▶ “Company and care, chain of favors” |





10

INNOVATION COMMUNICATION

Communication is a strategic tool in the management of Innovation at **ILUNION Hotels**, key to building a **solid organizational culture** and **inspiring external stakeholders**.

Communication

Internally, **ILUNION Hotels** is committed to communication that promotes the exchange of ideas, curiosity and employee commitment to Innovation projects. Clear and fluid communication allows all areas to align around the company's objectives, strengthening collaboration and facilitating the development of joint solutions. In addition, it contributes to managing change in an agile way, allowing the organization to adapt to the challenges and opportunities of the environment.

Among the main initiatives (developed in the chapter on Innovation culture):

- **Weekly Assemblies:** Informative meetings where recent milestones are shared, and innovative projects are presented.
- **ILUNION Connected:** Monthly newsletter of the **ILUNION** group that reinforces transparency by communicating strategies, news and results.
- **Spotlight: ILUNION Hotels** weekly newsletter including #InnovACTION, a section dedicated to Innovation with information on outstanding projects, benchmarking, curiosities and tools to encourage employee participation.
- **TRANSFORMA Business Challenge:** Interactive dynamics that invite employees to propose innovative ideas, promoting their involvement and strengthening the culture of Innovation.

Externally, the communication of advances in Innovation reinforces **ILUNION Hotels'** reputation, consolidates strategic relationships and attracts talent interested in creative and dynamic environments. Communicating projects and achievements transparently generates trust between clients and partners, positioning the organization as a leader in the sector.

Highlights of 2024 include:

- **Media presence:** Articles published in magazines, newspapers and specialized blogs that give visibility to the most relevant projects.
- **Events and conferences:** Participation in sectoral forums to present initiatives and establish synergies with other industry leaders.
- **Participation in Webinars and Training Actions on Innovation.**
- **International awards:** Recognitions that increased the visibility of innovative projects at the global level.
- **Social Media:** Strategic use of digital platforms to share news and foster dialogue with stakeholders.

Effective communication at both levels drives the implementation of Innovation and reinforces **ILUNION Hotels'** purpose: To move towards a more inclusive, sustainable future full of opportunities for all.



Website Publication #InnovACTION

In 2024, a space dedicated to Innovation will be published on our website. A space that brings together the main strategic axes of Innovation in our company, and acts as an **open knowledge repository** in which we share documents, reports and analyses generated from our **Innovation Observatory**.

With this space we reaffirm our commitment to the dissemination of knowledge as a way to inspire other stakeholders.

We understand that collaborating in the construction of a better world also implies sharing learnings, methodologies and reflections that can add value beyond our organization.

Among the content published on this platform are:



Click or scan to read our editorial content

Editorial content: articles and blogs about our innovative activity, as well as reflections on methodologies, projects and key learnings.



Innovation Reports: including the first Innovation report published in 2022 and its continuity in 2023.



Tourism and hotel industry trends report: An analysis of the main trends that will mark 2024 and 2025.



Innovation Barometer: a reference tool that assesses the state of Innovation in the Tourism and Hotel Sector.



Innovation Case: a document that explains our business model, history and main strategic lines of Innovation.

This space has become an essential tool to organize, make visible and share our work in Innovation, facilitating access to relevant information and promoting a culture of open knowledge.





ILUNION Hotels: Interviews in specialized media

During 2024

At **ILUNION Hotels** we have opted for an active presence in specialized media that goes beyond the dissemination of news, and we have opted to adopt a strategic approach based on the production of interviews and webinars, with the aim of sharing directly and authentically, and in channels other than the usual, our Innovation with Purpose model and our business model.

These initiatives have made it possible to communicate, in an interactive and participatory format, how **ILUNION Hotels'** vision of Innovation translates into concrete actions and proposals that have a positive impact on the customer and employee experience and inspire the tourism and hotel sector as a whole.

Hosteltur

Smart Travel News

Tecnohotel

Masterclass: from digitalization to **ILUNION's** Innovation strategy

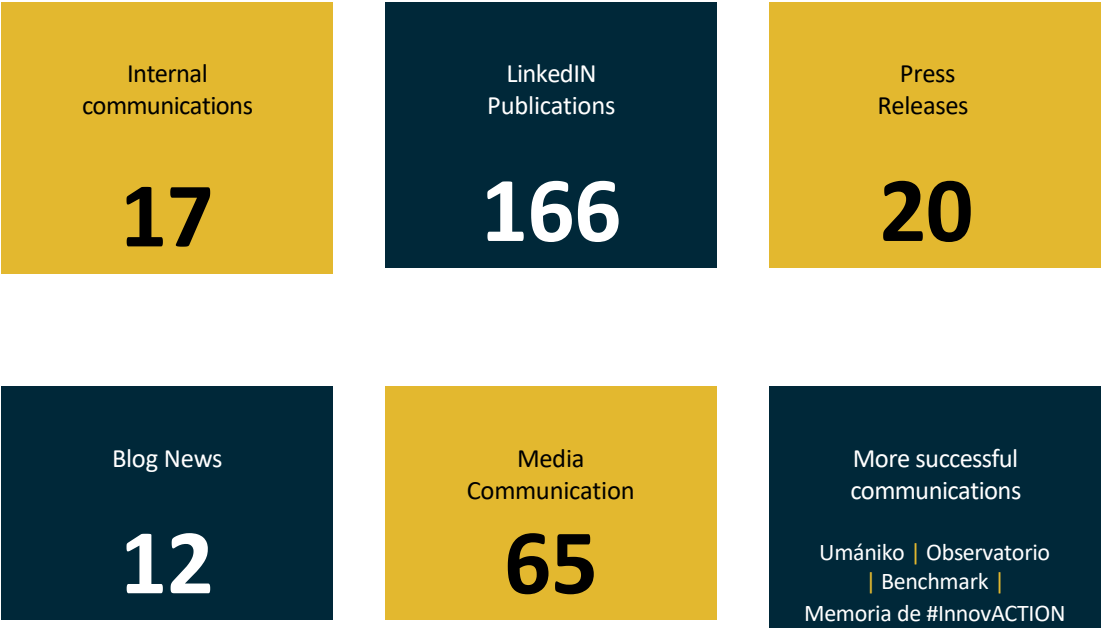
Innovation for all: the vision of Carlos Bello, Director of Innovation at **ILUNION Hotels**

Interview Carlos Bello: “AI will help us improve productivity and the quality of our services”



Communication Impacts

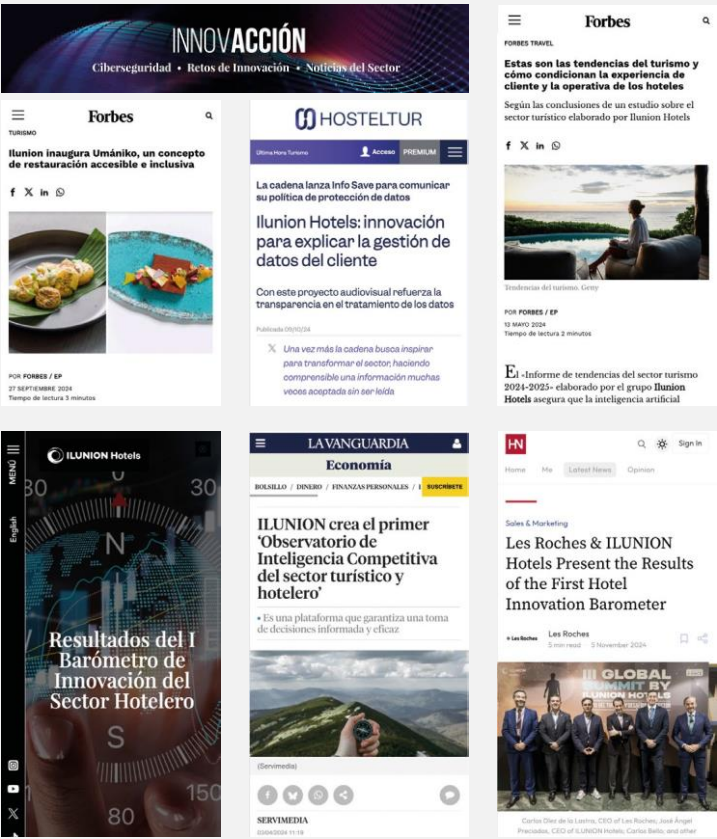
The communication of Innovation at **ILUNION Hotels** has had the following impacts on the organization:



Top posts that have shared content:

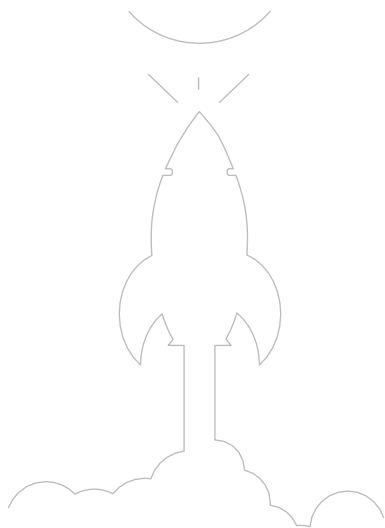


Publications in the main media and links:



More News and impacts on:
<https://dondedormiresdespertar.es/actualidad/?search=innovacion#filter>





11

INTERNATIONALIZATION

At **ILUNION Hotels** we are taking firm steps towards **internationalization**. It is a process that was already underway, but that we are now promoting with more determination. Our **innovative and socially responsible model** transcends borders and making it a global benchmark is one of our main objectives. Internationalization is already part of our journey.



/ A global sector by nature

Tourism and hotels are eminently international activities. In 2024 and in a growing trend, **more than 90 million tourists crossed our borders in search of new experiences, which makes our sector a global ecosystem by definition.**

In this context, **ILUNION Hotels** has consolidated its trend towards **internationalization in 2024 as a natural evolution of its growth.**



/ A path built on global alliances and relationships

Internationalization is not a new phenomenon at **ILUNION Hotels**:

For years, we have been working **with international partners and suppliers** in key areas such as technology and sustainability.

Our relationship with **international travel groups and agencies, which represent approximately half of our clients**, has intensified, strengthening our presence in global markets.

In addition, as detailed in the chapter on dialogues and alliances, **our activity with international actors has grown significantly**, allowing us to exchange knowledge and inspire with our model in an increasingly international environment.



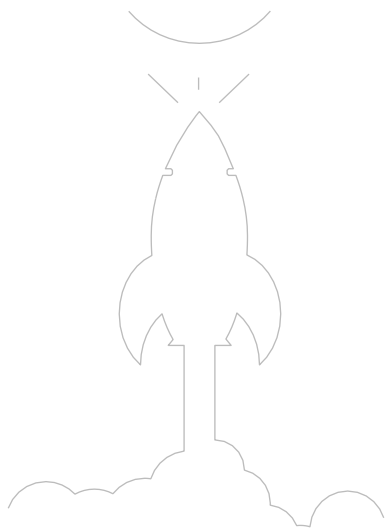
Commitment to training and openness to the world

ILUNION Hotels' innovation internationalization strategy is based on three fundamental pillars: **sustainability, continuous training and Competitive Intelligence**. Training plays a strategic role in preparing teams to function effectively in a global environment, equipping them with the necessary skills to meet the challenges of a constantly evolving international market. On the other hand, Competitive Intelligence allows us to analyze trends and adopt best practices in the hotel sector at a global level, ensuring that our strategic decisions and innovative initiatives are aligned with market demands.

Towards an Innovation Model that Transcends Borders

ILUNION Hotels has demonstrated that its business model is innovative, profitable, sustainable and socially responsible. Now, the challenge is to take this vision to an international scale. Beyond being inspired by global references, **we have begun to inspire others, positioning our proposal as a model to follow beyond our borders** in a process that reinforces our identity and expands our impact.





12

PROJECTS INNOVATION

The set of projects detailed below are a list of the **main innovations** that the company has developed throughout 2024. From implementing **sustainable technologies** to developing **personalized guest experiences**, each project reflects ILUNION Hotels' commitment to excellence and continuous improvement.



DEIB Coach | Managing Employee Diversity, Equity, Inclusion, and Belonging

Strategic Plan Line ▶ **Process Innovation (Operational)**

Innovation Area ▶ **Fostering an inclusive work environment through DEIB coach**

The DEIB Coach project is a strategic initiative that seeks to **improve the employee experience and talent within the organization**, with an innovative concept that attends to the singularities of each employee. It focuses on managing diversity, equity, inclusion, and belonging (DEIB) to foster a more inclusive and equitable work environment. Through this project, the needs of the different groups of people in the company are identified and measures are offered to improve their daily experience and professional career, always with an orientation towards excellence.

This project enables business growth through the personal and professional growth of employees. It is based on values such as commitment, trust, fairness, respect and communication, and is part of the company's Strategic Plan to promote the culture of Innovation and continuous improvement.

I'm Your Host | Personalized customer experience

Strategic Plan Line ▶ **Product Innovation**

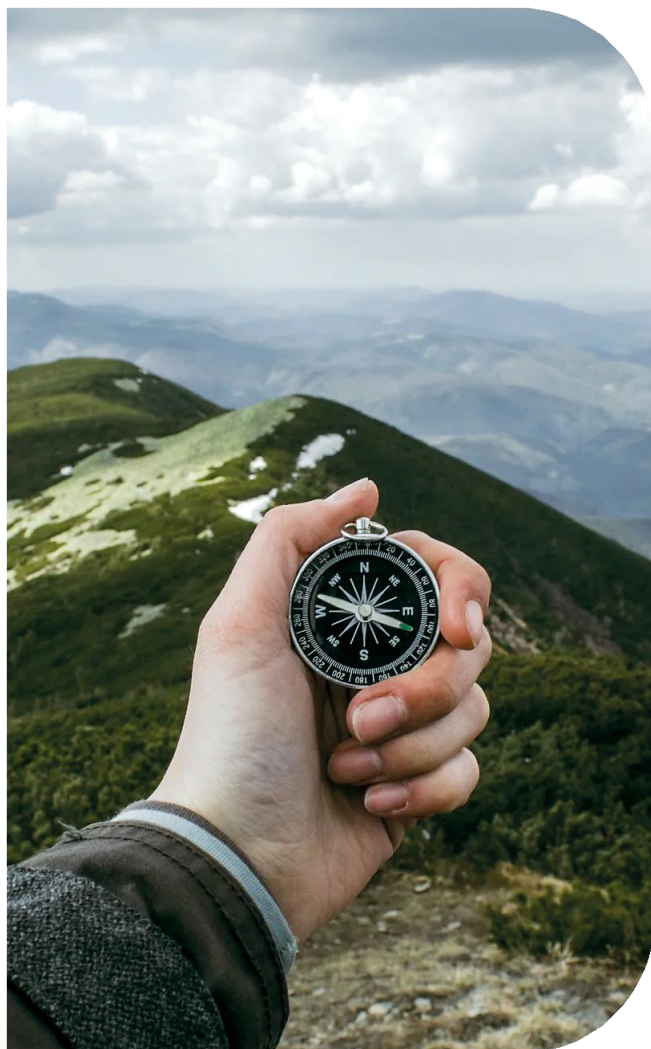
Innovation Area ▶ **I'm Your Host**
Personalized customer experience

The project is an initiative of **ILUNION Hotels** that seeks to generate a space of value for the customer, where personalization and the culture of **"being your host"** are common elements.

The initiative arises with the aim of improving the customer experience and offering them personalized support during their stay. The sum of technologies that help to better understand the customer and their needs and a set of procedures for each point of the customer journey, allow the creation of an ecosystem of services that make the customer feel at home, thus improving their satisfaction and loyalty.

The project also allows the company's income lines to be increased in an effective way, increasing the company's competitiveness and maximizing revenues.





Competitive Intelligence PIC Project

Strategic Plan Line ▶ Strategy

Innovation Area ▶ Consolidation of the Competitive Intelligence system to understand the business and social environment and improve strategic decision-making

The Competitive Intelligence PIC project, unique in the tourism sector, **seeks to unify the different Competitive Intelligence procedures created at ILUNION Hotels to maximize its results.** To this end, it establishes three key tools in the organization: an Innovation Funnel, the Competitive Surveillance System and a Trends Observatory.

Among the main actions carried out by the Competitive Intelligence system are:

- ▶ **Trend Reports:** Through the Sector Observatory, **ILUNION Hotels** has published trend reports and carried out internal comparative and technological studies.
- ▶ **Strategic search and evaluation of solutions:** Internal needs and external influences are identified. to discover the search fields, define portfolios of opportunities.
- ▶ **Industry Innovation Barometer:** to learn how Innovation is affecting the business sector.
- ▶ **Innovation Funnel:** Throughout its first year of operation, the Competitive Intelligence system analyses 70 solutions, of which 73% respond to needs and requests requested by the different areas of **ILUNION Hotels**. Of these 70 solutions and startups analyzed, 12 of them have ended up being introduced by one of **ILUNION Hotels'** business areas.





Brill-IA-nt | Artificial Intelligence Roadmap

Strategic Plan Line ▶ **Process Innovation (Operational)**

Innovation Area ▶ —

The essence of **ILUNION Hotels' AI Roadmap Innovation** lies in its focus on Innovation with Purpose: To the challenge of strategic planning of Artificial Intelligence needs. **ILUNION Hotels has proposed the adoption and strategic planning of all actions with a focus on generating economic and social value for the identified stakeholders:** solving problems and needs of the different business areas, raising awareness and training the organization's employees and improving the experience of hotel customers.

The beginning is marked with the activation of the **Competitive Intelligence System**, which has analyzed this technological disruption from the perspective of business needs and the impact of AI on employees and customers. Economically, automation and process optimization through AI will generate an economic impact on the company estimated at €320,000 between revenue optimization and operational savings in 2024 and €1,540,000 in 2025.





Umániko

Strategic Plan Line ▶ **Product Innovation**

Innovation Area ▶ **ILUNION Hotels' flagship project, representing a milestone in the strategic cycle of growth and expansion**

This gastronomic concept, unique in the world, has been designed to be completely **accessible and sustainable, aligned with the values of inclusion and responsible consumption.**

Umániko is a unique gastronomic experience, where accessibility, inclusion and responsible consumption come together in a sustainable proposal, which seeks to conquer a diverse world and the palate of everyone who enjoys it. We want to inspire the sector through a unique restaurant model, in which people take on special relevance and make us truly unique, being the soul of restaurants.

InfoSave

Strategic Plan Line ▶ **Product Innovation**

Innovation Area ▶ **ILUNION Hotels' flagship project, representing a milestone in the strategic cycle of growth and expansion**

ILUNION Hotels presents **InfoSave**, an audiovisual project **that improves transparency in the management of its customers' personal data.** In collaboration with the company's legal and compliance partners, organization, a series of pills and explanatory content and an infographic guide have been created detailing the principles of data protection, the use of information and security measures against third parties.

This pedagogical approach ensures that users understand how their data is processed, aligning with current regulations and promoting more transparent practices in the tourism and hospitality sector.



I'm Curious / Be Curious

Strategic Plan Line ▶ Strategic Innovation

Innovation Area ▶ —

In 2024, the "I'm Curious" Project was launched to expand training in Innovation. The objectives include developing a culture of Innovation, generating commitment, strengthening leadership skills and inspiring with purpose. The initial pilot showed high levels of knowledge and involvement, so it was decided to centralize training efforts, establish a network of innovators, and carry out specific training and continuous evaluations.

ILUNION Hotels' "Be Curious" project, based on a survey of 1,000 customers, seeks to transmit the culture of Innovation to customers through co-creation workshops and awareness-raising actions. This improves guest experience, increases loyalty, differentiates in the market, improves operational efficiency and brand reputation.



Da Vinci

Strategic Plan Line ▶ Process Innovation (Operational)

Innovation Area ▶ Standardization and optimization of project management

DaVinci is the project for the evolution of management procedures at **ILUNION Hotels**. This initiative arises after two previous iterations and as a result of the creation of a specific area to formalize and professionalize project management within the organization.

DaVinci's philosophy focuses on process standardization, continuous learning, and fostering a culture of project management in the company.





Strategic Plan Line ▶ **Digital Transformation**

Master Plan Line ▶ **Product Innovation - Service**

B Corp, or "Benefit Corporation," is a certification awarded to companies that meet high standards of social and environmental performance, transparency, and legal accountability. This certification, especially relevant for a hotel chain, demonstrates a solid commitment to sustainability and social responsibility, aspects increasingly valued by consumers, fosters innovation in operational practices and improves the brand's reputation, attracting customers and talent who are looking for companies with a purpose.

In 2024, **ILUNION Hotels** has obtained B Corp certification, positioning itself alongside some of the world's most important companies that share the same commitment to positive impact and sustainability.

PUSH Project

Strategic Plan Line ▶ **Social Sustainability**

Master Plan Line ▶ —

The Cleaning Cart Improvement **Push Project** originated from the 2021 work environment and employee experience surveys. Its objective is to optimize hotel cleaning carts, improving their ergonomics, maneuverability and space.

For the design of this trolley, sustainability criteria have been considered, evaluating materials and processes from an environmental perspective and improving the customer's perception by looking for more efficient, functional and aesthetic trolleys. This project has been carried out in collaboration with a cleaning process management consultancy and a supplier of cleaning and maintenance products.

The success of the implementation of this cleaning trolley in all hotels has been the continuous dialogue and feedback with the Flats teams of hotels of different types, especially in the design and prototyping phases of the trolley.





Digital Twin

Strategic Plan Line ▶ Strategic Innovation

Innovation Area ▶ Virtual model for operational optimization and strategic transformation of the hotel experience

The "Digital Twin" Project aims to centralize the relevant information of **ILUNION hotels** and represent it in a virtual model that allows real-time visualization of the operations and status of the facilities.

It allows you to monitor aspects such as energy consumption and the condition of the equipment, identifying opportunities for improvement and anticipating possible failures. Benefits include optimizing operational processes, implementing predictive maintenance, and personalizing the customer experience.

Crupier 2.0

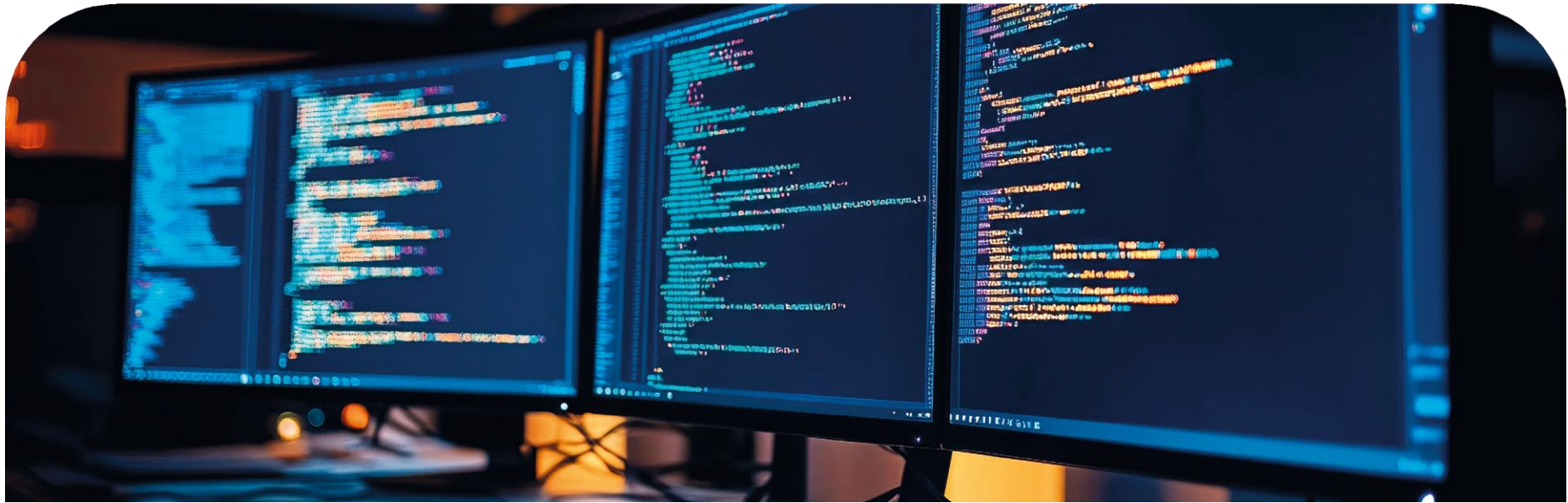
Strategic Plan Line ▶ Process Innovation (Operational)

Innovation Area ▶ Advanced management system that optimizes hotel performance through automation and real-time analytics

Crupier 2.0 is an evolution of the Dealer tool, implemented in 2022 to monitor incoming business and extract key data that allows the tracking of performance KPIs. In addition, it seeks to improve operational efficiency and collaboration between the headquarters and the hotels.

Crupier 2.0 introduces improvements such as automating responses to customer emails and automatically generating quotes, reducing response times and streamlining processes. It also includes OXI connectivity with our PMS optimizing resource management and eliminating repetitive administrative tasks.





RMS with AI

Strategic Plan Line ► **Strategic Innovation**

Innovation Area ► **Artificial Intelligence for an optimal pricing strategy**

The project focuses on the adoption of a **Revenue Management System** software with an artificial intelligence analytical layer. Its main objective is to optimize the pricing strategy and maximize the revenue of the hotel company.

This app uses advanced algorithms to make informed pricing decisions. Analyze historical data, market trends, demand, and other factors relevant to hotel room pricing decision.





Room Lab

Strategic Plan Line ▶ Strategic Innovation

Innovation Area ▶ A space for experimentation to innovate and improve with Continuous customer experience in a real-world environment

In 2024, the "Room Lab" Project was launched with the aim of positioning **ILUNION Hotels** as a leader in Innovation in the hotel sector. This project consists of the use of hotel rooms and spaces as controlled experimentation environments, aimed at testing and evaluating innovative concepts, solutions and technologies in a real hospitality context.

"Room Lab" seeks to identify relevant market trends, optimize the customer experience and analyze the feasibility of emerging technologies through the implementation of pilots. This exercise allows us to anticipate the needs of guests and evaluate the response of suppliers and solutions, encouraging continuous improvement based on objective data.

Knowledge Center / AGORA IH

Strategic Plan Line ▶ Innovation Processes (Operational)

Innovation Area ▶ More effective knowledge management, promoting collaboration and transparency across the organization

In 2024, the "AGORA IH" project was launched with the purpose of creating a **Knowledge Centre** that facilitates the management and exchange of information within **ILUNION Hotels**. This centralized repository, hosted on SharePoint, is designed to ensure fast and efficient access to the organization's key resources, promoting collaboration and transparency between the different business areas.

The main objectives of the project are to ensure the constant updating and accuracy of documents, facilitate the search and retrieval of relevant information and promote a culture of continuous learning.





#InnovACTION



with
purpose



Where Sleep Is Waking Up

Welcome to ILUNION Hotels