

The Transformation of ILUNION Hotels, a Company with Everyone Included

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José Ángel Preciados, CEO of ILUNION Hotels, left the Atrium Hotel at 9:00 a.m. to go to the ILUNION headquarters, where he had a meeting scheduled with the corporate CEO, Alejandro Oñoro. They needed to decide on whether or not to start conversations with Sattle Corp., a real estate company that had offered them a building in downtown Madrid, Spain. Specifically, they had to decide on whether to buy or rent (in a long-term agreement) a building suitable for luxury facilities very close to “*La Puerta del Sol*”, which would represent a new flagship for the company. A significant step forward.

However, ILUNION Hotels and Sattle Corp. have had significant disagreements in the past due to not sharing the same corporate values. ILUNION's Mission was to incorporate people with disabilities by being part of the social group ONCE (National Organization of the Spanish Blind), whose objective was precisely to promote the labor inclusion of the blind... Sattle's new proposal had surprised Preciados. Perhaps it meant that a change was brewing, but it had to be evaluated. For Oñoro and Preciados, this was a very important decision.

What was at stake was the projection of the business and the consideration of whether ILUNION's values constituted a source of competitive advantage in a context such as the services that a five-star hotel could offer.

Context:

Oñoro was the CEO of a group that reached a figure of one billion euros in 2022. At that time, it was made up of 50 business units structured into six areas: (1) Services (2) Health and Social Care (3) Commercialization (4) Tourism (5) Business Consulting and (6) Circular Economy (see Annex 1). The group employed 35,000 workers, 40% of them with some type of disability (see Annex 2).

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Preciados was the CEO of the hotel chain with 29 urban and vacation establishments in 14 destinations, whose motto was “Everyone-inclusive Hotels”. Many customers were loyal to this type of establishment because of the attention they received from the hotel staff. ILUNION Hotels had been recognized with the European Excellence EFQM 500+ Seal and with the Ethics Award from the United Nations World Tourism Organization (UNWTO).

Sattle Corp. was a corporation with several lines of business, including real estate, and had already entered into negotiations with ILUNION in the past, which had not being successful due to maintaining a position incompatible with ILUNION's values. Sattle Corp. believed that the interaction of people with disabilities with guests at a five-star hotel could go against the customer experience in the hotel business.

The ONCE, ONCE Foundation, and Their Business Groups

The National Organization of Spanish Blind People (ONCE by its acronym in Spanish), established in 1938, was a public corporation of a social nature recognized by Law 5/2011 of March 29, on Social Economy in Spain. It was the result from the merge of several associations of the blind, which were granted the exploitation of the pro-blind coupon as a way of financing their inclusion and training activities.

The ONCE Foundation was created in 1988 by ONCE with the mission of contributing to the full social inclusion of people with other types of disabilities through the promotion of education, employment, and universal accessibility. From that moment on, ONCE and the ONCE Foundation began a process of investments in various industrial sectors that materialized into two business groups: CEOSA and FUNDOSA. One of CEOSA's investments was in a hotel chain, which was called CONFORTEL.

The First Hotel Chain: CONFORTEL

In 2008, Alejandro Oñoro was the General Director of FUNDOSA and a member of the Board of Directors of CONFORTEL. Even then, Oñoro first raised the need to "create a different model based on the inclusion of people with disabilities, also for a hotel chain." Three years later, in 2011, Alejandro Oñoro assumed the General Management of CEOSA, and José Ángel Preciados held the position of General Director of the hotel chain. Preciados had extensive experience in management in the sector and had held senior positions in other hotel chains. At that time, Oñoro commented:

The economic and financial situation of CEOSA and CONFORTEL is very complicated. CONFORTEL has not managed to close a year in the positive since its foundation and it does not have a good internal image within ONCE either.. Some people in ONCE wonder whether it is worth continuing with the chain due to its economic evolution and the constant need for financial aid.

As Oñoro consolidated his position, he simultaneously led an intense process of recovery and restructuring across various lines of the group, which yielded results. Regarding the hotel chain CONFORTEL, Oñoro began working closely with Preciados on a day-to-day basis. At

that time, the chain consisted of eighteen hotels, four owned and the rest leased from other owners and investors. Preciados commented:

Upon joining the hotel chain, we found that the properties were subject to very onerous contracts, as a result of historical relationships. We only owned four hotels, which were very unprofitable because they were located in vacation areas and were subject to marked seasonality, operating for only eight months, yet we paid salaries and such historical rents throughout the year.

The Creation of ILUNION

Based on the growth of its business, in 2014, the ONCE Group created the ILUNION Group as a result of the union of FUNDOSA Grupo S.A. and Corporación Empresarial ONCE, S.A. (CEOSA), with ONCE holding 47.51% of the shares and the ONCE Foundation holding 52.49 percent. Oñoro was appointed CEO of the Group and declared:

With the creation of ILUNION, the goal is to create a unique business group in the world, one that proves it is possible to achieve both economic and social profitability. Therefore, the priority is to address the difficulties that people with disabilities encounter in accessing employment.

The highest governing body was the Board of Directors, made up of twelve members, of whom seven were representatives of ONCE and five from the Associative Movement of People with Disabilities in Spain. Seventy-five percent of the members of the Board were people with disabilities. The Board of Directors ensured not only performance and economic sustainability but also the value model, that is, their commitment to disability and a responsible and ethical governance in business.

The Continuity of CONFORTEL

Initially, it was planned that companies with structural losses or non-strategic could be left out of the merger. That was the case for the hotel chain. "The overall project could not be jeopardized by clinging to our hotel project," noted a group advisor.

The immediate strategy driven by Oñoro and Preciados involved renegotiating all rents and changing the company's model and purpose. According to Preciados:

The negotiations were tough and difficult. We considered closing two of the hotels, which could have saved 36 million euros. But we had no other choice due to the mandatory clauses established by the contract. This also meant reducing jobs.

Although the reduction in rent was significant, what gave Oñoro confidence was the reaction of the staff at both hotels to such a difficult situation. The Management had to prepare a Workforce Reduction File (ERE). When it was presented, the reaction of unions and staff was "spectacular," according to Oñoro, who added: "Their professionalism and trust in their General Director made it possible to sign an ERE in the face of the potential closure of the activity, which, in the long run, it would be the key element to bring to the negotiation table

and achieve the set goal."

For that negotiation, he had at all times the trust and support of both the Board of Directors and the General Council of ONCE "This was, without a doubt, the milestone that marked a before and after in the chain. Light began to be seen at the end of the tunnel," Oñoro recalled.

The Board of Directors Meeting in April 2014

The Board of Directors was to decide the future of the company at that meeting. The key issue was whether to maintain the hotel chain or not. Oñoro began his argument in favor of keeping it by acknowledging that his reasons were not based on past results, but on the enormous commitment of the hotel team towards the future, which is why he added: "Our teams deserve that the management team responds with firmness and professionalism to the infinite trust they have shown."

Oñoro wanted to transfer the ONCE's social commitment DNA to the hotel chain to "eliminate physical and mental barriers," integrating people with disabilities into a business and a sector that did not employ this group.

The CEO had to rely on Preciados to fulfill the commitment to incorporate people with disabilities into the company, something that had never been done before on the scale and with the dimensions with which it was planned to do so. But Oñoro, in his speech to the Board, was confident that Preciados would overcome his reluctance and announced:

I propose to create a new brand, ILUNION Hotels, and we are going to trust in the leadership skills of José Ángel Preciados to lead the transformation of the company. We are going to take the necessary measures to make the company viable, transforming ILUNION Hotels into a benchmark in the tourism sector, without physical or mental barriers. Therefore, we will bet on people, innovation, technology, and accessibility.

The vote at that Board meeting produced a favorable result to Oñoro's thesis. The first steps to develop this strategy should achieve credibility regarding the project and, at the same time, ensure its economic profitability, whose most important value was people and their potential.

The task was not going to be easy. There were no references from other tourism organizations that incorporated people with disabilities, and it was going to be very difficult to look for them in the labor market, since, usually, they were not actively looking for work.

What worried Preciados the most was knowing what the customers' response would be in a sector like the hotel industry where Spain was one of the most competitive markets in the world. This uncertainty generated a certain frustration for him, which he had repeatedly shared to Oñoro.

ILUNION Hotels and the Competitive Context in Spain (2014-2020)

Preciados began with the design of a new competitive strategy. The context did not make the task easy. In Spain, the tourism sector represented 10% of the country's GDP; in 2019, over

60 million people were accommodated. Additionally, it provided employment for around 200 thousand people (1% of employment). 112 hotel chains competed, with a total offer that exceeded one million rooms (Hoseltur, 2013). The top 10 chains in terms of revenue totaled €7,458.4 million and represented 25% of the Spanish market. Revenue from domestic travel amounted to €33 billion, and tourism revenue reached €67,259 billion. José Ángel Preciados stated:

The average occupancy of Spanish hotels had increased in recent years, with the predominant trend being four-star hotels whose occupancy had increased by 70% since 2009, while in cheaper hotels it had decreased by 40% (The Ostelea School of Tourism & Hospitality, 2013).

Preciados believed that ILUNION Hotels should grow in the two essential priority markets of the tourism sector: urban and vacation, but repositioning ILUNION Hotels in this high-growth segment compared to the previous CONFORTTEL brand perceived as a low-cost chain.

The Opening of New Hotels (2014-2020) and the Change in Mindset

In October 2015, a significant investment was made for the acquisition of a hotel on Costa del Sol: the ILUNION Málaga Hotel. During a visit to this city to inspect the hotel, Preciados and Oñoro managed to secure a one-month exclusivity agreement from the owner to proceed with the deal. Oñoro said, "The only thing left was to convince the Board after so many doubts about the final destination of the hotel chain just three years earlier. That was undoubtedly another important milestone in the rebirth of the hotel chain."

After this type of support, Preciados directed his next steps towards achieving a greater presence in cities with potential and no presence of ILUNION Hotels at that time, such as Bilbao, Mérida, Seville, Cadiz, or Valencia. To start the process of inclusion of people with disabilities, the Suites Hotel in Madrid was chosen. A first campaign was launched to attract talent from people with disabilities, and the most suitable professionals were selected to carry it out. A senior executive commented, "We had a lot at stake, and we had to ensure that we could achieve it with the best people."

Sattle Corp.

An increase in presence was not enough to achieve the goal of including people with disabilities. A change in mindset was essential. According to Oñoro, "The first one to undergo a transformation was the General Manager of ILUNION Hotels, who embraced a business model based on inclusion and equal opportunities for people with disabilities, until then, unknown to him."

During the expansion process, contact was made with the company Sattle Corp (a fictitious name) which owned three properties that ILUNION Hotels intended to lease for ten years. In one of the properties, a revenue-sharing model was agreed upon, and after continuous meetings with the executive and legal team of both companies, a final agreement was reached for the operation of the three establishments.

On the day the agreement with the new partners was celebrated, the Executive Committee of Sattle Corp. invited to the presidential room the president and founder of the organization, Mr. Hannibal Drakepitch (a fictitious name), who had delegated the negotiation to his executive team. By then, the name of the first hotel, the opening date, and the press release had already been decided.

At a certain moment, Mr. Drakepitch asked Preciados what the keys were going to be for managing their properties. Preciados explained how his commercial and marketing plan would be, the new technological tools to be implemented, the product offering, and most importantly, the human team, meaning that: “For the first time in this city, we have the great opportunity to be able to hire people with disabilities and incorporate them into your hotel.”

--What?! You're going to include people with disabilities? Are you serious? – Mr. Drakepitch replied, staring intently at his entire executive team.

--Yes, since this is one of the guiding principles of our strategy, and we are not willing to give it up – Preciados answered, looking unblinkingly into Mr. Drakepitch's eyes.

--Then, it's not clear that we are going to sign, because this is not a model we believe in. I don't want to have people like that in my hotel. Surely, you make some exception. I understand that you apply this criterion in an organization like yours, but not in my hotels – Mr. Drakepitch declared.

A very tense silence followed in the room. The various members of the Sattle Corp. Executive Committee stared at their papers or checked their watches or mobiles in an attempt to avoid the situation. Preciados spoke up again:

We have been negotiating this agreement for months, and until now the relationship has been excellent. We've made it this far, and we were celebrating that. I don't believe you've had any problem with me, nor with my team, nor with my organization. What do you understand a person with disabilities to be?

Then, all attendees remained silent, looking at their president. Preciados asked, “What would you think if I told you that I am a person with a disability and that you have been negotiating with me and my team for over four months without any kind of problem?”

Once again a very awkward silence was created. Mr. Drakepitch did not answer. Preciados stood up from the table. The photographers were ready to take the snapshot for the press release. The lawyers had their contracts ready for signing. Preciados then resolved the situation by stating that ILUNION Hotels could not sign any agreement with a company that did not respect its values. He left the table, said goodbye, and left the room: “That day,” Preciados recalls, “I experienced the most important transformation of my life. I fully understood and internalized our strategy, and all the doubts I had in the previous months were dispelled.”

After that experience, Preciados committed to two very clear strategies: to incorporate people with disabilities in a more determined way and to make the company a unique model in accessibility. ILUNION Hotels had to provide its clients and people it wanted to incorporate into its team with all the necessary measures to make it possible.

The "Everyone-inclusive" Hotel

Building the Team

Parallel to the expansion, the process of inclusion of individuals in the Hotel Suites in Madrid had been initiated. Preciados envisioned the hotel as a pilot to develop the new concept and recalled:

We chose the Hotel Suites Madrid for the capabilities of its director, Beatriz Miguel, who had been performing various responsibilities within the Operations area for several years, holding different corporate positions: assistant to the General Management, responsible for Business Development, and director in several hotels of the chain.

To coordinate the design of the first pilot hotel, Preciados formed a committee consisting of the hotel team, the company's Human Resources Department, and an expert in psychology to assist in the selection of candidates.

One of the selected team members was Ramón Armada, who, with an emotional voice, recalled:

I had started as a receptionist in a hotel from another chain, but a sudden illness caused me to lose my job. Beatriz Miguel had hired me as a receptionist at the ILUNION Suites Madrid Hotel, an opportunity that would have been impossible in another company.

In 2011, he was diagnosed with a severe kidney condition that required him to frequently miss work: "Instead of receiving support, my colleagues and the manager of the hotel where I worked ostracized me. I was only 29 years old, my first daughter had just been born, and I found myself sick and rejected at my job."

Ramón Armada had to miss work two or three times a week to receive treatment. Even so, he was promoted over the years to different positions of responsibility until, in 2017, he was appointed hotel director. Preciados was placing trust in his team, but there remained a very difficult problem to solve: What would people without disabilities, who were the vast majority, think when they learned about the new strategy of ILUNION Hotels? For this reason, Preciados believed that "it was necessary to guarantee job stability for all our staff and make them protagonists of the new model, clearly communicating that ILUNION Hotels was a place that allowed the professional development of everyone."

Meanwhile, Beatriz Miguel thought of her department heads and Ramón as the first mentors of the new employees with disabilities that would be joining:

The goal of the mentor was to understand each of the potential employees, to know their difficulties and their strengths, and to provide them with the necessary time and dedication so that they could achieve the greatest professional autonomy. We were aware that we could encounter people who had difficulties acquiring the required knowledge and probably faced very complicated situations at home or with their families, health problems, psychological or labor issues. And, most likely, the vast majority would have no kind of experience in our business.

From the beginning of the project, the commitment to mentors had given extraordinary results. Beatriz Miguel affirmed that “the mentors had been able to turn a gardener into a waiter, a bricklayer into a cook, or a singer into a receptionist, and not only that, but they felt much more important for what they were achieving with their new teams.” During this process, the mentors also learned to be ambassadors of the new model. In conclusion, according to Preciados:

ILUNION Suites Madrid had successfully completed the first prototype of a fully accessible hotel in the world, staffed by 80% of people with some type of disability. Moreover In addition, it had become a school of professionals and was very profitable.

The design transformation:

Accessibility as the axis of transformation (2014-2015)

Creation of the universal room (smart room)

The initial idea was to develop a new hospitality concept, replacing the traditional one with an attractive, modern hospitality adapted to the social needs of customers and employees. Preciados said:

In fact, accessibility standards and a technical code by hotel category already existed, such as the standard of March 17, 2010 (Royal Decree, February 19, 2010), with regulation on ramps, bathrooms, measurements, or grab bars. But our goal was to design a hotel where there was no noticeable difference, neither in the customer experience nor in the cost, with a standard room that a customer could find in another type of hotel.

Beatriz Miguel added:

The main reason was to not generate rejection among customers and to overcome the objections that sometimes we encountered from some team members. The room would need to have a set of auxiliary elements that could be incorporated to meet the needs of different types of people, depending on their functional diversity, age, or other reasons.

Preciados mentioned that one of the keys to the new product was the use of accessible technology, and for this, he counted from the beginning on the Technology and Accessibility Division of ILUNION Hotels (ILUNION Accessibility, n.d.), which designed the Smart room project (see **Annex 3**):

When we designed the accessible pilot room, we thought it should allow for easy adaptation to specific requirements, be universal in its implementation so that it could be used by any customer, in different types of hotels, categories, and design features.

The management team proposed a series of technological innovations such as automatic sensor-operated doors, closets with foldable bars, opening the safe with the room's proximity key, voice-controlled curtains with home automation, non-slip floors in the shower and bathroom, accessible phones with large and contrasting keys, connected with light indicators or voice-controlled TVs, among other innovations.

The creation of the *smart lobby*

Likewise, “a very important investment was made in all hotel accesses and spaces to facilitate the mobility and circulation of its customers and employees, regardless of their abilities, according to DALCO criteria (ambulation, apprehension, location, and communication),” noted Preciados (see **Annex 4**).

The customer journey was adapted to the needs and preferences of each user, in order to facilitate its use and improve their experience. Design also played a significant role, given the novelty of the new proposal, the necessary aesthetics and technology were incorporated to make the stay easier and more welcoming. Finally, special emphasis was placed on the training of customer service staff with disabilities.

Many customers appreciated the inclusion of people with disabilities and the dedication of the majority of the staff to make their stay in the hotel more enjoyable, with a significant positive impact on quality and accessibility indices (see Annexes 5 and 6). However, this was not the case in all instances. On one occasion, a regular guest at the ILUNION Suites Madrid Hotel saw a group of wheelchair athletes in the lobby and canceled his reservation, saying, “I don't want my son to see that. I come here to enjoy myself.”

The hotel manager, Beatriz Miguel, regretted that form of rejection. After a year, the same customer returned to the hotel, this time in a wheelchair because he had suffered a serious traffic accident that year. The customer chose the Hotel ILUNION Suites Madrid because it was the only one where he could stay in his new situation. Fortunately, the vast majority of customers appreciated the hotel's style and felt completely identified with it. In the words of Preciados: “ILUNION Hotels' commitment to continuous improvement of the customer experience has always been an obsession to value diversity, providing solutions for everyone.”

Digital Transformation in Customer Relations

Preciados believed that investing in technology was necessary to optimize reservation processes, customer acquisition, and operational activities within the chain. To this end, David López was appointed as the new Director of Innovation and Excellence.

In 2019, the first accessible engine was created, allowing any person with visual disabilities to make online reservations. Considering that this channel was of utmost importance not only

for the chain's revenue but also for the strategy of the new model, the challenge was to undertake the project for the first time in the sector and in record time. This way, the degree of emotional impact, satisfaction, and loyalty could be evaluated. ILUNION Hotels' commitment to the customer experience was also externally recognized and materialized in some awards such as the Platinum Awards, in the category of "Best Customer Experience Strategy," in 2019 (see **Annex 8**).

López prioritized the creation of a commercial dashboard to have a holistic view of commercial performance indicators (occupancy, average rates, and other indicators) that aligned with the digital customer orientation (see Annex 9). Initially, thanks to investments in new infrastructures, ILUNION Hotels were able to start consolidating data related to occupancy, reservations, payments, and costs. All of this had significant returns, such as establishing optimal dynamic prices based on occupancy probability and advanced resource management (expense projections associated with income). Ultimately, it allowed for a better understanding of customer dynamics, their typology, and their degree of influence on other potential customers, in order to optimize the operational management of the hotel chain.

The Corporate Governance of Innovation

Oñoro and Preciados had agreed to establish an Innovation Committee once the transformation of the Hotel ILUNION Suites Madrid was completed. The objective of this committee was to organize the dissemination of innovation on a large scale and deploy the new model throughout the organization.

Preciados promoted Beatriz Miguel as Director of Operations and Ramón Armada as Director of the Hotel ILUNION Suites Madrid. For Beatriz Miguel, the key was to listen to employees and spread the culture of "creating ambassadors" and training mentors. Her idea was to expand a "network of alliances" throughout the hotel chain, in her words:

Ambassadors listen, can give and receive support, assistance, and advice. That's why we could build bonds of trust not only in each of the hotels but between people from different hotels, who, when faced with a problem, offered their support. Furthermore, due to the goals we had set, meetings were frequent where collaborators shared doubts and problems that a single person could not solve.

Preciados and Miguel created a governance model for the innovation process consisting of three levels:

- A Management Committee composed of José Ángel Preciados and key members of the Executive Committee (operations, innovation, personnel, commercial, and technology).
- A Driving Committee comprised of hotel directors and corporate area directors, acting as innovation leaders, whose mission was to energize and mentor work teams to generate ideas and develop projects once initiated.
- A training program for middle managers, with a dual objective:

- 1) Providing expertise in managing the integration and mentoring of people with disabilities.
- 2) Participating in the design, creation, and development of new ideas through multidisciplinary teams.

In 2022, ILUNION Hotels had 29 hotels ranging from three to five stars in 14 destinations across Spain: four in Madrid, five in Barcelona, four in Valencia, two in Cádiz, three in Málaga, two in Mérida, two in Bilbao, one in Badajoz, Menorca, Sevilla, Huelva, Girona, Zaragoza, and San Sebastián (see Annex 7). Out of the 29 hotels that made up the ILUNION chain, 12 had already adopted the new model and employed 600 people with disabilities.

The New Offer from Sattle Corporation in 2023

In September 2023, Hannibal Drakepitch called José Ángel Preciados. The conversation was somewhat tense at first but ended up being a surprise when Drakepitch made the unexpected proposal to offer a new hotel to ILUNION Hotels, given the past breakdown in relations between the two companies.

Sattle Corp. had a 7,000 square meter building in the center of Madrid, valued at 15 million euros, very close to Puerta del Sol, whose famous clock traditionally rang in the New Year, which was broadcast on television for all Spain. The Puerta del Sol area was one of the most vibrant places in Madrid, with a wide range of shopping and dining options, and was very close to the so-called “Austrias neighborhood,” of great historical value. The building would allow the opening of a five-star establishment with 150 rooms, a spa, and two or three restaurants, one of them with the possibility of qualifying for Michelin stars. In this initial conversation between Drakepitch and Preciados, they did not directly address the issue that had distanced Sattle Corp. from ILUNION Hotels, that is, accepting people with disabilities to work in the hotel and provide service to a very demanding clientele, such as that of a five-star hotel in an emblematic area.

In the conversation, the economic model was preliminarily addressed. A five-star hotel would mean an average expenditure per client per night of about 300 euros, compared to the current 92.18 euros for three and four-star hotels. Such a hotel would enhance the appeal for longer stays and position the chain in a segment in which the hotel chain was taking its first steps. An option for ILUNION Hotels was to buy the building; another was to lease it, so that it would obtain 20-30% of the revenues and leave 60-70% for Sattle Corp. The lease was an attractive option since it did not require ILUNION Hotels to make investments but did require reopening the conversation about the acceptance of people with disabilities, a non-negotiable point for the chain but one that Preciados wanted to consult with Oñoro.

The Decision

From 2014 to 2022, an unprecedented transformation took place. ILUNION Hotels created a new model of hotel company, inclusive, accessible, diverse, and technological, unique in the world and supportive of the needs that society might request. ILUNION Hotels could

accommodate refugees from armed conflicts, transform its hotels into medicalized hospitals, carry out aid campaigns, and, above all, transform the lives of the most vulnerable and at-risk groups, in an immensely competitive and relevant sector in our country.

By 2022, ILUNION Hotels had become a global social reference, and its work was recognized with numerous national and international awards (see Annexes 10, 11, and 12), thanks to well-defined strategies and management policies. The chain had 30 hotels and a staff of 1,450 employees, 40% of whom had disabilities.. Starting conversations with Sattle Corp. was a challenge for Preciados.

Oñoro thought that resuming these conversations with Sattle Corp. was not a bad idea. He believed that ILUNION needed to impact society, and he perceived that approaching Sattle would constitute a signal of change. Ultimately, the company aimed to transform the hotel industry by promoting inclusion and sustainability. "Other hotel chains have a great opportunity to move forward with these changes," Oñoro reflected. However, Preciados was not so sure. Developing the operations of a hotel was not an easy task. It required trust and the collaboration of all involved actors. And he was not willing to accept another bad experience with the same company that had hindered ILUNION Hotels' expansion years ago, when the continuity of the hotel chain was at stake.

Oñoro and Preciados acknowledged that they had built a great Management team, which had led the transformation and overcome the most difficult obstacles. Now was the time to take another big step forward in their strategy and transform the sector, elevating ILUNION Hotels' model to the five-star league. To address this challenge, should the Management of ILUNION Hotels give Sattle Corp. a second chance?

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