



PREPARED FOR

MOBICA

PARTNERSHIP PLAYBOOK

Hotel Partnership Strategy

FF&E / Interior Solutions Supply Strategy for Modern Hospitality — March 2026

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PARTNER TIERS

POWERED BY

Innlead.ai

B2B Hotel Supply Intelligence Platform

Executive Summary

Strategic partnership roadmap for Mobica for Integrated Industries in the B2B hotel supply market

Mobica for Integrated Industries is uniquely positioned to become a preferred FF&E supplier to major international hotel chains operating across the MENA region. With 50 years of manufacturing heritage, 15 factories spanning 280,000 m², and exclusive partnerships with 12+ Italian and European luxury brands, Mobica offers a vertically integrated supply chain that few regional competitors can match.

The MENA hotel construction pipeline has reached an all-time record of 710 projects and 176,402 rooms, with Saudi Arabia alone targeting 362,000 new rooms by 2030 under Vision 2030. Egypt's pipeline adds 185 new hotels and 45,000+ rooms. This unprecedented wave of development creates a \$3.34 billion addressable market for hotel FF&E suppliers in the Middle East and Africa by 2030.

This strategy outlines a structured 18-month approach to securing preferred vendor relationships with Marriott, Hilton, IHG, Accor, and Hyatt -- targeting GPO registration, pilot programs, and progressive tier advancement from single-property partnerships to chain-wide strategic supply agreements.

PARTNERSHIP OPPORTUNITY

Five major chains with active MENA expansion pipelines. Marriott (26,200 keys in KSA), Hilton (75+ Saudi hotels), Accor (25,400 KSA keys), IHG, and Hyatt all require regional FF&E sourcing to meet aggressive opening timelines.

GPO LANDSCAPE

Avendra (Aramark) covers Marriott, Hilton, IHG, and Hyatt. Entegra (Sodexo) serves Wyndham, Choice, and independents. Dual GPO registration maximizes Mobica's reach across the broadest range of hotel properties.

REVENUE POTENTIAL

A single chain-wide preferred vendor contract can generate \$2M-\$8M annually. With 176,402 rooms in the MENA pipeline and FF&E budgets of \$10K-\$65K per room, even a 1-2% capture rate represents substantial recurring revenue.

TIMELINE TO ROI

Pilot partnerships achievable within 6 months.
Regional preferred vendor status within 12 months.
Chain-wide contracts and GPO listing within 18 months based on successful pilot execution and relationship building.



Partnership Landscape

Major hotel chain profiles and procurement approaches



Marriott International

World's largest hotel company

Headquarters	Bethesda, MD
Portfolio	8,900+ properties, 1.6M rooms
Brands	30+ brands
Procurement	Avendra (primary GPO)
Decision Makers	Global Design / Regional Procurement

ENTRY STRATEGY

Register on Marriott Supplier ONE portal. Target MENA regional procurement team for new-build projects (26,200 KSA keys in pipeline). Leverage Mobica's 280,000 m2 manufacturing base and ISO certifications to demonstrate scale and quality compliance. Start with midscale brands (Courtyard, Four Points) before advancing to upper-upscale.



Hilton Worldwide

Global hospitality leader

Headquarters	McLean, VA
Portfolio	7,600+ properties, 1.2M rooms
Brands	22+ brands
Procurement	Avendra / Direct
Decision Makers	Brand Design / Owner's Rep

ENTRY STRATEGY

Apply via Hilton Suppliers Connection portal. Focus on 75+ hotels planned for Saudi Arabia and existing Egyptian properties undergoing PIP renovations. Position Mobica's LIVE division luxury brands (Poliform, Edra, Moooi) for Waldorf Astoria and Conrad, while offering WORK division solutions for Hilton Garden Inn and Hampton.

Partnership Landscape (cont.)

IHG, Accor, and Hyatt chain profiles

IHG Hotels & Resorts

Intercontinental Hotels Group

Headquarters	Denham, UK
Portfolio	6,300+ properties, 950K rooms
Brands	19 brands
Procurement	Avendra / IHG Marketplace
Decision Makers	Regional Design / Procurement Hub

ENTRY STRATEGY

Register via IHG supplier portal (ihgplc.com/business/suppliers). Target the Regent Riyadh KAFD and InterContinental Riyadh KAFD openings (Jan 2027) as anchor projects. Mobica's turnkey interior solutions capability aligns with IHG's preference for single-source FF&E vendors on large-scale MENA developments.

Accor

European hospitality leader

Headquarters	Paris, France
Portfolio	5,600+ properties, 820K rooms
Brands	40+ brands
Procurement	Accor Procurement / Regional
Decision Makers	MEA Regional Procurement / Design

ENTRY STRATEGY

Leverage Mobica's European brand partnerships (Poliform, Varaschin, Tonon, Wall and Deco) as a natural alignment with Accor's European design sensibility. Target 25,400 planned KSA keys and the Sofitel Riyadh Hotel opening (early 2026). Accor's regional procurement structure favors local MENA manufacturers with proven export capabilities.

Hyatt Hotels Corporation

Premium-focused global chain

Headquarters	Chicago, IL		
Portfolio	1,300+ properties, 330K rooms		ENTRY STRATEGY
Brands	24 brands		Position Mobica as a premium-tier supplier aligned with Hyatt's design-forward brand identity. Target Grand Hyatt and Park Hyatt properties in MENA with Mobica's Italian brand portfolio (Edra, Poliform, Moooi). Hyatt's smaller portfolio means fewer but higher-value contracts -- focus on establishing a direct relationship with the global design team and demonstrating bespoke customization capabilities.
Procurement	Avendra / Direct sourcing		
Decision Makers	Global Design Team / Brand Standards		



GPO Partnership Strategy

Group Purchasing Organization relationships and optimization



Avendra (Aramark)

North America's largest hospitality GPO

Hotel Coverage	10,000+ properties
Annual Spend	\$7B+ managed spend
Commission	3-8% supplier commission
Key Chains	Marriott, Hilton, IHG, Hyatt
Onboarding	3-6 months typical

ADVANTAGES

- Access to 4 of the 5 largest global hotel chains
- Streamlined purchasing with 1-2 page POs vs 20-30 page contracts
- Volume guarantees that justify investment in hotel-specific product lines

CHALLENGES

- Commission fees of 3-8% reduce margins on every order
- Competitive catalog environment with established incumbents
- Lengthy qualification process requires factory audits and sample testing



Entegra Procurement

Sodexo subsidiary, growing market share

Hotel Coverage	5,000+ properties
Annual Spend	\$3.5B+ managed spend
Commission	2-6% supplier commission
Key Chains	Wyndham, Choice, Independents
Onboarding	2-4 months typical

ADVANTAGES

- Lower commission rates than Avendra, protecting Mobica's margins
- Faster onboarding with less bureaucratic qualification process
- Access to large independent hotel market growing in MENA

CHALLENGES

- Smaller footprint among the top 5 luxury/upscale chains
- Less brand recognition in MENA compared to Avendra
- Volume per property generally lower than Avendra member hotels

GPO STRATEGY RECOMMENDATION

Pursue dual GPO registration with Avendra as the primary target (covering Marriott, Hilton, IHG, Hyatt) and Entegra as secondary (covering independents and midscale chains expanding in MENA). Begin the Avendra application immediately, using Mobica's ISO 9001:2008 and ISO/TS 16949 certifications, GM Supplier Excellence Award, and 87,000 units/month production capacity as qualification differentiators. Simultaneously apply to Entegra for faster market access while the Avendra process completes.



Preferred Vendor Programs

Requirements and pathways to approved supplier status



Documentation

Required paperwork and compliance

- ✓ Certificate of Insurance with adequate coverage limits
- ✓ Product certifications (ISO 9001:2008, ISO/TS 16949, BIFMA, ANSI)
- ✓ Financial statements (2-3 years audited)
- ✓ Client references from comparable hospitality accounts
- ✓ Sustainability documentation and ESG reporting



Evaluation Criteria

How chains score potential vendors

- ✓ Product quality and consistency testing results
- ✓ Pricing competitiveness (volume-tiered structures)
- ✓ Supply chain reliability and fulfillment capacity
- ✓ Technology integration (ordering, EDI, e-procurement)
- ✓ Innovation roadmap and R&D capabilities



Application Timeline

Typical approval process duration

- ✓ Initial application submission: 2-4 weeks preparation
- ✓ Product sample evaluation: 4-8 weeks
- ✓ Site and facility audit: 2-4 weeks scheduling
- ✓ Contract negotiation: 4-8 weeks
- ✓ Total timeline: 3-12 months from first contact



Success Factors

What differentiates winning applications

- ✓ Existing relationships with individual properties
- ✓ Sustainability certifications aligned with chain goals
- ✓ Demonstrated cost savings vs current suppliers
- ✓ Innovation or differentiation not available elsewhere
- ✓ Strong trade show presence and industry reputation



RFP Best Practices

Winning strategies for hotel chain procurement processes

1

Pre-RFP Intelligence Gathering

Research the chain's current supplier landscape, procurement priorities, and sustainability goals before the RFP is released. Build relationships with procurement team members at trade shows and industry events.

- ✓ Monitor hotel chain press releases for procurement leadership changes
- ✓ Attend Hotel Show Dubai (June 2-4, 2026) and INDEX Dubai as priority events

2

Response Strategy Development

Develop a win theme that aligns Mobica's differentiators with the chain's priorities. Tailor every section to address known pain points and strategic goals.

- ✓ Address every requirement explicitly — missing items are automatic disqualifications
- ✓ Lead with TCO (Total Cost of Ownership), not just unit price

3

Pricing Architecture

Structure pricing to demonstrate volume economics and long-term value. Include tiered pricing (property, regional, national), contract length incentives, and performance-based options.

- ✓ Offer 15-25% volume discounts for 50+ room orders to undercut competitors like Danube Hospitality and Mohm Furniture
- ✓ Include price-lock guarantees for 12-24 month contracts to reduce buyer risk

4

Proof Points & Case Studies

Include quantified results from comparable hotel clients. Performance data, cost savings metrics, guest satisfaction impact, and operational efficiency improvements strengthen credibility.

- ✓ Include 3-5 named references with permission to contact
- ✓ Quantify results: "Reduced cost per occupied room by X%"

5

Presentation & Follow-Up

Prepare a compelling oral presentation for the shortlist stage. Bring product samples from both WORK and LIVE divisions, demonstrate Eubiq smart technology capabilities, and have senior leadership present to signal commitment.

- ✓ Propose a pilot program at 2-3 properties to reduce perceived risk
- ✓ Follow up within 24 hours with a summary of commitments made



Relationship Building Timeline

18-month progression from initial contact to strategic partnership

Month 1-2

Research & Identification

Map target chain organizational structures for MENA operations. Identify procurement decision makers, brand standards managers, and regional operations directors for Marriott, Hilton, Accor, IHG, and Hyatt Middle East offices. Build LinkedIn network through Mobica's Dubai and Germany offices.

Month 3-4

Initial Engagement

Exhibit at Hotel Show Dubai + INDEX (June 2-4, 2026) to establish face-to-face connections with procurement teams. Send curated sample kits featuring WORK division executive furniture and LIVE division luxury pieces to key decision makers. Request introductory meetings with property-level managers in Egypt and GCC.

Month 5-6

Pilot Program Proposal

Propose a no-risk pilot at 1-3 individual hotel properties in Egypt or UAE. Define success metrics, duration (60-90 days), and evaluation criteria. Leverage Mobica's 280,000 m2 factory for rapid sample production and mock-up room creation. Secure buy-in from property GM and regional operations leadership.

Month 7-9

Pilot Execution & Results

Execute pilot with exceptional service levels leveraging Mobica's 87,000 units/month capacity. Collect performance data weekly. Present mid-pilot review and final results to property and regional leadership. Document ROI, durability performance, and guest satisfaction improvements with hard numbers.

Month 10-12

Regional Expansion

Leverage pilot success to secure regional approval across Egypt, UAE, and Saudi Arabia. Submit GPO applications to Avendra and Entegra with pilot performance data. Begin contract negotiation for multi-property deployment targeting PIP renovation cycles in existing MENA hotels.

Month 13-18

National Partnership

Scale to chain-wide availability across MENA. Establish quarterly business reviews (QBRs). Develop joint innovation roadmap incorporating Eubiq smart power tracks and Italian brand partnerships. Position Mobica for strategic co-development opportunities aligned with Vision 2030 mega-projects.

Partnership Tier Ladder

Revenue impact by partnership level for Mobica for Integrated Industries

Entry	Single Property Partner Approved vendor at individual property level. Direct relationship with property management and procurement. Opportunity to prove reliability and product quality on a small scale.	\$50K-\$250K
Regional	Multi-Property / Regional Approved across multiple properties in Egypt, UAE, or Saudi Arabia. Regional procurement team relationship. Standardized pricing and service level agreements in place.	\$500K-\$2M
National	Chain-Wide Preferred Vendor Listed on MENA-wide approved supplier list. GPO listing secured. Available to all properties chain-wide. Formal contract with volume-based pricing tiers.	\$2M-\$5M
Strategic	Strategic Co-Development Partner Co-creation of custom FF&E collections for the chain. Joint innovation programs leveraging Mobica's Italian brand portfolio. Exclusive or semi-exclusive regional arrangements. Seat on supplier advisory council.	\$5M-\$10M+

Implementation Roadmap

Phased approach for Mobica for Integrated Industries

<p>PHASE 1: FOUNDATION (MONTH 1-3)</p> <ul style="list-style-type: none"> ✓ Complete vendor documentation package (ISO certs, financials, references) ✓ Map target chain MENA decision makers ✓ Prepare hospitality-specific sample kits from WORK and LIVE divisions ✓ Register for Hotel Show Dubai + INDEX (June 2-4, 2026) 	<p>PHASE 2: OUTREACH (MONTH 4-6)</p> <ul style="list-style-type: none"> ✓ Launch targeted outreach through Dubai and Germany offices ✓ Exhibit at Hotel Show Dubai with full product showcase ✓ Submit GPO applications (Avendra, Entegra) ✓ Secure 2-3 pilot property commitments in Egypt/GCC
<p>PHASE 3: PROVE (MONTH 7-12)</p> <ul style="list-style-type: none"> ✓ Execute and monitor pilot programs with weekly reporting ✓ Collect and present performance data to regional leadership ✓ Negotiate regional expansion terms across MENA ✓ Build case studies from pilot results for RFP responses 	<p>PHASE 4: SCALE (MONTH 13-18)</p> <ul style="list-style-type: none"> ✓ Pursue preferred vendor status with 2+ chains ✓ Establish quarterly business reviews with chain partners ✓ Launch joint innovation initiatives (Eubiq smart rooms, Italian luxury) ✓ Negotiate MENA-wide chain contracts targeting Vision 2030 projects



Key Performance Metrics

Tracking partnership development and revenue impact

5

Target Chains in Pipeline

Active engagement with Marriott, Hilton, IHG, Accor, and Hyatt across MENA regional operations

50%

Pilot-to-Contract Rate

Industry benchmark: 40-60% of successful pilots convert to regional or national contracts

\$2.5M

Avg. Contract Value

Projected average annual contract value for MENA chain-wide partnerships

75%

GPO Coverage

Dual Avendra + Entegra registration covers approximately 75% of chain-affiliated MENA hotels

4.5/5

QBR Satisfaction

Target quarterly business review satisfaction score from hotel partners

\$8M+

18-Month Revenue Target

Projected revenue from hotel chain partnerships within the strategy period across all 5 target chains

MEASUREMENT FRAMEWORK

Leading Indicators

Trade show meetings booked, sample kits delivered, LinkedIn connections with procurement leaders, GPO applications submitted, Supplier ONE and Suppliers Connection registrations completed

Lagging Indicators

Pilots secured, contracts signed, revenue from chain partnerships, properties served, reorder rates, share of wallet within each chain

Strategic Health

Partnership tier progression, QBR scores, contract renewal rates, share of wallet growth, referral introductions from existing chain contacts