## PROVENANCE HOTELS MANIFESTO

A hotel is just a building. Just bricks and mortar. Glass and steel. Carpets and curtains and furniture and things that turn on and off. And while some buildings might have more historical or architectural cache than others, at the end of the day, in that quiet moment when your head hits the pillow, they're just buildings. And no matter how alluring they might be, there are some things buildings simply cannot do. A building can't smile. It can't listen, or anticipate a need, or engage in the wonder of conversation. A building can't go out of its way to open a door or hail a cab. It can't inspire an urban adventurer or make an outside-of-the-box dinner recommendation. A building can't remember a person's name or their pillow preference.

And there's one other thing a building can't do: it can't run itself. That's what we do. And while we love buildings, we believe that a hotel is merely a vessel. Its real value is in its contents, the things you choose to imbue it with: the ideals, the traditions, the manners, the quirks, the sense of humor, the sense of drama, and, oh yes, the personalities who bring it all to life. Those who must perform that gentle dance between professionalism and humanity. Those who must gracefully walk, day and night, the high wire between seamless efficiency and palpable human connection. We walk that walk, for one very important reason:

We are people first and hoteliers second. We are people who genuinely enjoy talking it all out with our partners before we go all-in on their behalf. And we do go all in. With our hearts and our souls and with every blessed ounce of our significant and hard-earned expertise. That's the kind of enduring, hand-in-glove relationships we seek and cherish. We are roll-up-your-sleeves co-conspirators with an easy, speak-your-mind, back-and-forth model of management. And we're available to talk 24 hours a day. Seriously.

We promise you this: we will go beyond just putting heads in beds. We will fill your property with innovation and value, with substance and meaning, with ideas big and small for resetting the industry bar. We will be emphatically invested in you. And together we will create an original set of artful conditions and an authentic, sublimely operational response to the marketplace, the community, and your definition of success. We won't just be on the same expectational page; we will share a single sacred page, one we compose together. And, once there, under that banner of shared ambitions, we will own the responsibility for making great things happen. It will all be on us. All of it. We will own every moment. Every reservation, every negotiation, every aesthetic consideration, every guest experience, and, of course, the bottom line. If it has anything to do with the exuberant realization of our common vision of success, it'll have everything to do with our service to you and your guests. Because we see things from a rare and wonderful perspective:

Yours.

Provenance. We own it.