

October 24, 2014

Mr. Andrew Flack
VP Product Marketing & Customer Insights
Hilton Worldwide
7930 Jones Branch Drive
McLean, VA 22102

Dear Mr. Andrew Flack,

As you requested, we have completed our research on Hilton Worldwide and compiled a report summarizing our conclusions. The attached report recommends that Hilton develop new IT processes, invest in the Internet of Things technology, and expand its luxury brands domestically to take advantage of the increasingly attractive U.S. lodging and luxury hotel industries. First, the report analyzes Hilton's positioning within these industries and then outlines the above recommendations.

The report concludes that the U.S. lodging industry and the luxury hotel industry are attractive. While Hilton has competitive advantages in both industries, there are opportunities to grow. Implementing IT processes, integrating Internet of Things technology, and expanding domestically would enhance the customer experience and increase Hilton's share of the luxury market. If Hilton decides to move forward with these recommendations, additional research on costs and implementation will be needed.

We would like to thank you for taking the time to speak with us earlier this month. The insights you provided were invaluable in our analysis of Hilton. Additionally, we would like to thank our professors for giving us the necessary analytical frameworks and for guiding us through the research process.

Thank you for the opportunity to conduct research and compile this report on Hilton. We enjoyed learning about the lodging industry and Hilton throughout this project. If you have questions regarding the recommendations or would like to meet to discuss the report, please contact us at hma5zn@virginia.edu.

Best regards,

Helen Ardila, Holly Dodd, Max Goupit, Brendan Kim, Alex Russell, and Bill Su
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