

# PEAK

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

Chip Conley

Founder & CEO

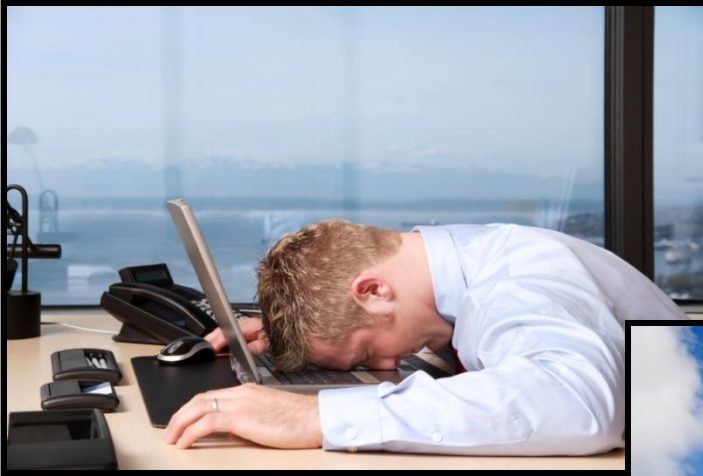
Joie de Vivre

“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. Ustaszewski, 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...

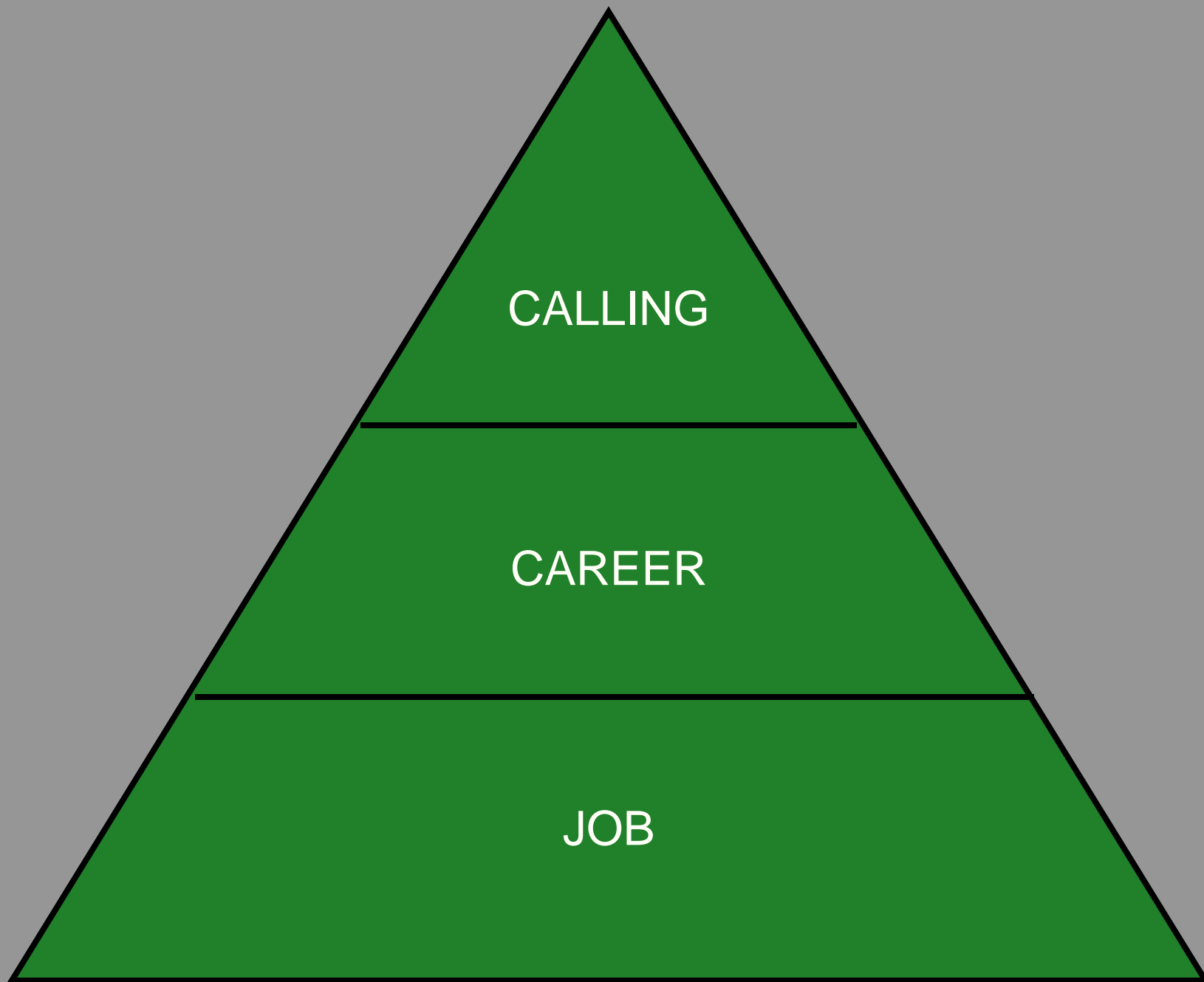




...so do companies.





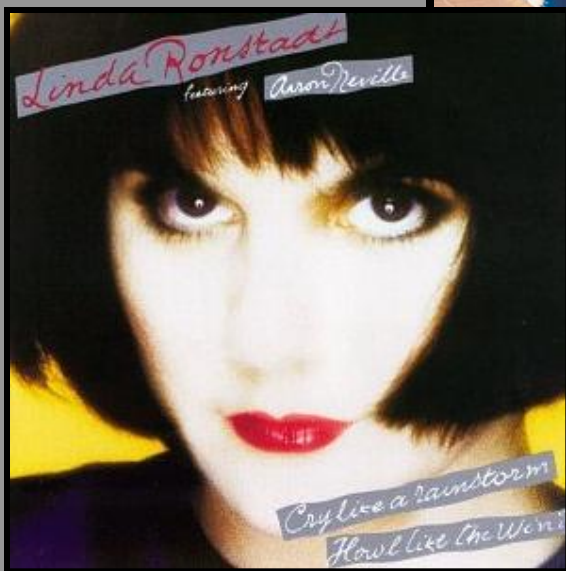
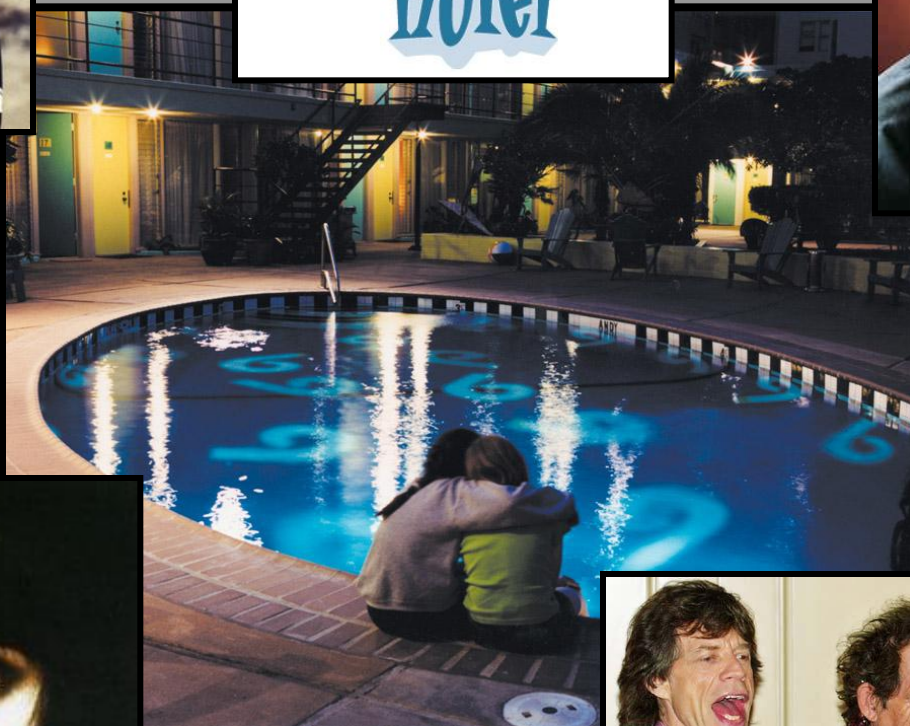
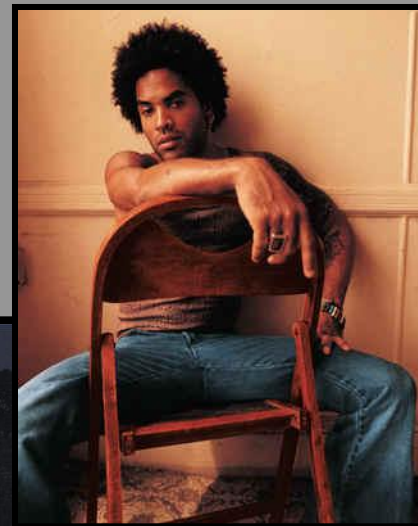
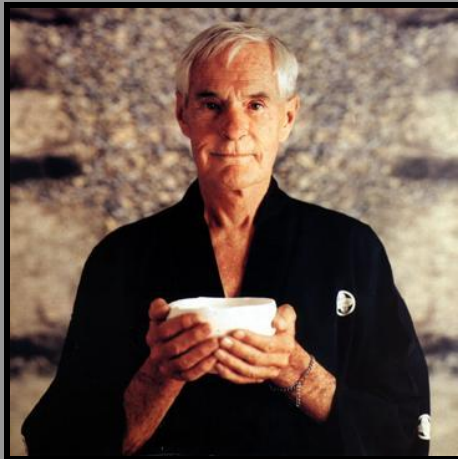




My calling in life?



Create Joie de Vivre!







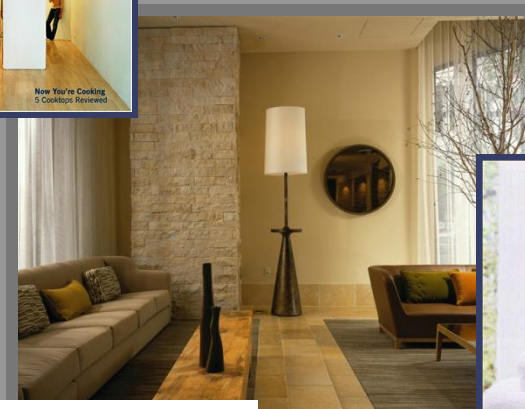
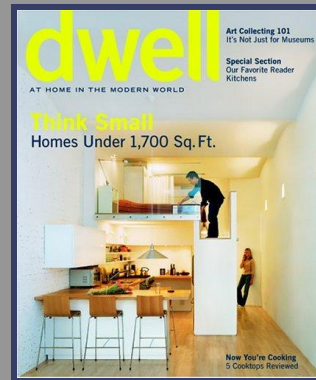
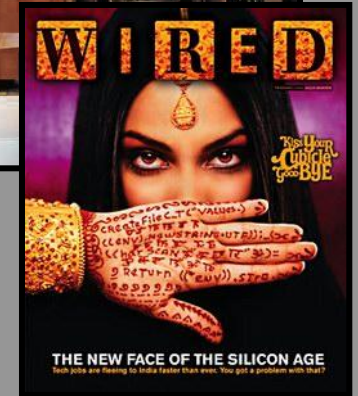
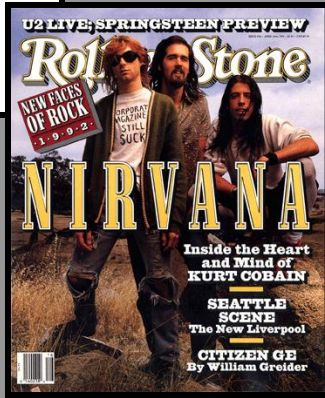
You are...



*where* you sleep.



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



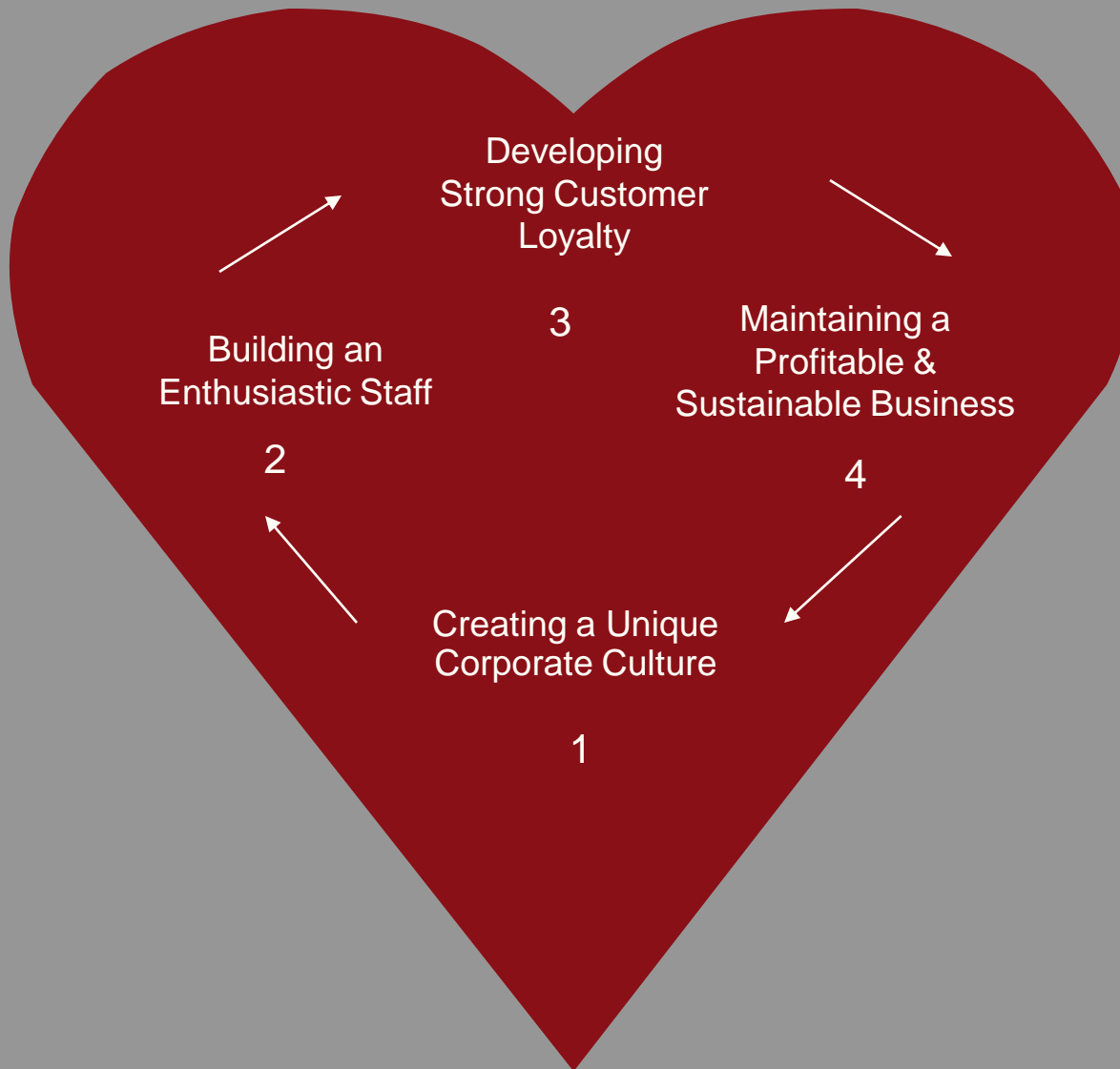
Psychographics vs. Demographics



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

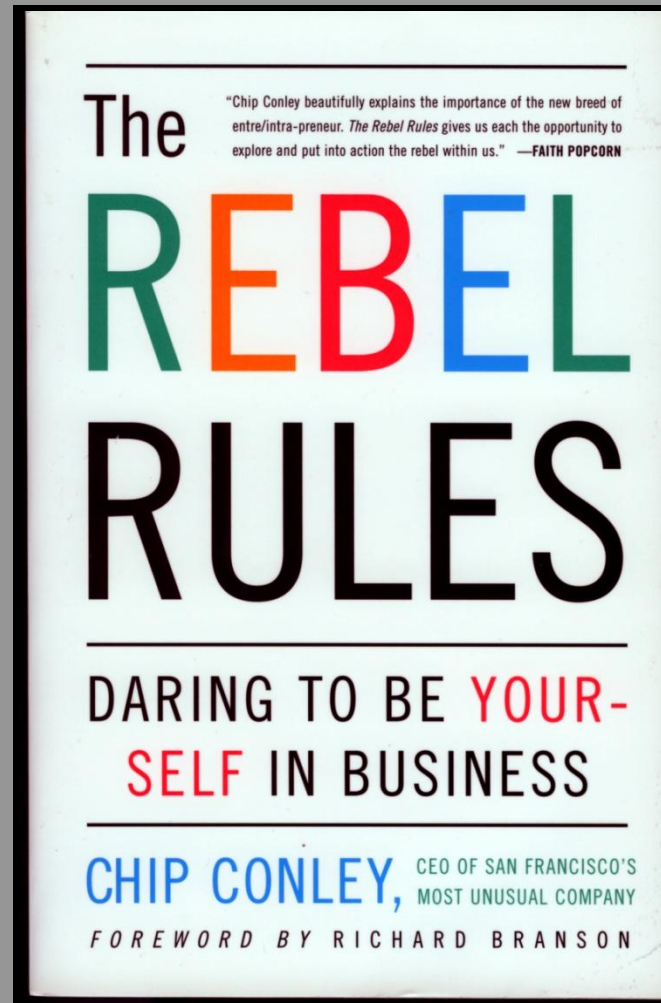


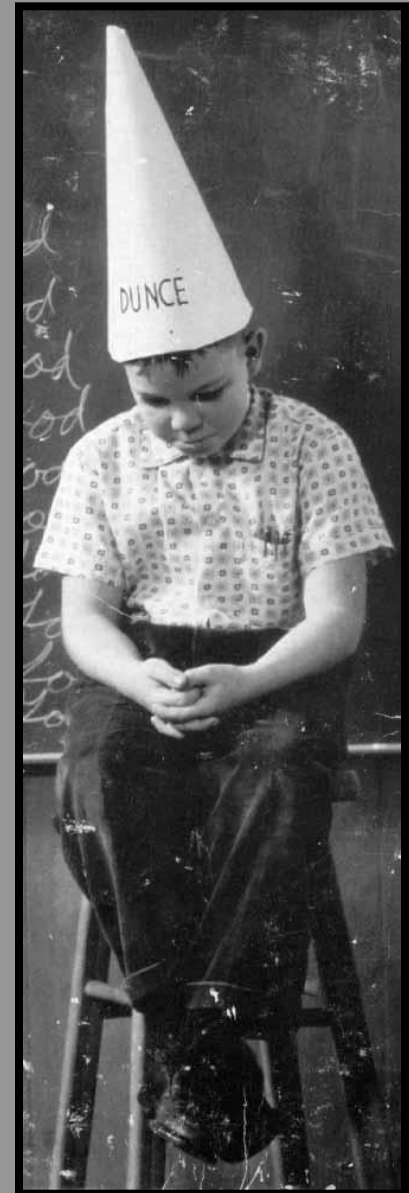
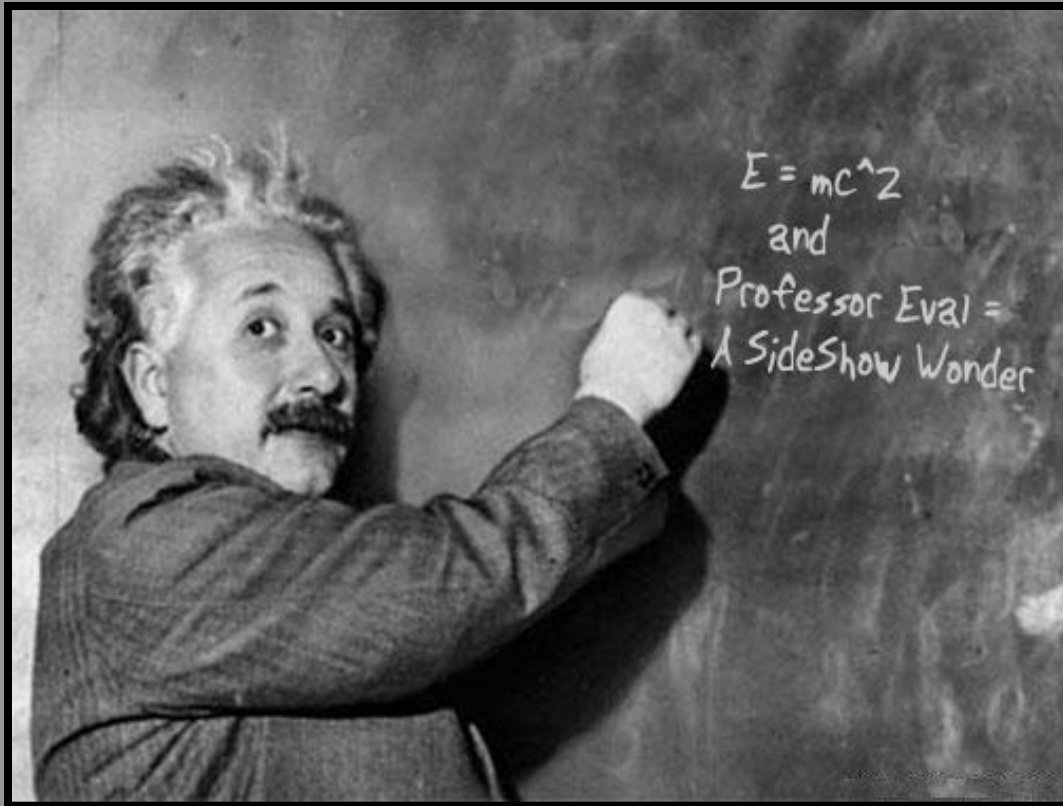
# “Service Profit Chain”



**Joie de Vivre Heart : Karmic Capitalism**

By early 2001, JDV was flying high.









*"This is by far Maslow's best book."—Peter Drucker.*

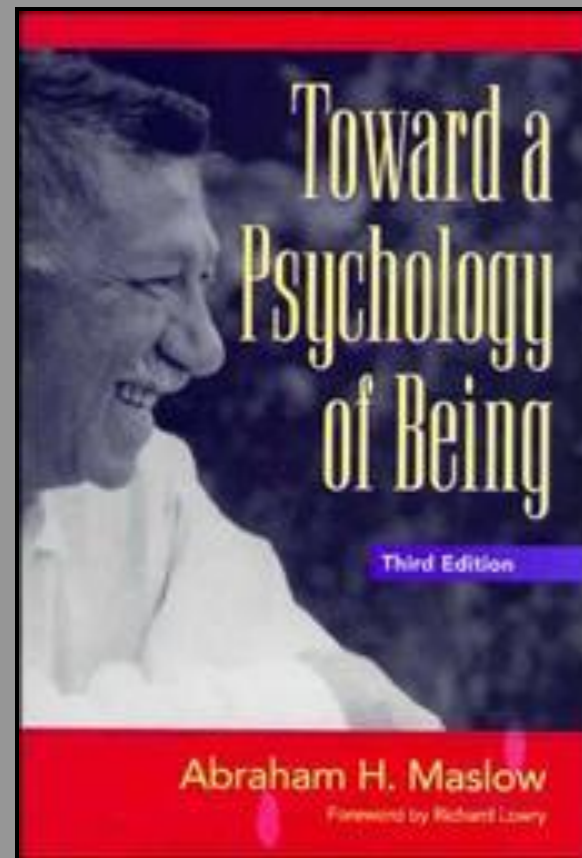
# MASLOW



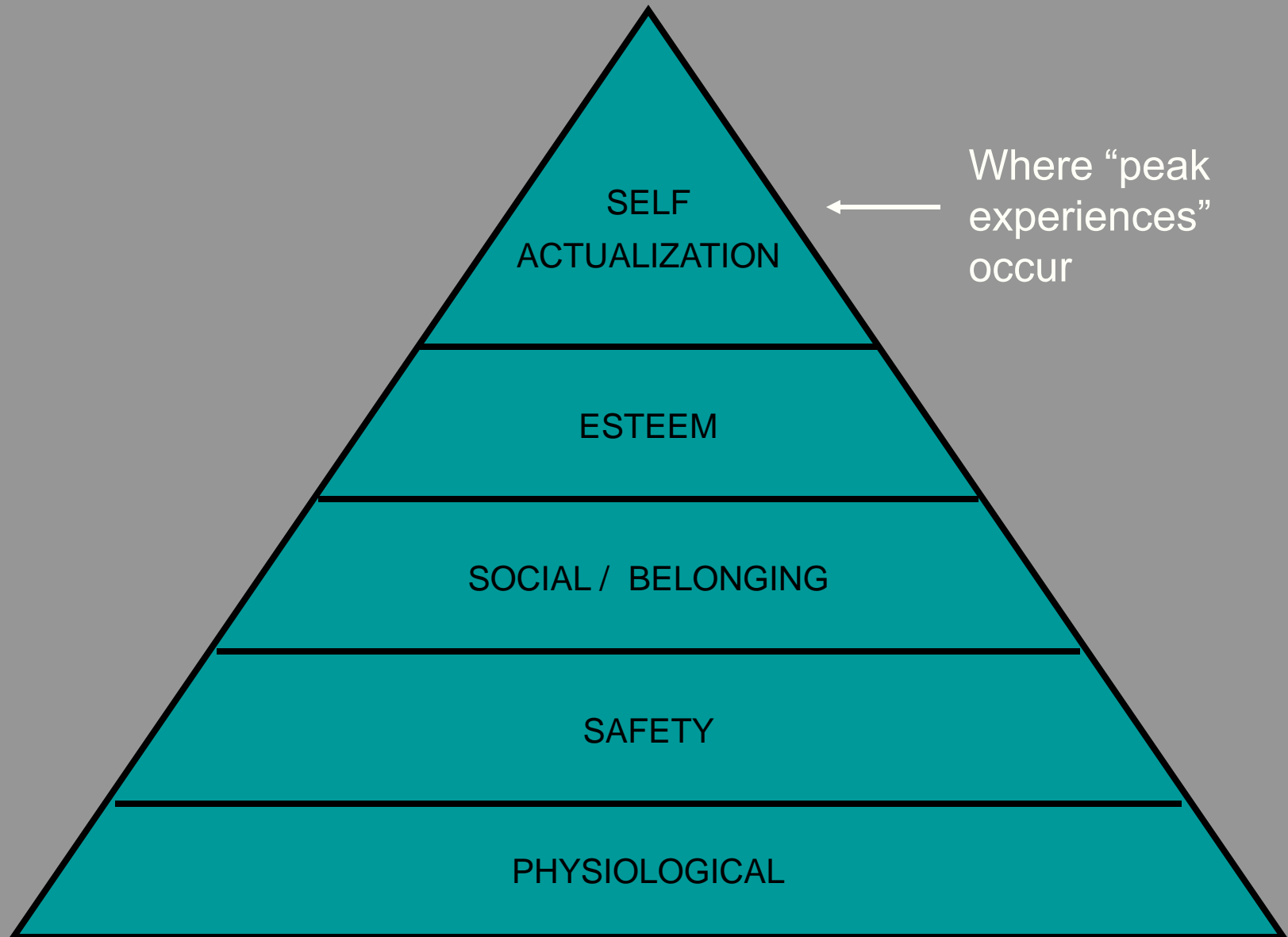
## ON MANAGEMENT

Abraham H. Maslow

Foreword by Warren Bennis



Joie de Vivre = Self Actualization



Where "peak experiences" occur

**MASLOW'S HIERARCHY OF NEEDS PYRAMID**

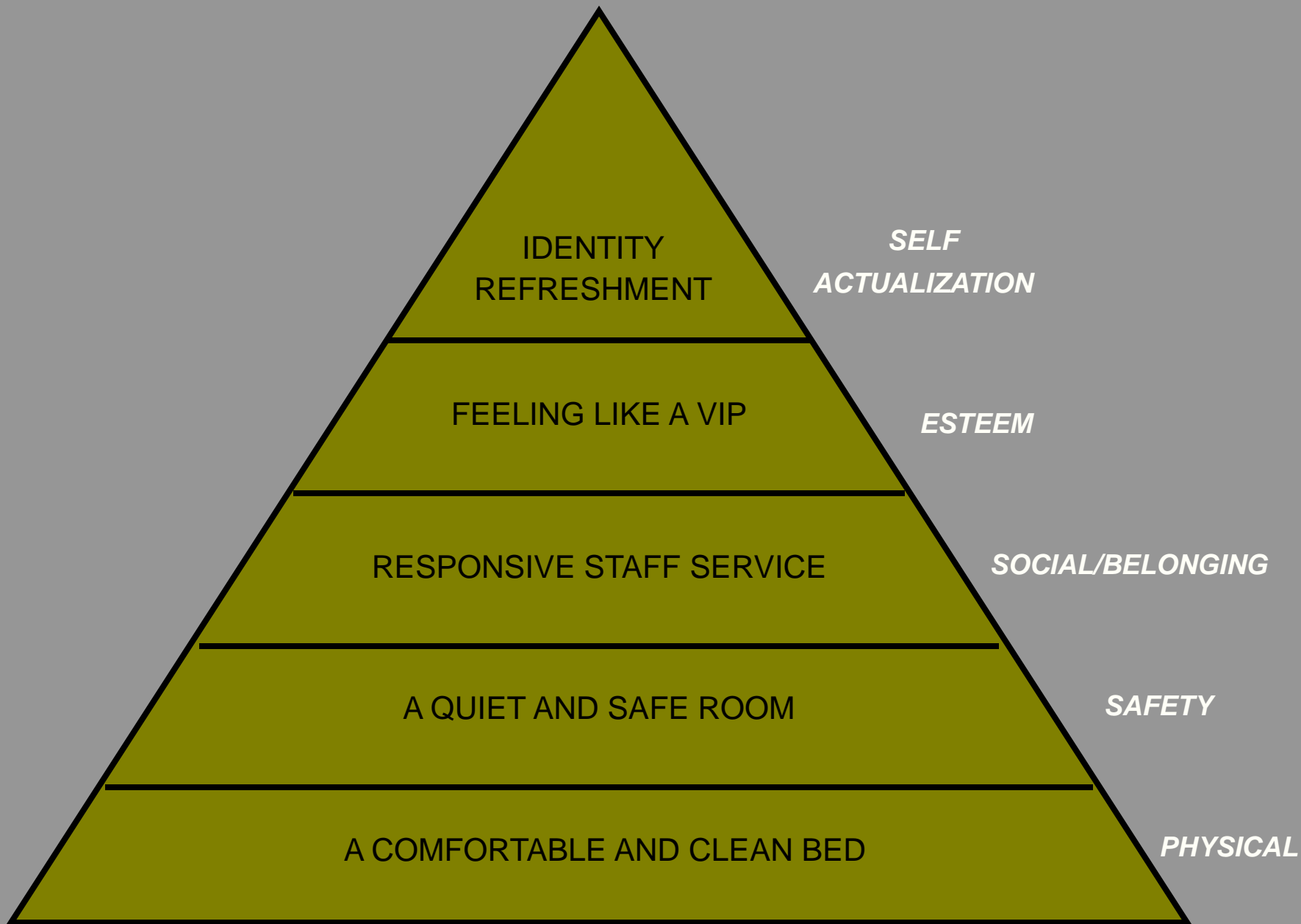
If humans aspire to self-actualization, why can't companies  
— which are really just a collection of people —  
aspire to this peak, too?



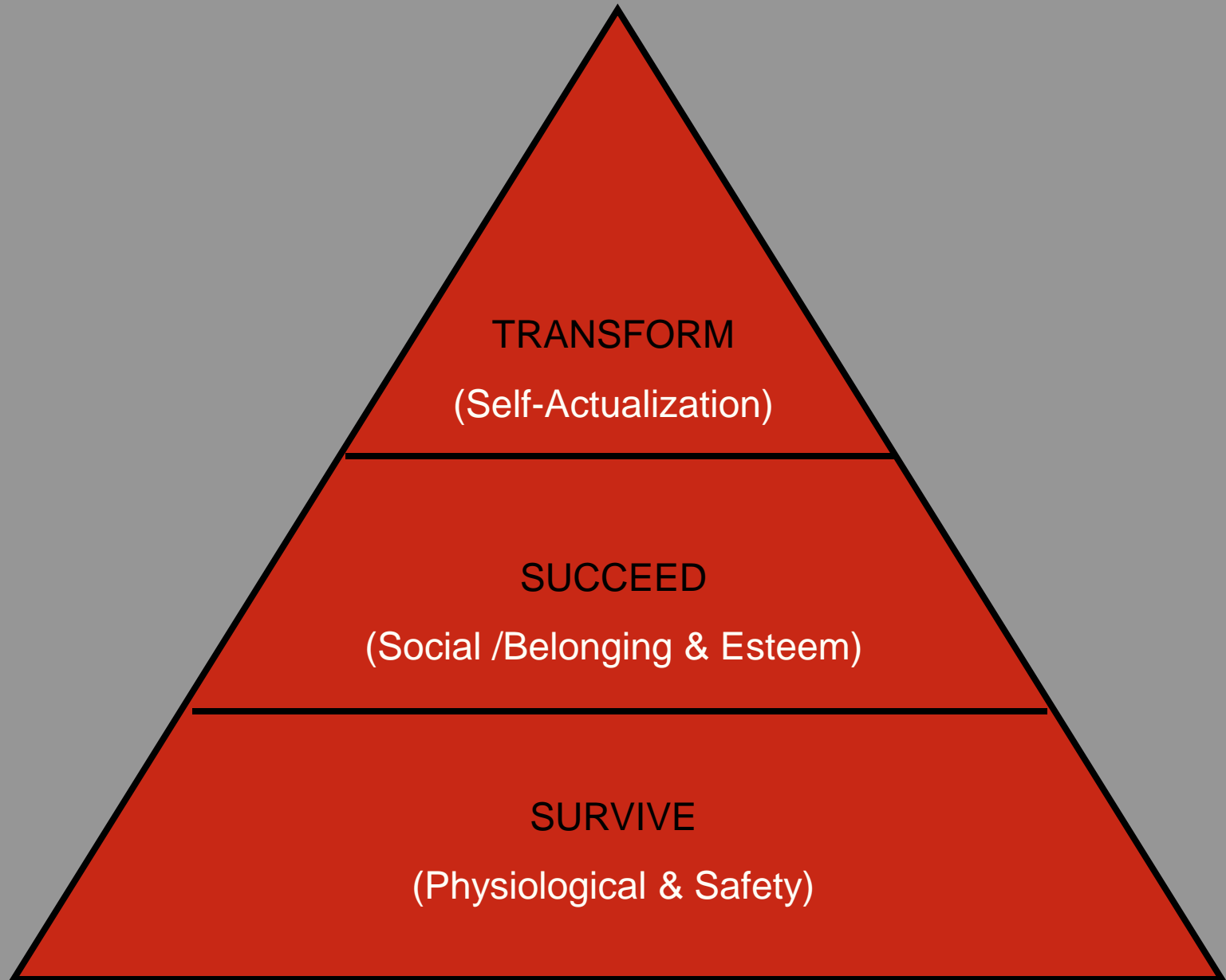
WHAT DOES A SELF-ACTUALIZED  
COMPANY LOOK LIKE?

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

A great business leader deeply understands the motivations of their employees, customers and investors.



**HOTEL HIERARCHY OF NEEDS PYRAMID**



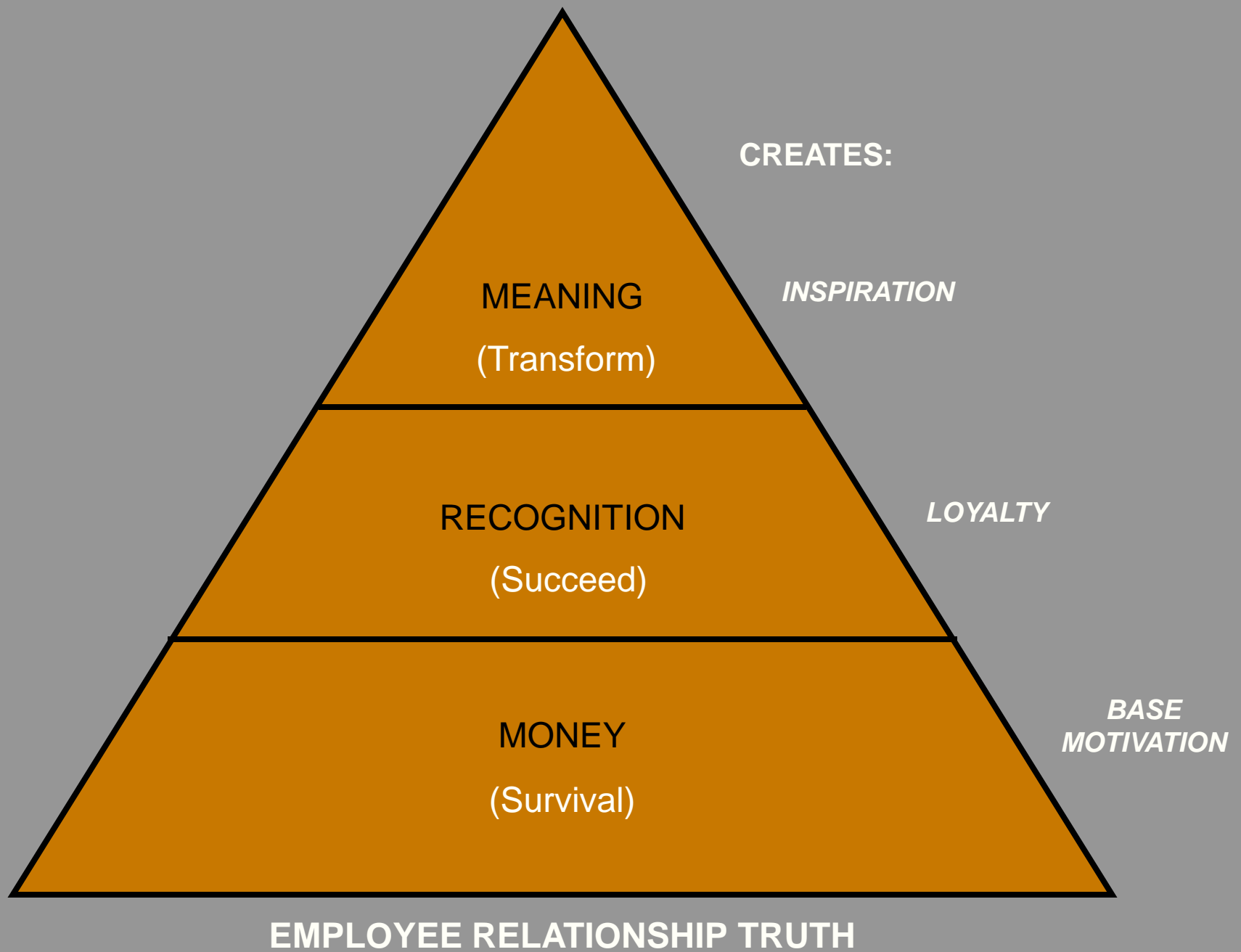
**TRANSFORMATION PYRAMID**

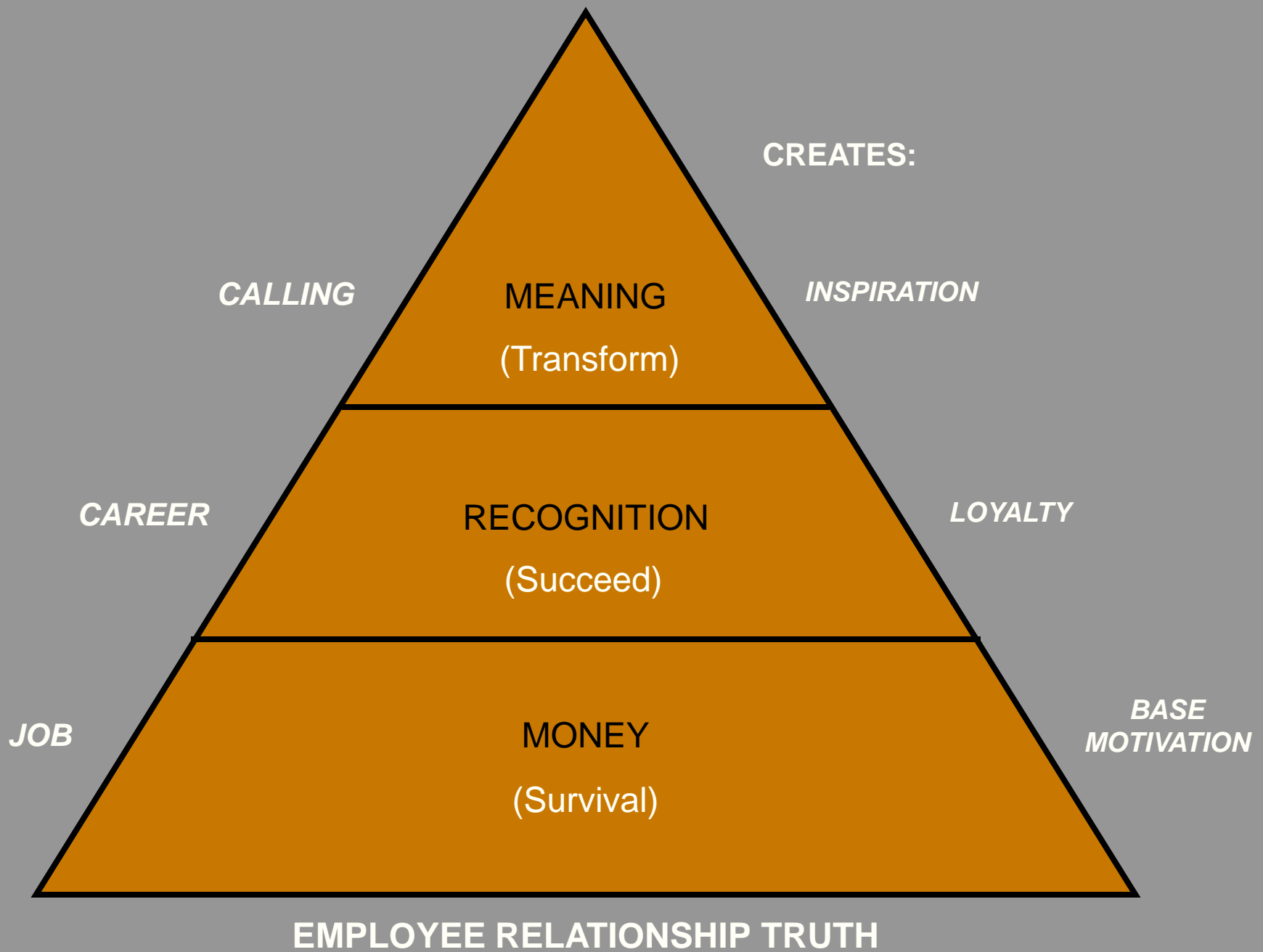
# Employee Pyramid



Which asset does the hotel industry value more?



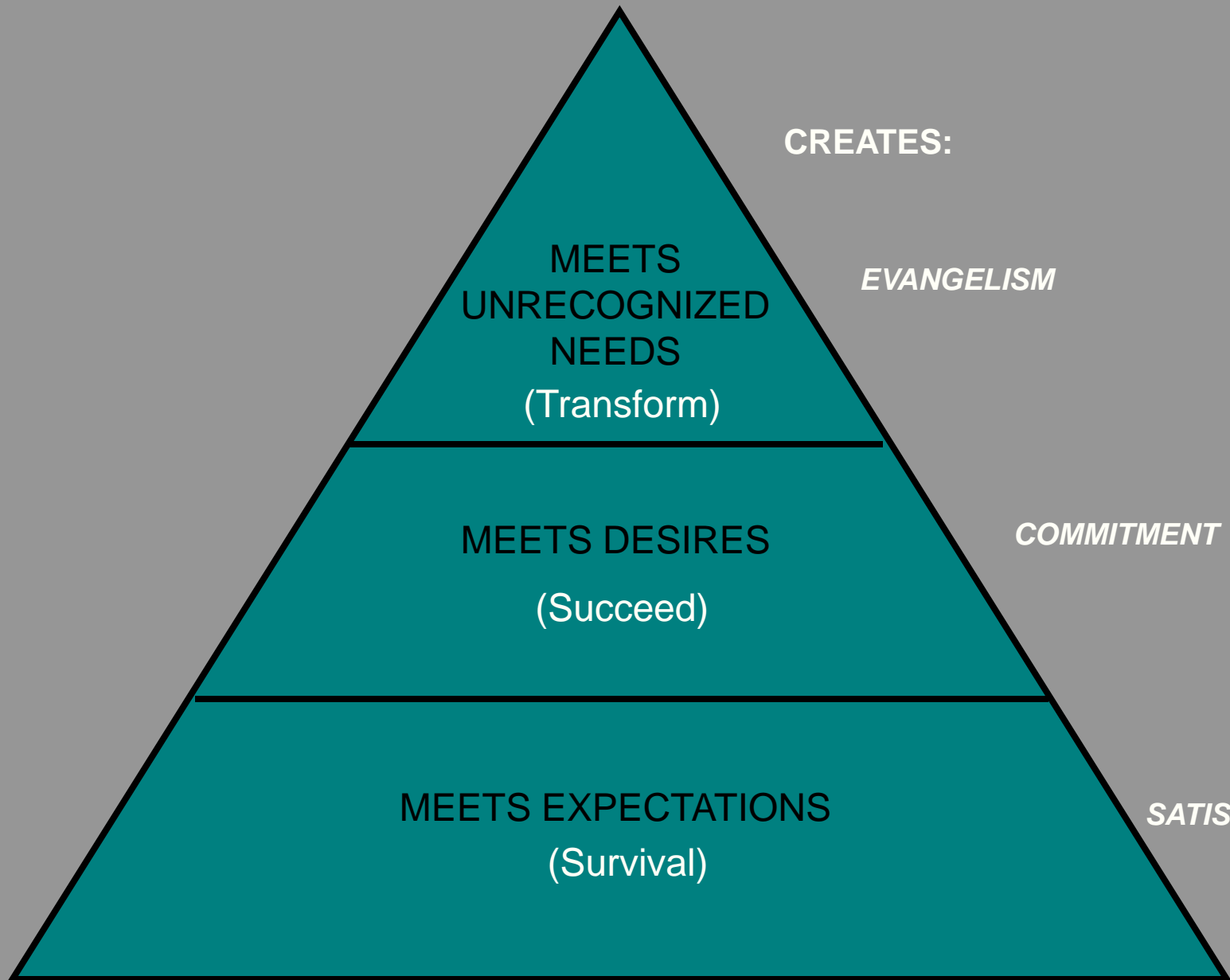




# Customer Pyramid



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



**CREATES:**

**MEETS  
UNRECOGNIZED  
NEEDS  
(Transform)**

***EVANGELISM***

**MEETS DESIRES  
(Succeed)**

***COMMITMENT***

**MEETS EXPECTATIONS  
(Survival)**

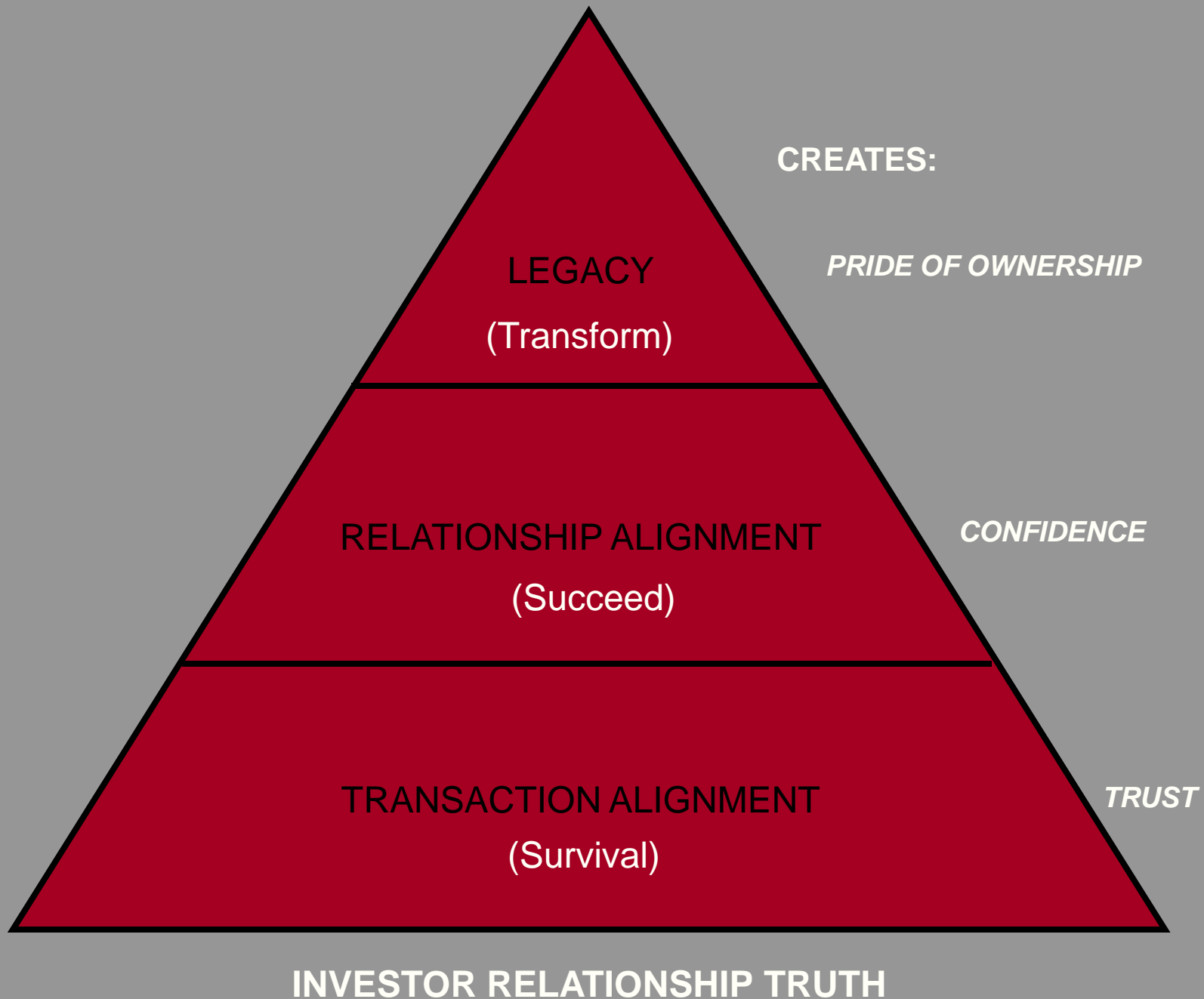
***SATISFACTION***

**CUSTOMER RELATIONSHIP TRUTH**

# Investor Pyramid



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



CUSTOMER TRUTH

***Peak Experiences  
Create  
Peak Performance***

**CREATES:**

**Relationship  
Truths  
Pyramid**

*Evangelism*

Meets  
Unrecognized  
Needs

*Commitment*

Meets  
Desires

*Satisfaction*

Meets  
Expectations

**CREATES:**

**CREATES:**

*Inspiration*

*Pride of Ownership*

Meaning

Legacy

*Loyalty*

*Confidence*

Recognition

Relationship  
Alignment

*Base  
Motivation*

*Trust*

Money

Transaction  
Alignment

EMPLOYEE TRUTH

INVESTOR TRUTH

**Relationship  
Truths  
Pyramid**

**CUSTOMER TRUTH**

**CREATES:**

*Evangelism*

*Commitment*

*Satisfaction*

**CREATES:**

*Pride of Ownership*

*Confidence*

*Trust*

**Peak Experiences  
Create  
Peak Performance**

**CREATES:**

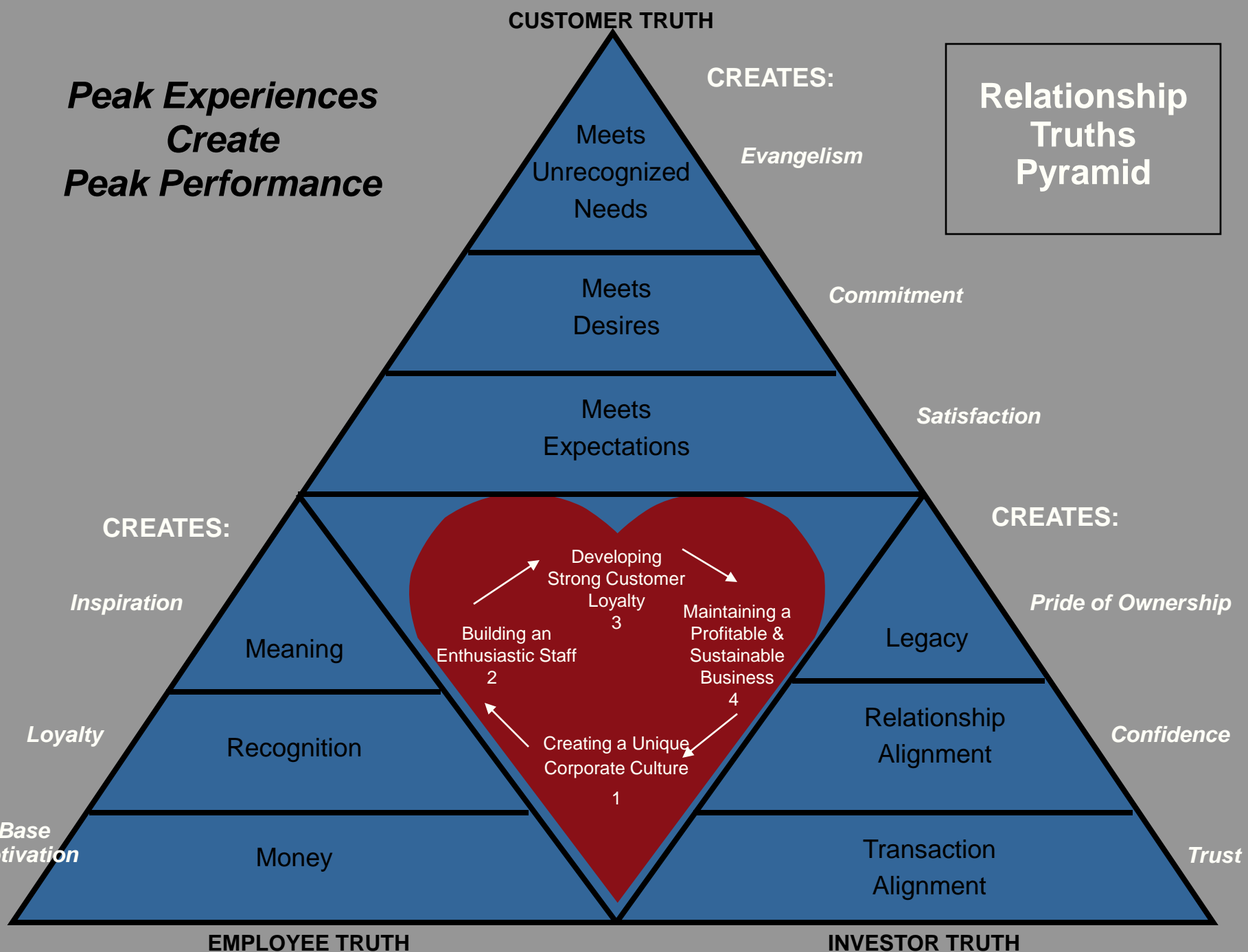
*Inspiration*

*Loyalty*

**Base  
Motivation**

**EMPLOYEE TRUTH**

**INVESTOR TRUTH**

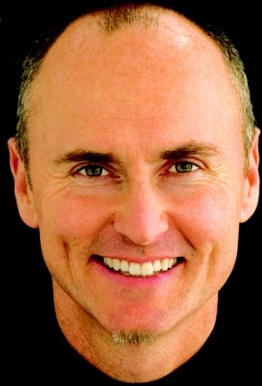




# PEAK

## Chip Conley

FOUNDER AND CEO OF JOIE DE VIVRE HOSPITALITY



How  
Great Companies  
Get Their Mojo  
from Maslow

“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<sup>TM</sup>**

Despair =

Suffering - Meaning

Calling =

Pleasure

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Pain

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

$$\text{HAPPINESS} = \frac{\text{Gratitude}}{\text{Gratification}}$$

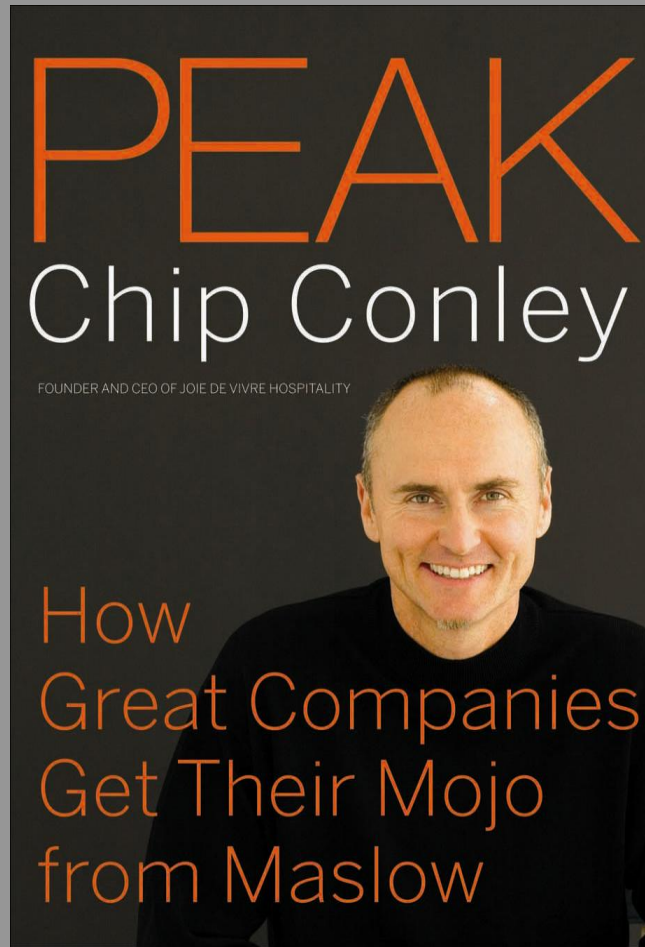


Seek  
the  
Peak

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