PEAK

Moving from "Survive" to "Thrive": Learning from the Past to Improve Your Future

Chip Conley
Founder & CEO
Joie de Vivre
“We deal with disappointing and depressing experiences each day of our lives. Rest assured that these difficult times are your opportunity to grow and to learn more advanced strategies in order to scale your next mountain more quickly.”

- Michelle C. Ustaszeski, author of *Scaling Life’s Mountains*
Life, and business, is all about where you pay your attention.
Just as people experience varying levels of fulfillment...
...so do companies.
My calling in life?

Create Joie de Vivre!
You are... where you sleep.
Boutique hotels are mirrors for the aspirations of their customers and create an “Identity Refreshment”

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.
Creating a Unique Corporate Culture

Building an Enthusiastic Staff

Developing Strong Customer Loyalty

Maintaining a Profitable & Sustainable Business

Creating a Unique Corporate Culture

Joie de Vivre Heart : Karmic Capitalism

“Service Profit Chain”
By early 2001, JDV was flying high.
E = mc^2
and
Professor Eval = A SideShow Wonder
Joie de Vivre = Self Actualization

Where “peak experiences” occur
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 deeply understands the motivations of their employees, customers and investors.
A COMFORTABLE AND CLEAN BED
A QUIET AND SAFE ROOM
RESPONSIVE STAFF SERVICE
FEELING LIKE A VIP
IDENTITY REFRESHMENT

PHYSICAL
SAFETY
SOCIAL/BELONGING
ESTEEM
SELF ACTUALIZATION
IDENTITY REFRESHMENT

HOTEL HIERARCHY OF NEEDS PYRAMID
Which asset does the hotel industry value more?
MONEY
(Survival)

RECOGNITION
(Succeed)

MEANING
(Transform)

EMPLOYEE RELATIONSHIP TRUTH

CREATES:
BASE MOTIVATION
LOYALTY
INSPIRATION
EMPLOYEE RELATIONSHIP TRUTH

- BASE MOTIVATION
  - MONEY
    - Survival
  - RECOGNITION
    - Succeed
  - CALLING
    - Transform
- INSPIRATION
- LOYALTY
“If I had asked my customers what they wanted, they would have said a faster horse.”  Henry Ford
CUSTOMER RELATIONSHIP TRUTH

MEETS EXPECTATIONS (Survival)

MEETS DESIRES (Succeed)

MEETS UNRECOGNIZED NEEDS (Transform)

CREATES:

SATISFACTION

COMMITMENT

EVANGELISM
Investor Pyramid

Transactional investors focus on the milk.
Relationship investors focus on the cow.
INVESTOR RELATIONSHIP TRUTH

CREATES:

PRIDE OF OWNERSHIP

CONFIDENCE

TRUST

LEGACY
(Transform)

RELATIONSHIP ALIGNMENT
(Succeed)

TRANSACTION ALIGNMENT
(Survival)

INVESTOR RELATIONSHIP TRUTH
Peak Experiences Create Peak Performance

CREATES:
- Inspiration
- Loyalty
- Recognition
- Money
- Base Motivation

Employee Truth Pyramid
- Money
- Recognition
- Meaning
- Loyalty
- Base Motivation

Employee Truths
- Money
- Recognition
- Meaning
- Loyalty
- Base Motivation

CUSTOMER TRUTH
- Meets Expectations
- Meets Desires
- Meets Unrecognized Needs

CUSTOMER TRUTHS Pyramid
- Peak Experiences
- Create
- Peak Performance
- Relationship
- Truths

INVESTOR TRUTH
- Transaction Alignment
- Relationship Alignment
- Legacy

INVESTOR TRUTHS Pyramid
- Money
- Recognition
- Meaning
- Loyalty
- Base Motivation

Relationship Truths Pyramid
- Money
- Recognition
- Meaning
- Loyalty
- Base Motivation

Relationship Truths
- Money
- Recognition
- Meaning
- Loyalty
- Base Motivation

CREATES:
- Evangelism
- Commitment
- Satisfaction
- Pride of Ownership
- Confidence
- Trust

Creating a Unique Corporate Culture
- Developing Strong Customer Loyalty
- Building an Enthusiastic Staff
- Maintaining a Profitable & Sustainable Business
- Creating a Unique Corporate Culture

INVESTOR TRUTH
- Transaction Alignment
- Relationship Alignment
- Legacy

INVESTOR TRUTHS Pyramid
- Money
- Recognition
- Meaning
- Loyalty
- Base Motivation

INVESTOR TRUTH
- Money
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“Creating Peak Experiences Creates Peak Performance.”

Conventional wisdom is wrong: (1) money isn’t the primary motivator for employees; (2) customers don’t stay loyal when purely “satisfied”; and (3) many investors have needs beyond ROI. Loyalty is created at the peak of each pyramid.
What is my lesson during this downturn?

Emotional Equations™
Despair = Suffering - Meaning
Calling =

Pleasure

Pain
HAPPINESS = \frac{Wanting What You Have}{Having What You Want}

HAPPINESS = \frac{Gratitude}{Gratification}
Seek the Peak

www.chipconley.com

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