



The OC&C Fundex 2019: How was it for you?

Consumers' views on the biggest hospitality
and leisure brands in the US



OC&C
Strategy consultants

uncommon sense

HOW WE DID IT

We surveyed over 40,000 consumers to discover what they really think of 650 of the world's biggest hospitality and leisure brands and how they use them. The study covered the US and 7 major international leisure markets - China, UK, France, Germany, Italy, Poland and Turkey.

By looking at major brands across the wide leisure ecosystem - restaurants and bars, cafés & coffee shops, fast food and food to go, accommodation, cruises, resorts, theme parks, gyms and health clubs, and cinemas - we have delivered the deepest insights to date on what makes for a winning guest experience.

SOME FUN OBSERVATIONS:

- The most fun attraction in the world (or at least of the 8 countries we surveyed) is a French medieval-themed amusement park called Puy du Fou
- The French and Germans have the least fun out of all nationalities we surveyed, and the Americans and Chinese have the most
- Fans of theme parks are more likely to have fun *anywhere* than those that shun roller coasters - even when doing everyday activities like grabbing a coffee
- British and American men claim to have more fun alone than with their partners

...But the resulting data also has a serious side, as it can help businesses work out ways to deliver better experiences for their guests. In fact scoring highly on the OC&C Fundex is a better measure of financial success than the industry's go-to metric of net promoter score.

OC&C FUNDEX HOSPITALITY & LEISURE SUB-SECTORS



THE OC&C FUNDEX IS A STRONG PREDICTOR OF BRAND FINANCIAL PERFORMANCE, EVEN OUTPERFORMING NPS AT THE HIGHEST LEVELS

Global revenue performance vs NPS and OC&C Fundex score



1. Average of LTM or latest available
Source: OC&C Fundex 2019, Euromonitor, Mintel, BvD

04 The OC&C Fundex champions

The polls are in, and the nation has voted. Find out which hospitality and leisure brands are winning in the eyes of their guests.

06 The secret ingredients: how to be a champion

So, how do you get your brand to the top of the leader board? We analyzed the characteristics of our champions to find out what propelled them to the top of the OC&C Fundex.

16 Fun as a fundamental - unlocking the power of fun

Fun should never be viewed as a by-product. An engaging and fun experience is an increasingly powerful way to encourage great reviews, word-of-mouth marketing and repeat visits. We look into the ways in which brands can use this to their advantage, and help us all to have more fun along the way.

Introducing the OC&C Fundex

Asking the right questions

The kids are back from the theme park with their grandparents. Amid the happy faces and souvenir toys, their father cannot wait to hear about their outing.

'What was your average transaction value?' he asks as she scoops them up. 'Would you recommend the service to your friends?'

Strange? Yes. Worrying? Definitely. Yet these are just examples of the various metrics which businesses often focus on when evaluating leisure and hospitality brands. While these stats are valuable, they do not get to the heart of the industry as much as the simple question - and the one we hope our fictional father actually asked...

"How was it?"

"Did you have fun?"

**WELCOME TO THE FIRST EVER OC&C FUNDEX,
WHERE WE ASKED JUST THAT**

We asked visitors to major hospitality and leisure brands around the world what they really think of the brands they are visiting across a wide range of dimensions, including fun. We did this to unpick which brands are delivering winning experiences in the eyes of their guests, and what it is about the best brands that make them guest favorites.

Our research tells us that a wealthy fitness fanatic considers a trip to the gym less enjoyable if she has to lug along a towel. Meanwhile, a student on a budget enjoys a no frills workout much more if he is not shelling out for extras. Our two gym goers are united, however, in their dislike of sweaty running machines - lack of hygiene and quality of basic equipment is a non-negotiable for both.

Evidently, delivering a great experience to guests is not straightforward: a great experience means different things to different consumers. Fortunately, the OC&C Fundex can help us to understand why guests rate some brands highly and others less so, unpicking topics such as how they define 'fun', which elements of the experience they can't do without, and what 'great service' really means in different contexts. As a result, it helps brands target effort and investment in the right places to deliver better results for guests every time.

In this report we present just a snapshot of the data. If you want to know more, just get in touch.



The OC&C

Fundex champions

Congratulations to our OC&C Fundex champions, the nation's favorite hospitality and leisure brands. Here we introduce the top performers across nine leisure sectors and three individual categories. For a full list of brands in the ranking, see pages 24-25. In the meantime, meet the US winners and find out why they topped the list...

Sector winners



Best Restaurant [Cracker Barrel Old Country Store](#)

The full service restaurant comes top in our OC&C Fundex survey thanks to market leading food quality, friendly service and experience.

Learn more on page 11.

Runners-up - [LongHorn Steakhouse](#), [MOD Pizza](#), [The Cheesecake Factory](#)



Best Café & Coffee Shop [Coffee Bean & Tea Leaf](#)

Los Angeles-based indie coffee chain, The Coffee Bean & Tea Leaf, is outperforming its peers - notably on fun, atmosphere and experience. Relaxed, homely interiors are complemented by quick and easy app-based ordering. Innovative digital 'challenges', from social media gift card giveaways to winning beverages through location check-ins, have captured high engagement from experience-seeking Millennials and Gen Z customers.

Learn more on page 15.

Runners-up - [Panera Bread](#), [Tim Hortons](#)



Best Fast Food & Food To Go [Chick-fil-A](#)

Through high food quality, friendly service and cleanliness, Chick-fil-A leads the fast food & food to go market.

Runners-up - [Dairy Queen](#), [Subway](#)



Best Accommodation **Marriott**

Strong ratings on speed of service, helpfulness of staff and a good night's sleep help strengthen Marriott's claim to the top spot for accommodation.

Learn more on page 12.

Runners-up - **Hilton, Hilton Garden Inn**



Best Cruise **Royal Caribbean**

Guests are delighted by the atmosphere, experience and ship facilities.

Runners-up - **Disney Cruise Line, Norwegian Cruise Line**



Best Resort **Disney Vacation Club**

Disney Vacation Club ranks number one due to the quality of accommodation and great atmosphere making it the most fun resort experience in the US.

Runners-up - **Grand Pacific Resorts, Marriott Vacation Club**



Best Theme Park & Attraction **Disney World**

Disney World beats its peers on experience, fun and helpfulness of staff. It also stands out on rides and attractions.

Runners-up - **Universal Studios, Cedar Point**



Best Gym & Health Club **Planet Fitness**

Planet Fitness stands out for atmosphere, friendliness and helpfulness of staff, but also rates highly on convenient locations and gym equipment.

Runners-up - **Equinox Gyms, Gold's gym**



Best Cinema **AMC Theatres**

Friendly, helpful staff and comfortable seats give AMC a blockbuster rating from movie fans.

Runners-up - **Cinemark USA, Cineplex Entertainment**

The secret ingredients: how to be a champion

Our OC&C Fundex champions are all very different - operating in different markets, appealing to different guests, with different areas of strength. They are, however, united by a common approach of delivering great guest experiences. By examining the similarities between winning brands, we have uncovered five secret ingredients needed to become a champion.



CHAMPIONS ACE THE BASICS

There is no universal formula in Hospitality and Leisure - what matters most to guests varies hugely across our sub-sectors - restaurants must have friendly staff, cruises must have great atmosphere, whereas for fast food brands, food quality is essential. Fail to deliver on the core reason your customer is visiting and they will not be back. The champions understand the foundations that good experiences are built on and consistently deliver against them. Top dogs consistently get top marks where it matters.

Leisure businesses cannot thrive if they don't get the basics right. It's amazing how many don't.



EVERYBODY LOVES ME, BABY

Our champion brands all stand for something. They have anchored their brand and experience around a core part of the market that they can call their own, whether it be a particular product, occasion or type of guest. But focus is not enough - the true champions have also created a huge breadth of appeal around this core focus. It's a neat trick, that isn't easy to pull off.



SO YOU THINK YOU'RE SPECIAL...?

Visits to champion brands are distinctive, they really stand out from the crowd. There is something about the proposition which adds a little extra to the experience - sights, sounds, smells, things to do, or even just the feel of the place. There are many different ways to do be more distinctive - one is to be more fun. By delivering engaging team and décor, by encouraging guests to try new things, or just by providing things to talk about and share on Instagram, being more fun can really help make the experience distinctive, memorable and sharable.

A truly great experience is built around something distinctive, authentic, sharable and memorable.



WELCOME TO THE MACHINE

Putting on a great show requires the right equipment and a well-drilled support crew - and the same is true of would-be leisure champion brands wanting to make the final cut. A fantastic customer experience needs a great operating model to deliver it. This means creating a platform that creates genuine advantage by putting the guest experience at its heart, while making it easier for teams to deliver the experience consistently. And hopefully makes more money in the process.

Many of the winning restaurants and hotels have developed clearly advantaged operating models that deliver great experiences, consistently.



REPEAT, REPEAT, REPEAT

No brand can survive without customers coming back for more. For cinemas, this might involve a loyalty programme or having the comfiest seats; for restaurants, it could be a constantly evolving menu that feels healthy enough to go every week. While the building blocks for repeatability are to have the memorable, distinctive and consistently delivered experience discussed above, this is only part of the story. Innovation often has a critical role to play in bringing guests back, but so do more fundamental aspects such as good value, accessibility, ease and consistency.

In a world where newer generations are less brand loyal, encouraging repeatability through careful design of the guest experience is more important than ever.

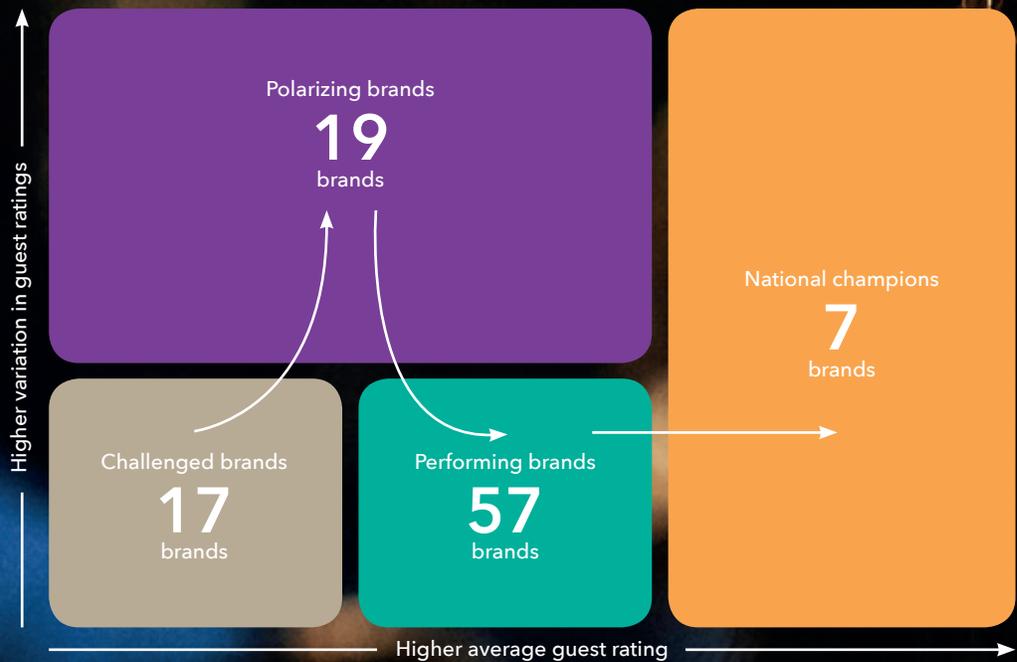


FROM CHALLENGED TO CHAMPION

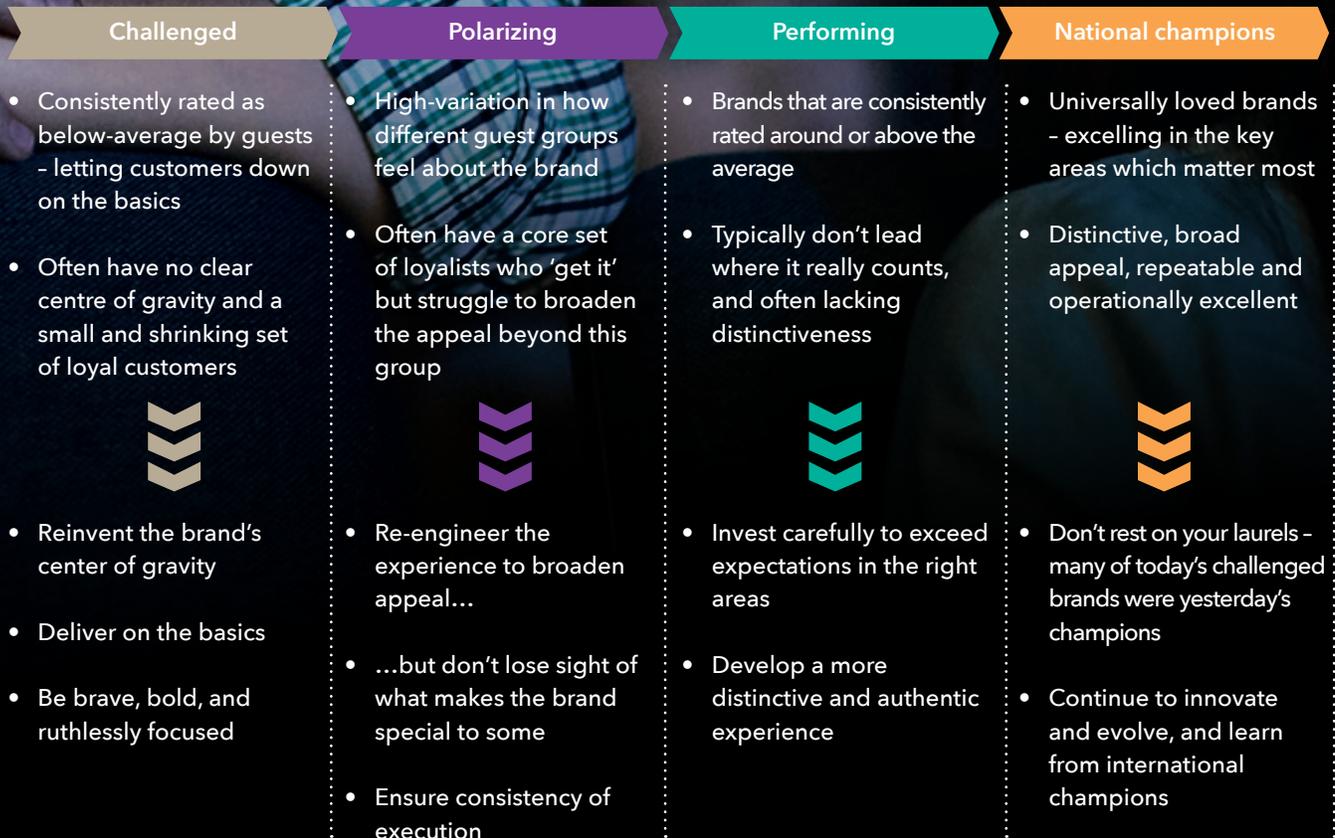
The OC&C Fundex can help determine how guests feel about a brand today in order to plot a new course to move from challenged to champion.

「 The OC&C Fundex
helps to plot a new
course to move
from challenged to
champion 」

THE OC&C FUNDEX HELPS TO UNDERSTAND BROAD CUSTOMER SENTIMENT TOWARDS A BRAND IN ORDER TO PLOT THE BEST PATH TO FUTURE GROWTH



BRAND STRATEGIC ROADMAP





Cracker Barrel's strong ratings are supported by its off-premise and merchandise sales – helping the brand expand its revenue streams

Distinctive dining

Best Casual Dining Restaurant

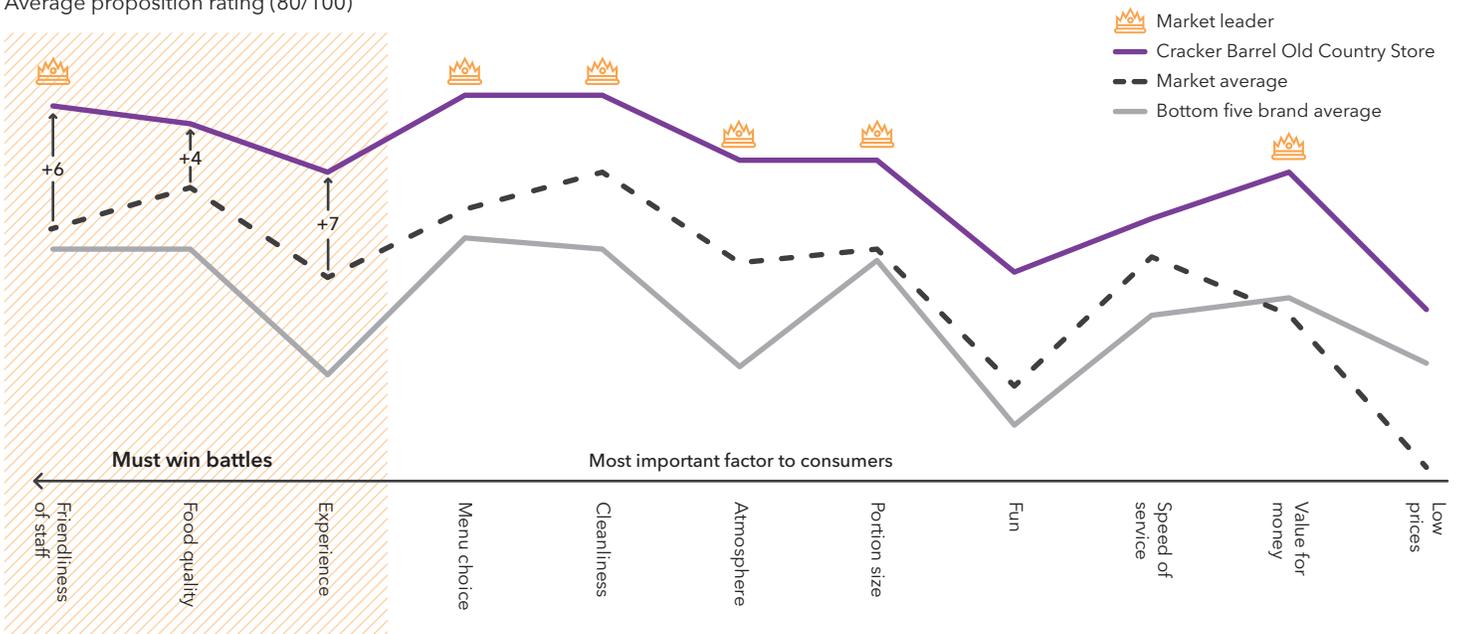


The OC&C Fundex shows that friendliness of staff is the single most important thing to restaurant goers, and Cracker Barrel not only came top for friendly staff, but also for other KPCs such as menu choice, cleanliness and atmosphere. These strong ratings are supported by its off-premise and merchandise sales – helping the brand expand its revenue streams.

In addition to nailing the basics, the brand excels at broadening its target demographic. Spotlight music program, grassroots community programs and targeted advertising campaigns enable Cracker Barrel to attract Millennials. Also, it continues to keep the menu interesting for the regulars with new items such as biscuit French toast, biscuit pot pie, and loaded hash brown casserole, although they know they can always fall back on old favorites such as the Chicken n’ Dumplings.

CRACKER BARREL OLD COUNTRY STORE BRAND RATINGS

Average proposition rating (80/100)



Source: OC&C Fundex 2019

Winning the pillow fight

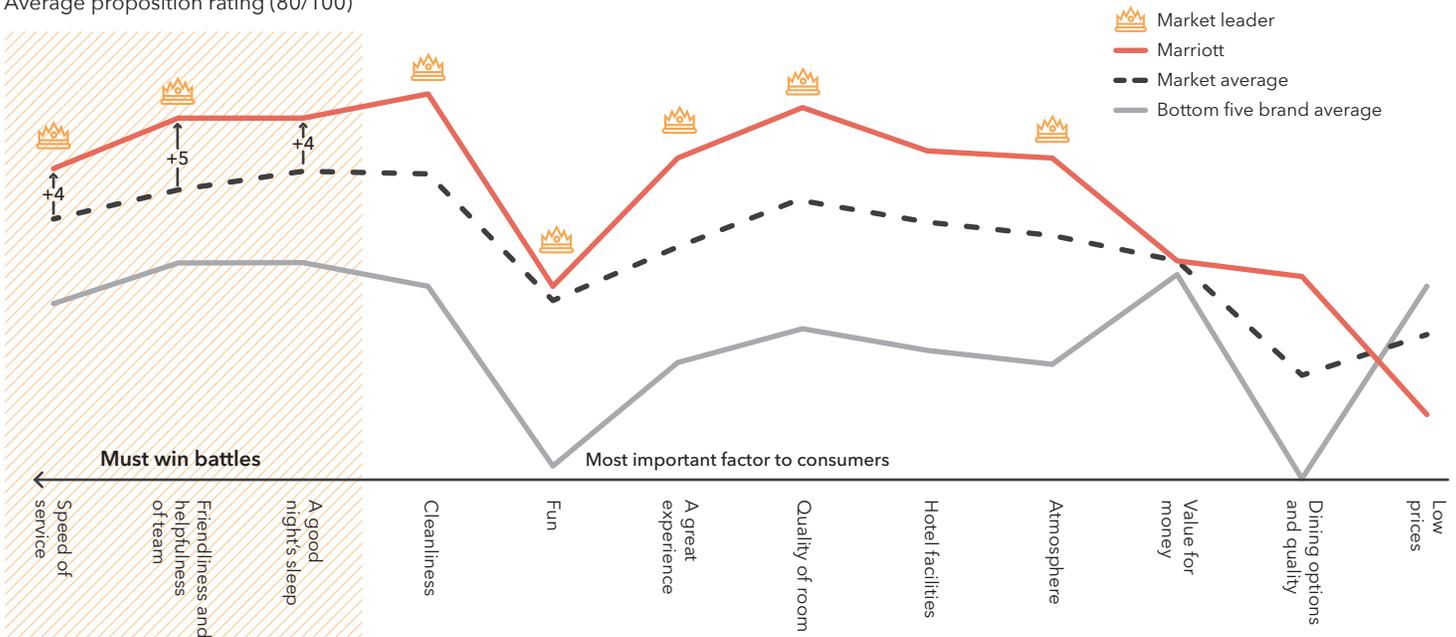
Best Accommodation Brand



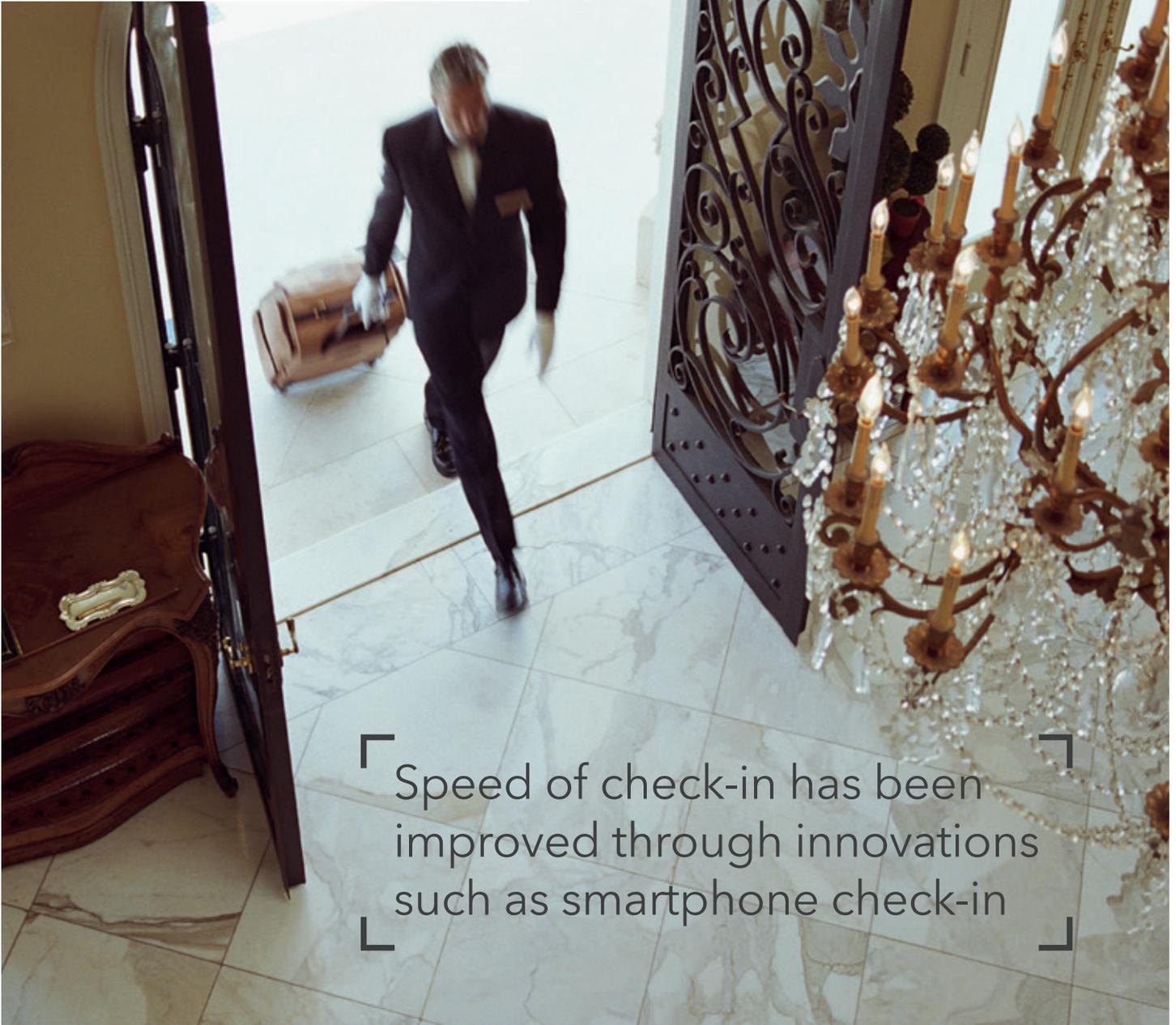
Marriott delivers on what matters most to guests. For example, speed of check-in has been improved through innovations such as smartphone check-in. Moreover, Marriott focuses on improving guest experiences through real-time social media command centers. If the company realizes via social media that a guest is celebrating an anniversary or engagement, it finds ways to entertain the guest by gifting a special celebration cake or a bottle of champagne.

MARRIOTT BRAND RATINGS

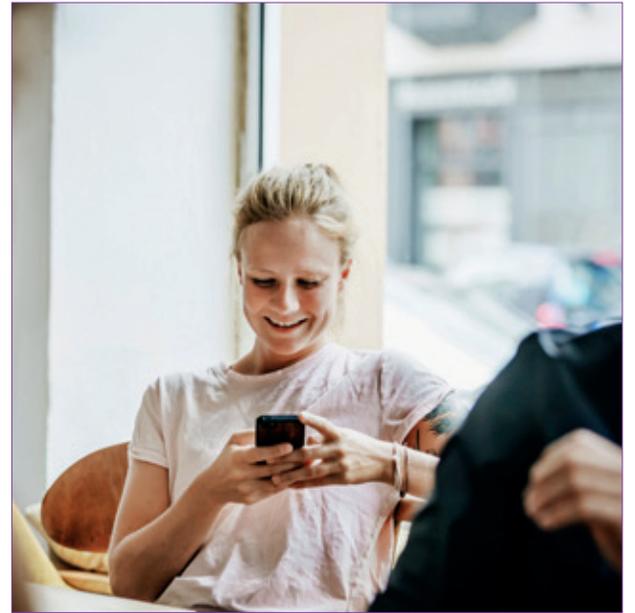
Average proposition rating (80/100)



Source: OC&C Fundex 2019



「 Speed of check-in has been improved through innovations such as smartphone check-in 」



「 The Coffee Bean & Tea Leaf is outperforming its peers - notably on fun, atmosphere and experience 」

The king of coffee beans

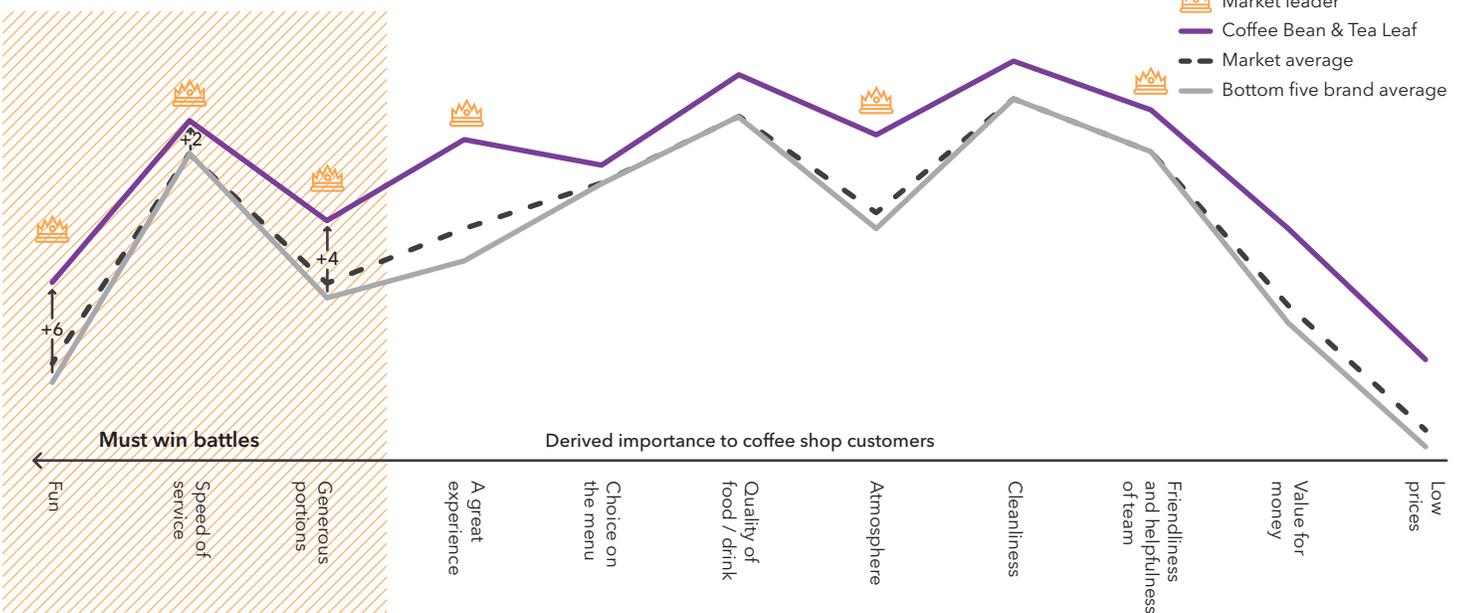
Best Café & Coffee Shop



Los Angeles-based indie coffee chain, The Coffee Bean & Tea Leaf, is outperforming its peers - notably on fun, atmosphere and experience. Relaxed, homely interiors are complemented by quick and easy app based ordering. Innovative digital 'challenges', from social media gift-card giveaways to winning beverages through location check-ins, have captured high engagement from experience-seeking Millennials and Gen Z customers.

MOST IMPORTANT FACTOR TO CONSUMERS

Average proposition rating (78/100)



Source: OC&C Fundex 2019

Fun as a fundamental...unlocking the

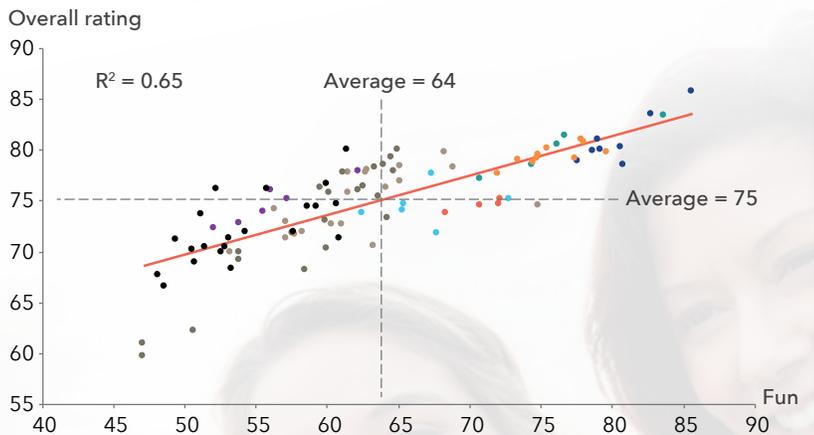
The benefits of being a fun leisure brand are multiple: from repeat to recommendation.

Guests are more likely to give positive reviews, recommend a brand to their family and friends, and share on social media if they had a fun time. Creating a fun experience can also encourage repeat visits, providing a useful way for brands to drive loyalty and habitual use in a world where younger guests are visiting a wider selection of brands, and value-led marketing is becoming less effective.

Sure, fun is less important for some brands. Marriott and Chick-fil-A for example are all rated highly overall, but score pretty low in the fun stakes. Fun is also on average less important to some sectors, such as Restaurants & Pubs, Gyms & Health Clubs, and Fast Food & Food To Go, although even in these sectors brands like Equinox Gyms and MOD Pizza are dialling up fun as one of the ways they can stand out a little from the crowd. But for some outings, such as to theme parks or coffee shops, fun can even be one of the most important things guests look for when deciding where to visit.

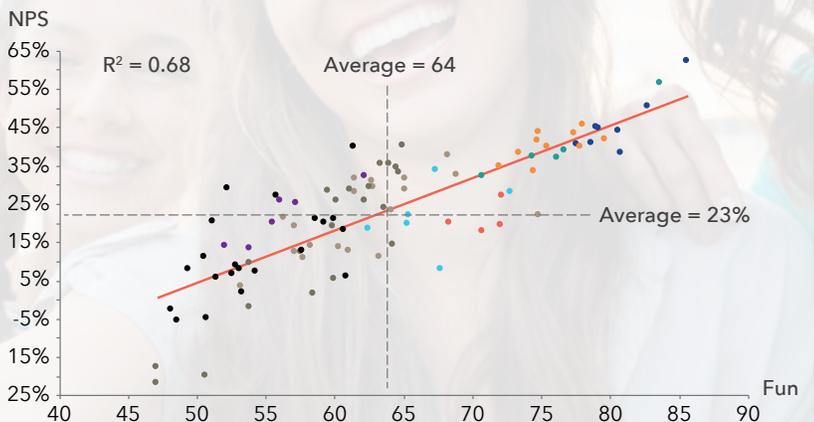
RANKING HIGHLY ON FUN TRANSLATES NOT ONLY TO A HIGH RATING OVERALL...

Fun vs overall rating (/100)



...BUT ALSO HIGH NET PROMOTER SCORE

Fun vs NPS



- Theme Parks
- Holiday Parks
- Cruising
- Pub & Restaurant
- Gyms & Health Clubs
- Cinemas
- Accommodation
- Café & Coffee Shop
- Fast Food & Food To Go

power of fun

US WINNERS ON FUN RATING BY CATEGORY



Accommodation



Cruise



Resort



Theme park



Gyms & Health Clubs



Cinema



Pub & Restaurant



Fast Food & Food To Go



FUN FACT



Five simple ways to be more fun

Fun means different things to different people, so deciphering what people mean by 'fun' can be tricky.





A good place to start is to see what we can learn from the consumers who have the most fun:



Hang out with the right people (and work on your relationship...)

People who spend time with young children have more fun than any other group of people, with friends and other family coming in second and third. People spend more time with their partners than any other group, but typically don't have a lot of fun with them!



Act like a Millennial

Despite reaching the world of work at the height of the financial crisis, Millennials have shaken it off and - according to the OC&C Fundex - are having the most fun. On the other hand, Baby Boomers tend to have the least fun despite being more likely to visit better-rated brands.



Take a risk

Those of us open to trying new experiences have more fun than creatures of habit, even having more fun when doing everyday activities like visiting coffee shops and restaurants. They are also more likely to have more fun when visiting places we go less often, like visiting theme parks.



Choose carefully...

Worrying about the bill is a clear fun-killer. It is a lot easier to relax and have fun if you are not spending the evening worrying about the cost of that Chablis the waiter recommended. Choosing the right bottle of wine, or even the right place to visit for the occasion is important to having a fun time.



...but don't penny pinch

Bargain seekers who are fixated on getting the best deal generally have the least fun, while lazier consumers seeking convenience have a little more fun. Those who are willing to focus on experience have the most.



Boys just wanna have fun (on their own)

The OC&C Fundex allows us to delve deep into people's attitudes to fun and sometimes throws up some surprising insights into our relationships:

- US consumers enjoy spending time with friends more than any other nation although they do it the least.
- Also, they have more fun with their partners than their European counterparts, and also are more comfortable having fun on their own.
- Men generally have less fun than women when spending time with their partners. China is an outlier here where men claim to have more fun with their partners than vice versa.
- American and British men even claim to have more fun alone than with their partners!

	Men 	Women 
1	Young families	Young families
2	Friends	Friends
3	Other family	Other family
4	Work colleagues	Partner
5	On my own	Work colleagues
6	Partner	On my own

Less Fun ↓

	Men 	Women 
1	Young families	Young families
2	Friends	Other family
3	Other family	Friends
4	On my own	Work colleagues
5	Work colleagues	Partner
6	Partner	On my own

Less Fun ↓

	Men 	Women 
1	Partner	Young families
2	Young families	On my own
3	On my own	Partner
4	Friends	Friends
5	Other family	Other family
6	Work colleagues	Work colleagues

Less Fun ↓

Most fun...



Least fun...



And the most fun country is...

The OC&C Fundex not only reveals which people are having the most fun, but also which countries. The data can help explain why the French and Germans appear to have a lot less fun than Americans and the Chinese.

Along with Germany and the UK, the French are a nation of bargain hunters. On the other hand, the Chinese seek out better or more convenient experiences rather than the best deals.

Then there is the question of who they spend time with. The French have less fun spending time with their partners than any other country, despite spending the most time with them. The Germans spend more time on their own, and don't have fun when doing so. Conversely, the Chinese find hanging out with their partners more fun than any other nation, although they do this the least (perhaps this is the secret!).



Unlocking the power of fun

So fun is important. But what should you do if the OC&C Fundex reveals that your brand is lacking the fun factor? The following steps are a good start to developing a fun strategy.



Keep it fresh

Guests typically have more fun if they can get away from more mundane, everyday experiences and try something new. Brands can use this to their advantage by encouraging guests to be a little more adventurous in their choices. Innovation in the offer has a strong role to play in this, but how options are priced and presented to guests can make a big difference too.



Make it shareable

Although there is no single way to create fun, much of it comes from the people you are with. Fun brands understand this, and provide an environment that brings people together and gets them talking (and Instagramming). The guest experience will often be scattered with 'fun-hooks', all designed to keep the conversation going.

Carnival Cruise Lines are the cruise line of choice for the more fun and adventurous – an on-board water park, a wide choice of places to eat, adventure tours for adrenaline junkies.

Disney World has special walls that attract guests who want to share their experiences on social media.

The most fun brands have strong committed teams that are fully bought-in to what the brand represents



Fun is a team sport

The most fun brands have strong committed teams that are fully bought into what the brand represents. This has to be genuine; you cannot make up for poor service with gimmicks. Whether the team are creating the fun or merely facilitating it, the experience is written into the DNA of the team and how they interact with guests.

Equinox gyms discuss the latest fitness fads with customers.



Beware of the fun-killers

Our research suggests there are some clear fun killers. Very slow service, poor or inconsistent standards or poor value for money are just a few. It is hard to expect your guests to have fun if they are waiting in line for a table, worrying about the bill or having to visit dirty toilets. Fail on just one of these and the whole thing can collapse.

Are you guilty of these fun failures?



Poor value for money

Your restaurant serves great tasting food, but your pricing doesn't communicate good value for money.



Speed of service

You run one of the fastest roller coasters in the world, but the lines are dull and last two hours.



Hygiene

Your gym boasts the latest fitness technology, but the changing rooms smell.

The US OC&C Fundex 100

Below is a just a snapshot of our OC&C Fundex results, organized in order of overall rating. We have also given an indication of how much fun guests had when visiting them. Get in touch if you would like more information on the US brands or to see the list of international brands.

Top third for fun
Middle third for fun
Bottom third for fun

Rank	Brand	Sub-sector	Fun rating
1	Disney World	Theme Parks	Green
2	Universal Studios	Theme Parks	Green
3	Disney Vacation Club	Resorts	Green
4	Grand Pacific Resorts	Resorts	Green
5	Cedar Point	Theme Parks	Green
6	Royal Caribbean	Cruising	Green
7	Disney Cruise Line	Cruising	Green
8	Marriott Vacation Club	Resorts	Green
9	Islands of Adventure	Theme Parks	Green
10	Norwegian Cruise Line	Cruising	Green
11	Marriott	Accommodation	Amber
12	Knott's Berry Farm	Theme Parks	Green
13	Chick-fil-A	Fast Food & Food To Go	Amber
14	Seaworld	Theme Parks	Green
15	Carnival Cruise Line	Cruising	Green
16	Cracker Barrel Old Country Store	Pub & Restaurant	Green
17	Celebrity Cruises	Cruising	Green
18	Hilton	Accommodation	Amber
19	Oceania Cruises	Cruising	Green
20	Seabourn Cruise Line	Cruising	Green
21	Cunard	Cruising	Green
22	Busch Garden	Theme Parks	Green
23	Holland America Cruises	Cruising	Green
24	Six Flags	Theme Parks	Green
25	Hilton Garden Inn	Accommodation	Amber
26	Royal Holiday Resorts	Resorts	Green
27	Cheesecake Factory, The	Pub & Restaurant	Amber
28	Courtyard by Marriott	Accommodation	Amber
29	MOD Pizza	Pub & Restaurant	Green
30	LongHorn Steakhouse	Pub & Restaurant	Amber
31	Coffee Bean & Tea Leaf, The	Café & Coffee Shop	Amber
32	Hyatt	Accommodation	Amber
33	Outback Steakhouse	Pub & Restaurant	Amber
34	DoubleTree by Hilton	Accommodation	Amber
35	Red Lobster	Pub & Restaurant	Amber
36	Planet Fitness	Gyms & Health Clubs	Green
37	Princess Cruises	Cruising	Green
38	Wyndham Resorts	Resorts	Green
39	Shake Shack	Pub & Restaurant	Amber
40	Dairy Queen	Fast Food & Food To Go	Amber
41	Holiday Inn Express	Accommodation	Amber
42	Hampton by Hilton	Accommodation	Amber
43	Blaze Pizza	Accommodation	Amber

Rank	Brand	Sub-sector	Fun rating
44	Subway	Fast Food & Food To Go	Red
45	Arby's	Fast Food & Food To Go	Red
46	Fairfield Inn	Accommodation	Amber
47	Panera Bread	Café & Coffee Shop	Red
48	Sheraton	Accommodation	Amber
49	Olive Garden	Pub & Restaurant	Amber
50	Holiday Inn	Accommodation	Amber
51	AMC Theatres	Cinemas	Green
52	Equinox Gyms	Gyms & Health Clubs	Green
53	Tim Hortons	Café & Coffee Shop	Red
54	Potbelly Sandwich Shop	Fast Food & Food To Go	Amber
55	Cinemark USA	Cinemas	Green
56	Gold's Gym	Gyms & Health Clubs	Amber
57	Hooters	Pub & Restaurant	Green
58	Cineplex Entertainment	Cinemas	Green
59	Five Guys Burgers and Fries	Fast Food & Food To Go	Amber
60	Chipotle Mexican Grill	Fast Food & Food To Go	Red
61	Jimmy John's Gourmet Sandwiches	Pub & Restaurant	Red
62	LA Fitness	Gyms & Health Clubs	Amber
63	Au Bon Pain	Café & Coffee Shop	Red
64	24 Hour Fitness	Gyms & Health Clubs	Amber
65	Regal Entertainment Group	Cinemas	Green
66	Wendy's	Fast Food & Food To Go	Red
67	Radisson Blu	Accommodation	Amber
68	Best Western	Accommodation	Amber
69	Pret a Manger	Fast Food & Food To Go	Red
70	Starbucks	Café & Coffee Shop	Red
71	Applebee's	Pub & Restaurant	Amber
72	Chili's Grill & Bar	Pub & Restaurant	Amber
73	Dunkin' Donuts	Café & Coffee Shop	Red
74	Panda Express	Fast Food & Food To Go	Red
75	Waffle House	Pub & Restaurant	Red
76	Pizza Hut	Fast Food & Food To Go	Red
77	La Quinta Inns & Suites	Accommodation	Red
78	Life Time Fitness	Gyms & Health Clubs	Green
79	Ruby Tuesday	Pub & Restaurant	Red
80	Popeyes Louisiana Kitchen	Fast Food & Food To Go	Red
81	IHOP	Pub & Restaurant	Red
82	SONIC Drive-In	Fast Food & Food To Go	Amber
83	KFC	Fast Food & Food To Go	Red
84	TGI Fridays	Pub & Restaurant	Amber
85	Domino's	Fast Food & Food To Go	Red
86	Papa John's	Fast Food & Food To Go	Red
87	Clarion Hotel	Accommodation	Amber
88	Little Caesars	Fast Food & Food To Go	Red
89	Comfort Inns & Suites	Accommodation	Red
90	Taco Bell	Fast Food & Food To Go	Red
91	Denny's	Pub & Restaurant	Red
92	Quality Inns & Suites	Accommodation	Red
93	Hardee's	Fast Food & Food To Go	Red
94	Jack in the Box	Fast Food & Food To Go	Red
95	Ramada	Accommodation	Red
96	Burger King	Fast Food & Food To Go	Red
97	McDonald's	Fast Food & Food To Go	Red
98	Days Inn	Accommodation	Red
99	Super 8	Accommodation	Red
100	Motel 6	Accommodation	Red

Next steps: your OC&C Fundex checklist

As well as the broad themes covered in this report, the OC&C Fundex offers actionable business insights tailored to individual brands.

To find out if you could benefit from this, run through this checklist in your next team meeting:

- Do you really know who your customers are and what they find important?
- Are you delivering sufficiently well on the basics?
- Are you investing in the right parts of your proposition and guest experience?
- Is your brand positioning genuinely distinctive? Do your guests agree?
- Is your appeal sufficiently broad? Are you leaving demand unserved?
- Is your operating platform giving you genuine advantage?
- Is your proposition working hard enough to encourage guests to come back for more?
- Are your guests having fun? Can you use fun to greater advantage?

If you've answered 'no' to any of the above - or would just like to find out more - our team would be delighted to hear from you.

We'd love to help you become our next **champion!**





John Franklin

John is an Associate Partner in our Leisure team in New York. He focuses on Hotels, Resorts, Cruise and Restaurants.

Nicholas Farhi

Nicholas is a Partner in our New York office with broad experience across the Leisure sector, including Cruise, Hotels and Resorts.

David Foster

David is an Associate Partner in our Leisure team, and global OC&C Fundex lead. He particularly focuses on the Restaurants & Pubs, Holiday Park, and Entertainment sectors.

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