



# THE CIO LEADERSHIP EVENT

Produced by



In partnership with



**CIO Executive Council**

Leaders Shaping the Future of Business

**Accelerating the IT/Business Opportunity**

# *Chip Conley*

*How to Engage the Entire  
Enterprise in Growth  
Initiatives*

joie de vivre<sup>®</sup>

# Is Growth Good or Bad?

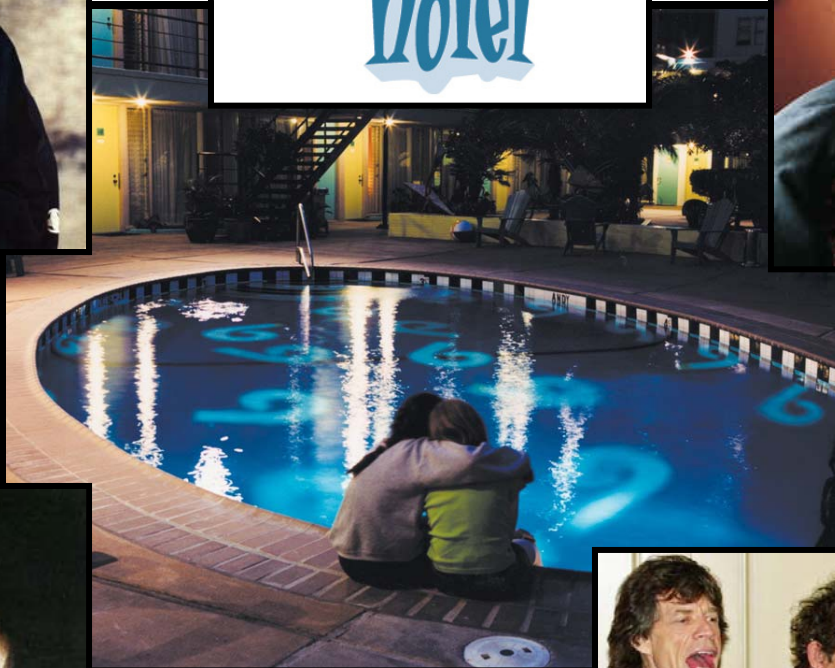
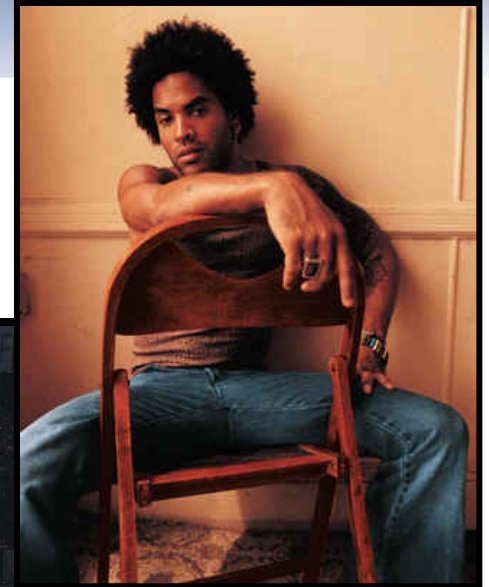
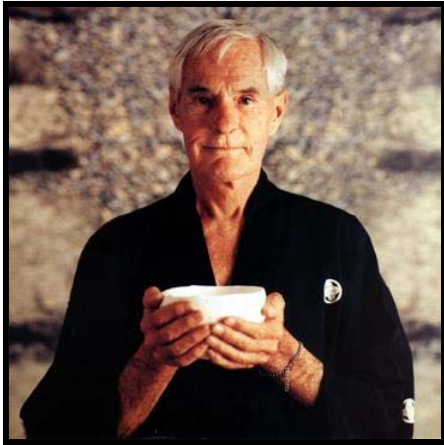
It all depends upon  
where you pay your  
attention.



At 26, I paid my attention to



Creating Joie de Vivre!





You are...

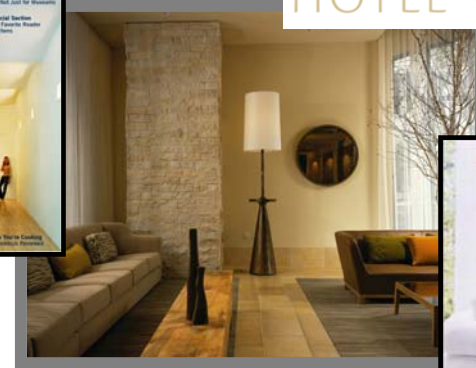
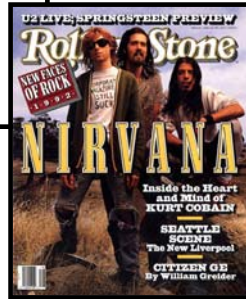


*where you sleep.*





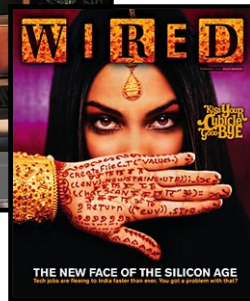
Boutique hotels are mirrors for the aspirations of their customers and create an “Identity Refreshment”



HOTEL VITALE



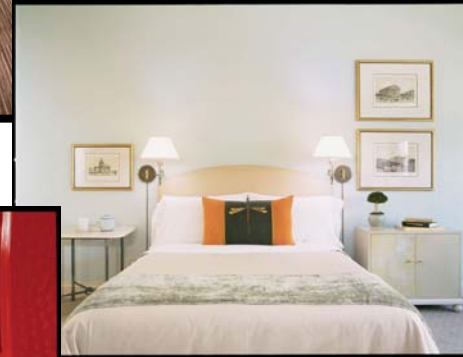
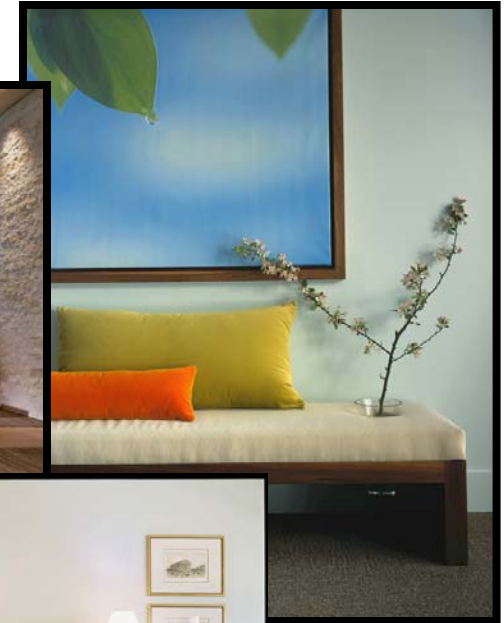
Hotel Avante



Psychographics vs. Demographics

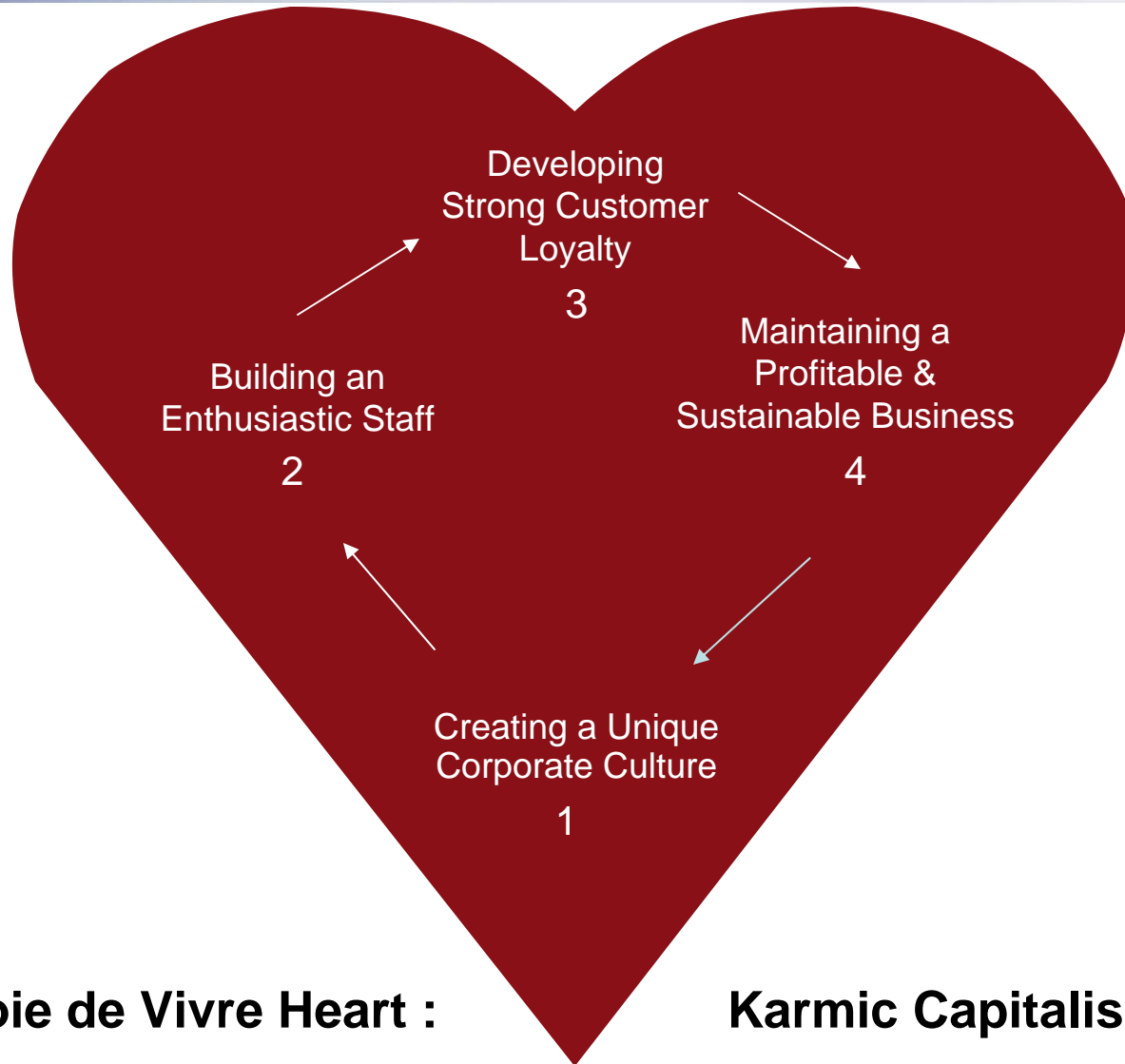


We grew into one of the three most prominent boutique hoteliers in the U.S. with 20 properties by the year 2000.





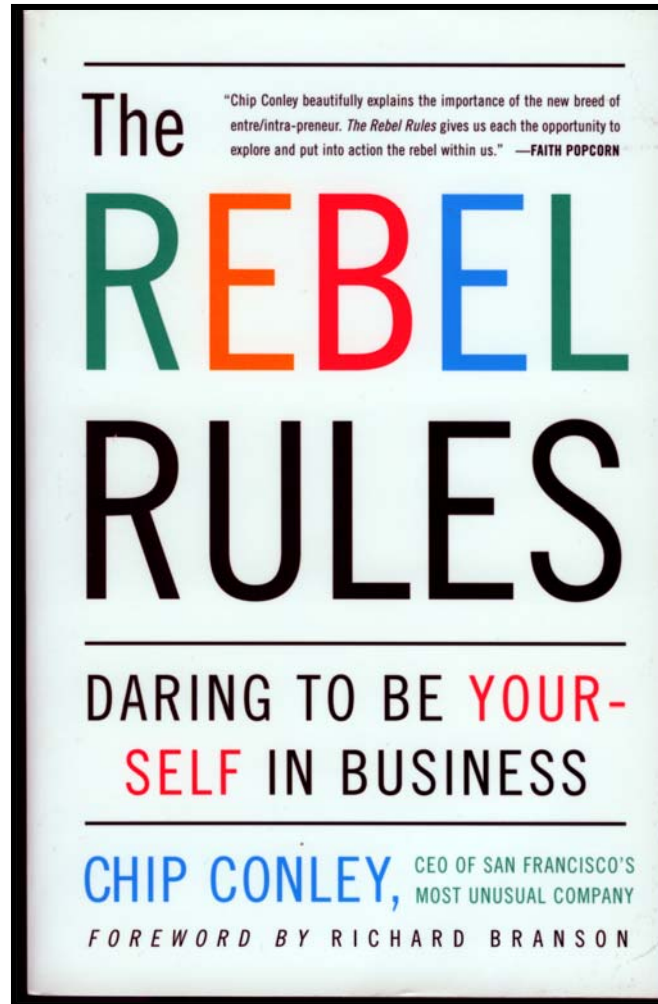
# “Service Profit Chain”



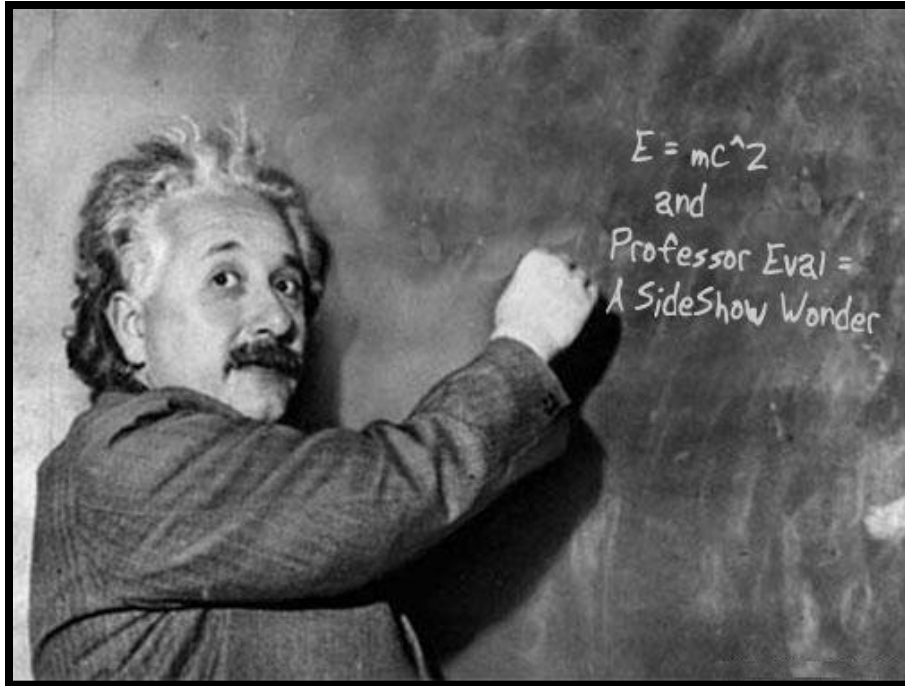
Joie de Vivre Heart :

Karmic Capitalism

By early 2001, JDV was flying high.

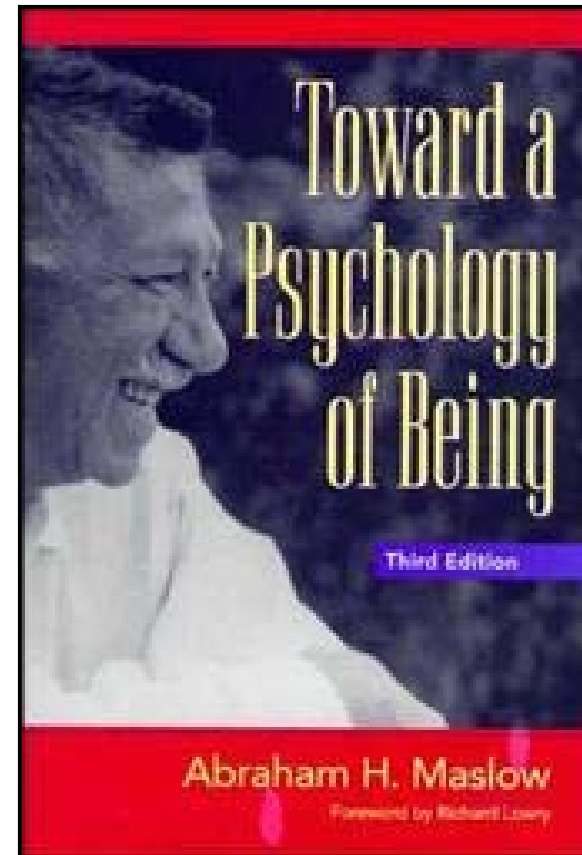
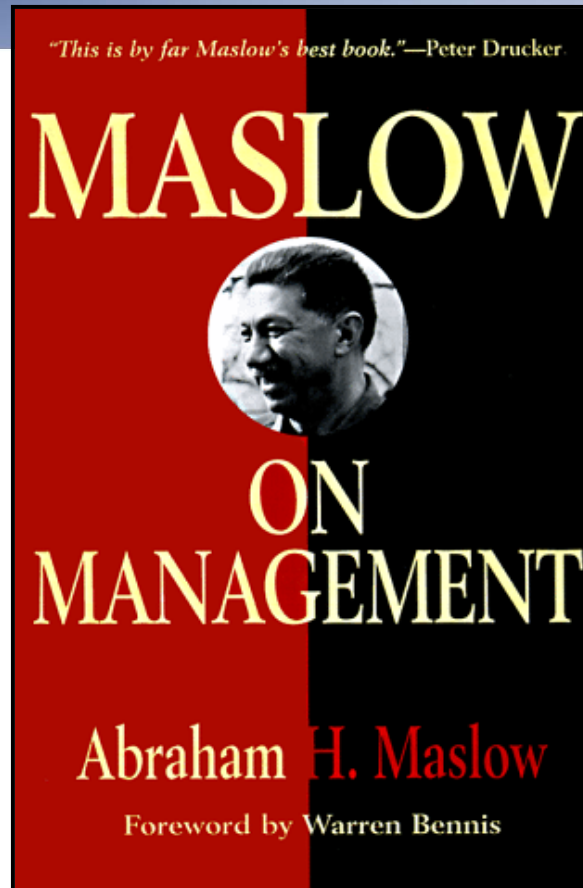






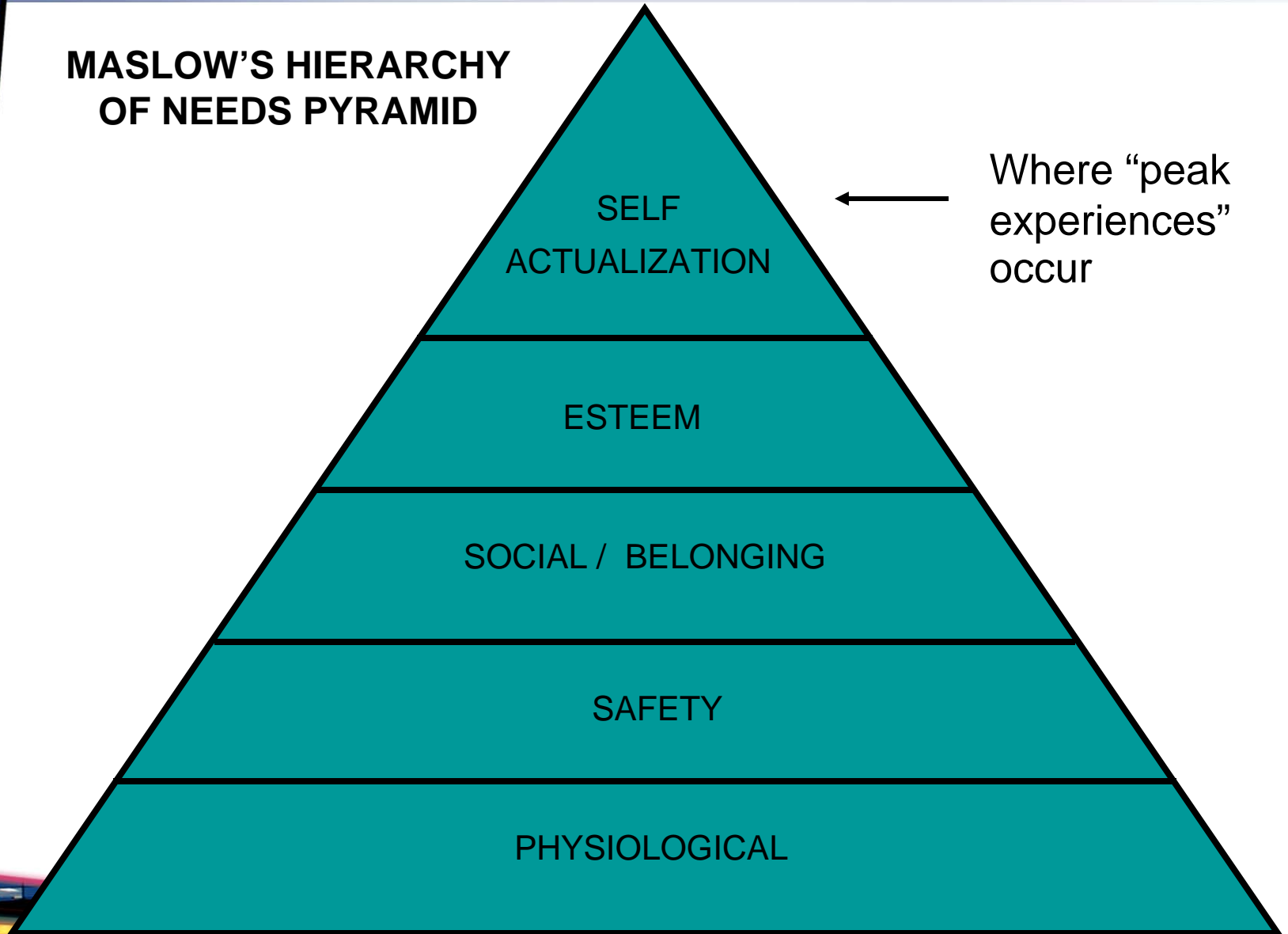






Joie de Vivre = Self Actualization

MASLOW'S HIERARCHY OF NEEDS PYRAMID





If humans aspire to self-actualization, why can't companies  
— which are really just a collection of people —  
aspire to this peak, too?



WHAT DOES A SELF-ACTUALIZED  
COMPANY LOOK LIKE?

A great leader knows how to tap into potential and actualize it into reality.

A great business leader pays attention to the motivations of their employees, customers and investors.



**TRANSFORMATION  
PYRAMID**

TRANSFORM  
(Self-Actualization)

SUCCEED  
(Social /Belonging & Esteem)

SURVIVE  
(Physiological & Safety)

# Employee Pyramid



Which asset does the hotel industry value more?



**EMPLOYEE  
RELATIONSHIP TRUTH**

**CREATES:**

**MEANING**  
(Transform)

*INSPIRATION*

**RECOGNITION**  
(Succeed)

*LOYALTY*

**MONEY**  
(Survival)

*BASE  
MOTIVATION*

**EMPLOYEE  
RELATIONSHIP TRUTH**

**CREATES:**

*CALLING*

**MEANING**  
(Transform)

*INSPIRATION*

*CAREER*

**RECOGNITION**  
(Succeed)

*LOYALTY*

*JOB*

**MONEY**  
(Survival)

*BASE  
MOTIVATION*



# Customer Pyramid



“If I had asked my customers what they wanted, they would have said a faster horse.” - Henry Ford

**CUSTOMER  
RELATIONSHIP TRUTH**

**CREATES:**

MEETS  
UNRECOGNIZED  
NEEDS  
(Transform)

*EVANGELISM*

MEETS DESIRES  
(Succeed)

*COMMITMENT*

MEETS EXPECTATIONS  
(Survival)

*SATISFACTION*



## Investor Pyramid



Transactional investors focus on the milk.  
Relationship investors focus on the cow.

**INVESTOR  
RELATIONSHIP TRUTH**

**CREATES:**

LEGACY  
(Transform)

*PRIDE OF OWNERSHIP*

RELATIONSHIP ALIGNMENT  
(Succeed)

*CONFIDENCE*

TRANSACTION ALIGNMENT  
(Survival)

*TRUST*



**Peak Experiences  
Create  
Peak Performance**

CUSTOMER TRUTH

CREATES:

**Relationship  
Truths  
Pyramid**

Meets  
Unrecognized  
Needs

*Evangelism*

Meets  
Desires

*Commitment*

Meets  
Expectations

*Satisfaction*

EMPLOYEE TRUTH

CREATES:

CREATES:

*Inspiration*

Meaning

Legacy

*Pride of  
Ownership*

*Loyalty*

Recognition

Relationship  
Alignment

*Confidence*

*Base  
Motivation*

Money

Transaction  
Alignment

*Trust*

INVESTOR TRUTH

**Peak Experiences  
Create  
Peak Performance**

CUSTOMER TRUTH

CREATES:

**Relationship  
Truths  
Pyramid**

Meets  
Unrecognized  
Needs

*Evangelism*

Meets  
Desires

*Commitment*

Meets  
Expectations

*Satisfaction*

EMPLOYEE TRUTH

CREATES:

CREATES:

*Inspiration*

Meaning

Developing  
Strong Customer  
Loyalty

Legacy

*Pride of  
Ownership*

3  
Building an  
Enthusiastic Staff

Maintaining a  
Profitable &  
Sustainable  
Business

*Loyalty*

Recognition

Relationship  
Alignment

*Confidence*

2  
Creating a Unique  
Corporate Culture

4

*Base  
Motivation*

Money

Transaction  
Alignment

*Trust*

INVESTOR TRUTH



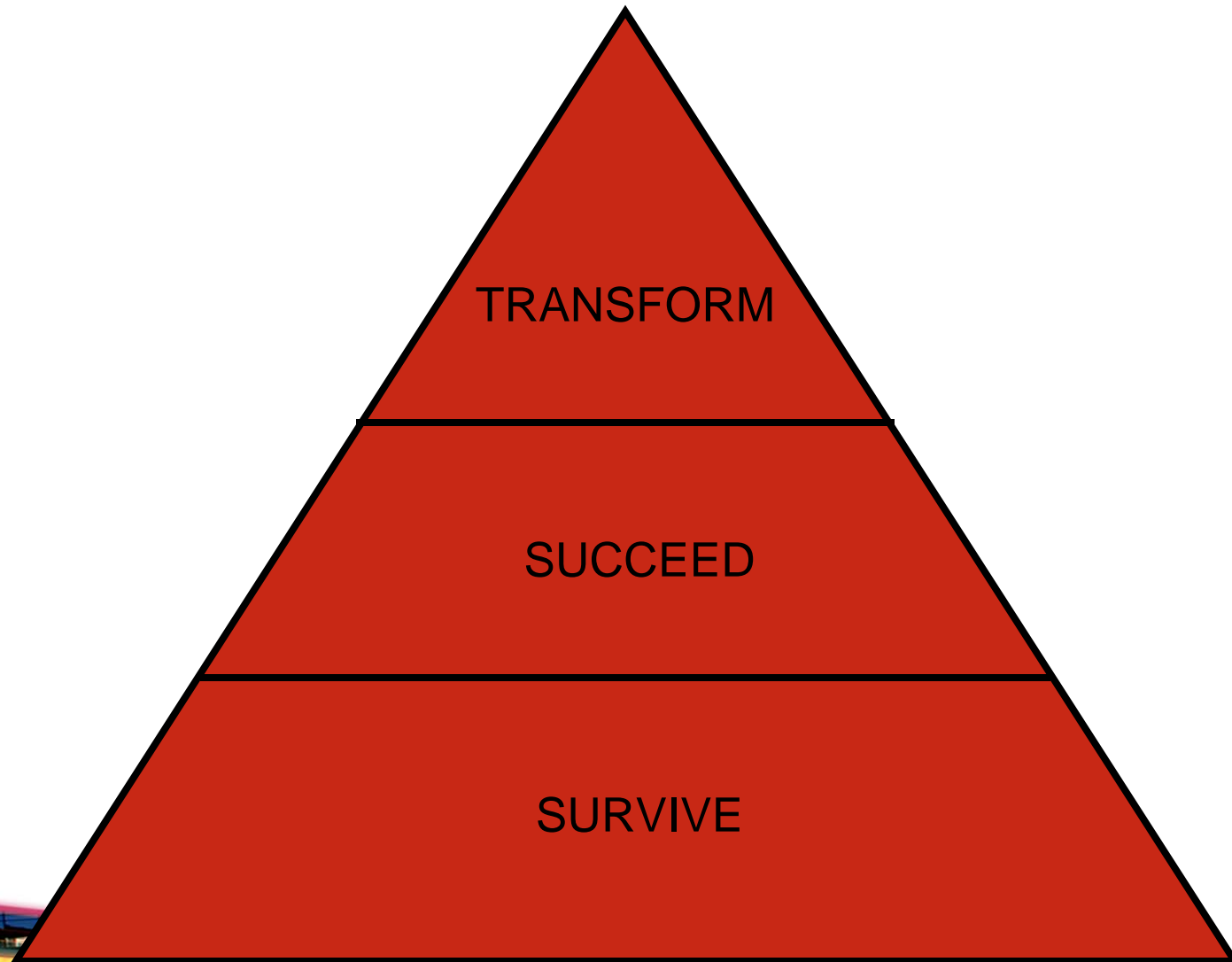
# OTHER PEAK PERFORMING ORGANIZATIONS

Consciously using Maslow...



# Key Lessons for CIO's

1. Consider how much time you spend at various levels of the Transformation Pyramid.





## Michael Stano, JdV's V.P. of I.T.

Transform  
(game changing)

- Revolutionizing our customer facing portal
- Improving the guest on-property experience (Apple Mac Mini in every room)
- Rethink how company shares data/communicates

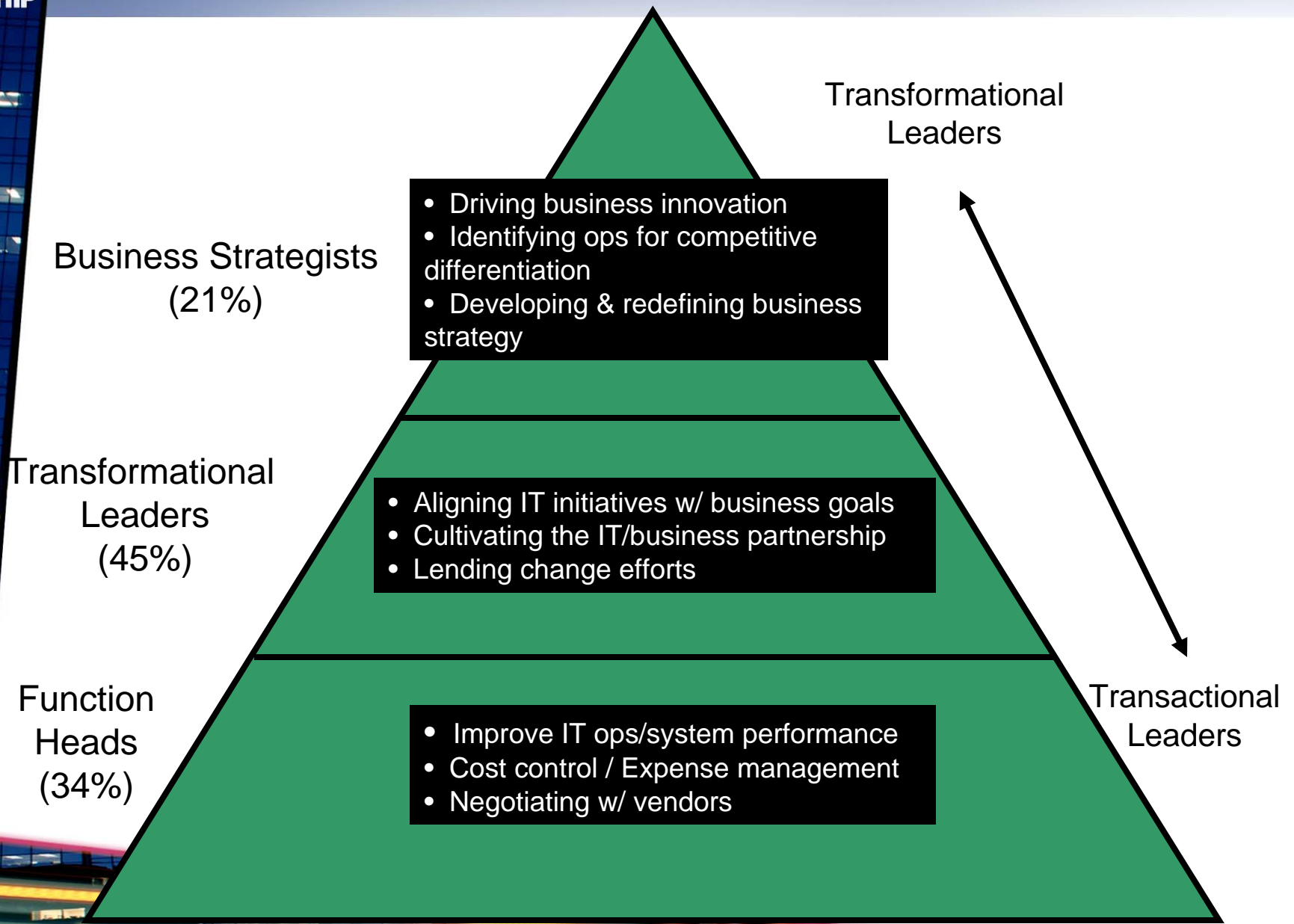
Succeed  
(best practices)

- Higher level of effectiveness through better use of software
- System consolidation & data integration
- Optimizing consumer-facing technologies
- Empowering IT staff & promoting collaboration

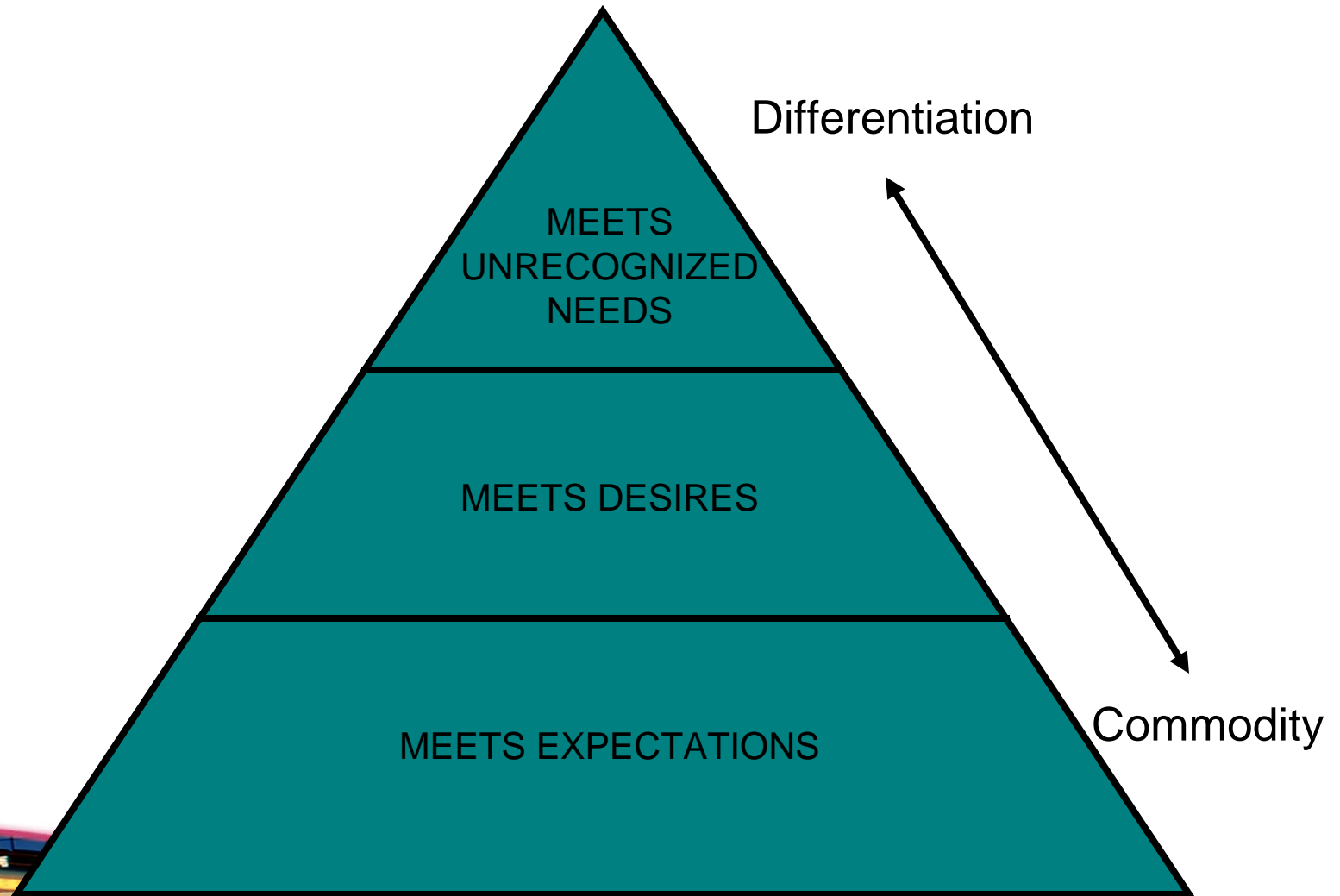
Survival  
(trains running)

- IT service delivery (help desk & training)
- IT Compliancy issues
- IT policy & security management
- IT vendor management

# “State of the CIO Research”



2. Ask yourself “how am I differentiating myself & the company by enabling success through information & technology?”



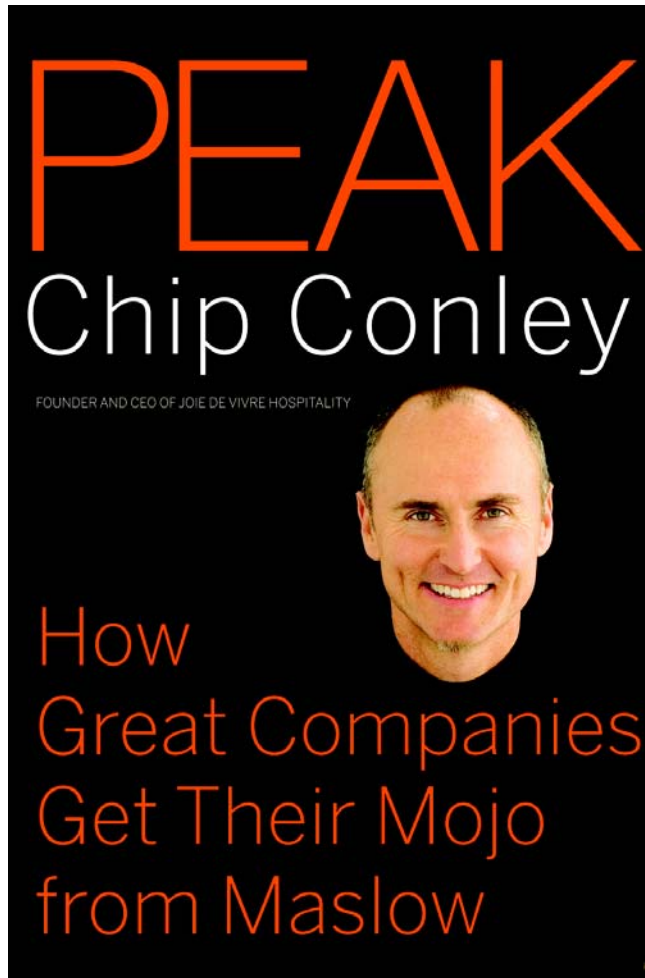


3. Get an “A.” Yes, Alignment is important, but Acceleration is what will carry you into the role of C.O.O. or C.E.O.

- Use technology to accelerate business strategy/execution.
- Enable transformation for others: “make them look good.”
- Be the visionary.
- Don’t forget the most neglected fact in business.

**We’re all human.**

Brush up on your emotional intelligence.



“Creating Peak Experiences Creates Peak Performance.”

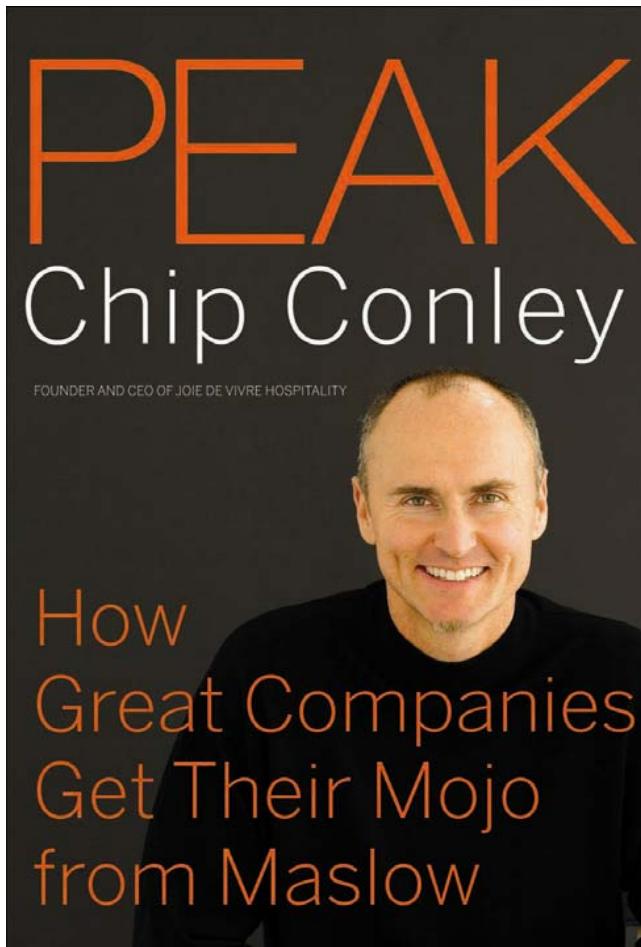
Seek  
the  
Peak

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