On CUE

VOLUME 01

CAN A HOTEL BECOME THE NEW MEDIA COMPANY?

From the midnight bar and the chef's table to the automotive studio and the champagne salon: what happens when a brand stops renting attention and starts staging culture.



LUXURY AUTOMOTIVE



WINE & SPIRITS

↑ THE LEAD

HOSPITALITY



LIFESTYLE



ARTS & ENTERTAINMENT



TRAVEL & LEISURE

SAME FACES.
DIFFERENT PLACES.

Starting out as a performer on stage teaches you how to read a room fast. You have people from every walk of life in the same space, and your job is to make all of them feel the same moment at the same time. You learn to watch body language, catch what people respond to before they say a word, and feel the exact second a room leans in.

When I stepped off the stage and into the luxury car world, I brought that same eye with me. Working my way from the back of the building to the front of the showroom, I got to study how people with real options actually move, what frustrates them, and what makes them feel recognized.

And as my path moved from luxury cars back into music, then into casino entertainment, high fashion, and spirits experiences across the country, a pattern kept showing up that nobody in the corporate offices was talking about.

I was seeing the exact same faces in every room.

The person picking up the keys from Mercedes-Benz that afternoon is the same person pulling up to the valet at Caesars that night, walking into Emeril's for dinner, ordering the bottle at the table, having drinks on the casino floor, and checking into the hotel upstairs before sitting up front for the show. Every brand had a piece of their night, and none of them had the whole picture.

That is why we built **Ced&Dunn**, and that is what **ConnectedIntelligence℠** is. When you understand how desire moves from one room to the next, you stop guessing what people want and start building experiences they never want to leave.

ON CUE is how we see the room.

IN THIS ISSUE

05

THE FEATURE STORY

CAN A HOTEL BECOME THE NEW MEDIA COMPANY?

Why hotels, casinos, resorts, and restaurants are sitting on the greatest unscripted stage in the aspiration economy, and what happens when food and beverage, the bar, and programming run as one story.

08

THE ARCHITECTURE OF DESIRE

THE SHOWROOM IS DEAD. LONG LIVE THE STUDIO.

What a bespoke automotive studio in Los Angeles, a hospitality-led showroom in Mayfair, and a private collector salon teach us about breaking through category sameness.

10

THE RITUAL OF ARRIVAL

OWNING THE MIDNIGHT RITUAL

How the world's finest champagne and spirits brands own the table, the music, and the after-hours cultural moment.

12

THE CROSS-WORLD WATCH

SIX WORLDS, ONE CONSUMER

How the same guest moves across Luxury Automotive, Wine & Spirits, Hospitality, Lifestyle, Arts & Entertainment, and Travel & Leisure over forty-eight hours.

14

THE HORIZON

THE MOMENTS YOUR CUSTOMER IS ALREADY TRAVELING FOR

Looking three, six, and twelve months up the road at the moments bringing your buyer into the room.

16

THE ART OF STAGECRAFT

STAGED EXPERIENCE IS THE NEW MARKETING.

We believe an experience happens whether it's planned or not.



CAN A HOTEL BECOME THE NEW MEDIA COMPANY?

Every weekend, the best customers in the market walk through the lobby, sit at the bar, and eat in the dining room. Most properties still run the space like real estate. The ones that win next will program it like a network.

"You can tell in thirty seconds whether the space has a pulse or whether it's just selling sleep."

Walk into a hotel on a Friday night and you can tell in thirty seconds whether the space has a pulse or whether it's just selling sleep.

When a property is alive, you feel it before you even reach the front desk. The bar is three deep with locals who don't even have a room key, because that's where the energy in the city is tonight. The dining room feels like a main event. Somebody curated the sound in the lounge to carry the room from dinner into midnight.

Every hotel group, casino, resort, and restaurant operator wants that kind of heat. The challenge is how the operation gets divided up on Monday morning.

In most upper-tier properties, every leader is handed a different scoreboard. The rooms team is measured on occupancy and rate. Food and beverage is judged on covers and margins. The bar and lounge run on their own targets. And marketing is asked to fill every room and every seat at once while online booking platforms sit in the middle, taking a cut of the margin and holding on to the guest relationship. Everyone is doing their job, and the guest still gets seen in pieces.

Sources: Sarah Stahl, Hotel Online, September 9, 2025.



STOP SELLING SLEEP. START CURATING EXPERIENCES.

Think about what a real media company does. It programs a schedule people plan their week around, it knows who's tuning in, and it turns that attention into a direct relationship.

Hospitality brands own the physical spaces that digital companies wish they had. You have the architecture, the kitchen, the bar, the sound, and the suites.

Look at where the serious money and attention are moving right now. In Miami's Brickell district, investors just put forty-three million dollars behind ORA by Casa Tua because affluent buyers want to live and stay inside a space anchored by a great restaurant and a private members' club. Here in New Orleans, the newly opened Fairmont anchored its return around Emeril Lagasse's dining rooms, with its rooftop cocktail lounge Third Measure arriving next.

Sources: Fairmont release, November 2, 2026.

When a property moves like a media company, the lobby sets the tone the second you walk in, and the dining room, bar, and lounge become the flagship programming that pulls the city's taste through the door every night. And when you connect what you know across the property, one guest stops looking like five strangers scattered across a booking site, a reservation app, a spa terminal, and a bar tab, and starts getting treated like a known regular in a house that remembers what they love.

"Personalization still requires human judgment. It has to be contextual. It cannot be scripted. It has to show that we care."

"The outcome? One guest becomes five records. And five records means zero clarity."

Sources: Rainer Stampfer, President, Global Operations, Hotels and Resorts, Four Seasons Hotels and Resorts, Hospitality Net, June 4, 2025; Mark Haley and Mark Hoare, Hospitality Upgrade, "The Golden Guest Record," Summer 2026 issue, June 6, 2026.



"Nobody dreams about sitting under stale lights at a desk filled with paperwork."

THE SHOWROOM IS DEAD. LONG LIVE THE STUDIO.

When someone is spending two hundred thousand dollars on a machine or a timepiece, they are looking for a world they want to belong to.

Spend enough time inside luxury dealerships and you see the disconnect up close. Brands spend millions engineering world-class machinery, then hand the customer over to a glass box that feels like a bank lobby. Stale lights, inventory parked bumper to bumper, and desks filled with paperwork. It's no surprise Deloitte's global automotive study found that fifty-three percent of buyers in the United States plan to switch brands for their next car.

People with options buy how the space makes them feel. They buy the stage.

Look at how great brands in the world are flipping the script right now. Out in Beverly Hills, Mercedes-Benz opened Studio Los Angeles, where luxury, creativity, and hospitality meet, with one-to-one personalization built in. People go there because the room itself has taste. Over in London's Mayfair, Jack Barclay Bentley just reopened as the first showroom in Bentley's new global retail concept built entirely around hospitality, setting the blueprint for more than two hundred twenty stores worldwide. Out in Las Vegas, McLaren skipped the auto-show floor and gave its V8 McL 6GT concept its global public debut at the Concours at Wynn. In Dallas, Bvlgari planted its sole North Texas salon inside Highland Park Village, where private styling and hospitality lead the experience.

The transactional showroom is over. Whether you're moving grand tourers, fine timepieces, or high fashion, the brands winning the next decade are turning their spaces into studios where culture actually happens.

Sources: Deloitte, 2026 Global Automotive Consumer Study, January 7, 2026; Conceptcarz, July 22, 2026; H.R. Owen, November 2, 2026; duPont Registry, November 3, 2026; RetailBoss, November 3, 2026.

OWNING THE MIDNIGHT RITUAL.

You build a legendary champagne or spirits brand by owning the table, the music, and the moment the room comes alive.

If you've ever produced live experiences for major spirits and champagne brands on the ground, you know the truth about most sponsorships: brands spend millions to put a banner on a wall, hand out samples to a crowd they'll never see again, and walk away on Monday morning with a photo recap and zero customer relationships.

A great champagne or spirits brand wins by owning the ritual of arrival and celebration.

Think about the moments that actually make somebody loyal to a bottle. It's the sound of the cork at a candlelit corner table when a deal closes. It's the chilled coupe waiting in a private lounge the second the headliner walks offstage. It's a hidden cellar behind a painting in Houston where collectors keep their private lockers, or Glenfiddich and Aston Martin bringing two worlds together in a single twenty-eight-year-old bottle.

When a prestige champagne owns the pour at the exact moment the lights drop in a supper club, or when a bourbon or scotch brand turns a major game weekend into an invitation-only after-hours room where every guest is hosted by name, the bottle stops being a product on a backbar. It becomes the signature of the night.

"An impression disappears the second a thumb scrolls past. A ritual stays with the guest for the rest of the year."

Sources: Shanken News Daily, November 6, 2026.



THE CUE SPONSORSHIP LEDGER

CUE, Ced&Dunn's intelligence solutions platform for brands competing in the aspiration economy.

CATEGORY HELD

Where a named competitor holds a category right at a Horizon moment in your market, and when that hold runs through.

The CUE Roadmap shows which competitors hold category rights across your market's twelve-month Horizon, and when each hold runs through, at cue.exchange.

UNCLAIMED CATEGORY

A high-convergence Horizon moment in your city that draws the customers you chose, already carries a luxury partner from another world, and lists no partner in your category.

The CUE Roadmap surfaces which category seats remain unclaimed across your market's twelve-month Horizon at cue.exchange.

MISALIGNED CATEGORY

A property you sponsor today whose audience sits outside the customers and Ways of Wanting you chose.

76% of U.S. B2C marketing executives who invested in sports sponsorships in 2024 agree or strongly agree that they struggle to calculate the return on their sports sponsorships.

Sources: Forrester, Mike Proulx, June 6, 2025.

SIX WORLDS, ONE CONSUMER.

Most brands lose their best customer because they only watch what happens inside their own category. Look at forty-eight hours in the life of one consumer, and the Five Ways of Wanting (**The Collector**, **The Experience Architect**, **The Operator**, **The Taste Authority**, and **The Estate Builder**) that drive every choice they make:

CROSS-VERTICAL WATCH SIGNALS

ARTS & ENTERTAINMENT × TRAVEL & LEISURE

On November 10, 2026, United Airlines was named title sponsor of *Somebody Feed Phil* season nine and its live tour, launching a MileagePlus destination giveaway.

HOSPITALITY × LIFESTYLE

On November 9, 2026, One United Properties joined Fortune International Group in a $43 million capital partnership for ORA by Casa Tua, a 77-story Brickell tower.

WINE & SPIRITS × LUXURY AUTOMOTIVE

On November 5, 2026, Glenfiddich and Aston Martin announced a 28 Year Old single malt in “Podium Green,” priced at $900, reaching the United States in January.

OVER 750,000

Observed behaviors underneath CUE, across the six worlds.

Sources: United MediaRoom, November 10, 2026; One United Properties, November 9, 2026; Shanken News Daily, November 6, 2026; CUE, Ced&Dunn.

FORTY-EIGHT HOURS · ONE PATRON ACROSS SIX WORLDS

To six corporate buildings, this weekend looks like six separate strangers. To the patron living it, it is one continuous standard.



FRIDAY · 4:00 PM

Travel & Leisure to Hospitality

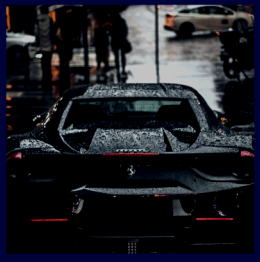
The weekend starts before the plane lands. **The Operator** and **The Experience Architect** arrive in town for a headline weekend and check into the corner suite at a flagship property. The hotel's system logs a two-night room reservation and misses where they are headed at seven and where they hold a table at nine.



FRIDAY · 7:30 PM

Wine & Spirits to Dining

Downstairs in the dining room, **The Collector** orders an allocated bottle they first tasted at a private pairing a month ago. The restaurant records a check total. The spirits house never sees who opened the bottle, and the hotel upstairs never connects the table to the suite.



SATURDAY · 1:00 PM

Luxury Automotive to Lifestyle

Saturday afternoon moves from a private preview at an automotive buying studio to a watch and jewelry salon two blocks away. Both rooms are courting **The Taste Authority** and **The Estate Builder** with the exact same taste, yet each building treats them like a first-time walk-in.



SATURDAY · 9:00 PM

Arts & Entertainment to Late Night

When the house lights go down at the arena or the theater, they are sitting up front, and when the curtain falls, they are back in the hotel's midnight lounge for the nightcap. Six worlds shared the same customer over forty-eight hours. **CUE** sees the whole weekend as one move.



THE MOMENTS YOUR CUSTOMER IS ALREADY TRAVELING FOR.

Most brands plan their calendar looking in the rearview mirror at last year's numbers. We look three, six, and twelve months up the road at the exact moments bringing your buyer into the room.

Ask a general manager why revenue per available room dipped on a Tuesday in November, or ask a dealer principal why a two-hundred-thousand-dollar car has been sitting on the floor for sixty days, and you'll usually hear about the economy or the season.

Look at the city's calendar through **ConnectedIntelligence℠** and you see a different story. The money didn't disappear; it moved to a moment your team wasn't watching.

Inside **CUE**, **The Horizon** tracks twelve months of confirmed cultural, sporting, culinary, and convention moments across eighteen markets, from New Orleans, Houston, and The Woodlands to Dallas, Highland Park, and the coast around Seaside, on to Miami, Las Vegas, Los Angeles, Chicago, and New York. We track the dates on the calendar alongside how the same customer travels between feeder cities for them.

When a major tour hits the arena, when three conventions stack on the same weekend, or when Houston and Dallas patrons head to Seaside or New Orleans for a long weekend, that moment is a commercial trigger.

HORIZON CONVERGENCE SPOTLIGHT — THE NEXT 90 DAYS

MARKET AND WINDOW
South Florida · December 1 to 6, 2026

WORLDS COLLIDING
Arts & Entertainment and Lifestyle

THE EVENTS
Art Miami and CONTEXT Art Miami · Design Miami · Untitled Art, Miami Beach · Aqua Art Miami · NADA Miami · The InScope Art Festival

WAYS OF WANTING IN MOTION
The Collector and The Taste Authority

The full twelve-month Horizon and the open category seats sit inside the CUE Roadmap at **cue.exchange**.

FOR A HOTEL, CASINO, RESORT, OR RESTAURANT	It is the difference between discounting rooms to fill a need week and curating a chef's table or late-night set that commands full rate.
FOR A LUXURY DEALERSHIP	It is the weekend you take the flagship model off the showroom floor and stage a private driving and dining experience around the show your buyer already has tickets to see.
FOR A PRESTIGE CHAMPAGNE OR SPIRITS BRAND	It is knowing which private dining room and which rooftop lounge will hold the crowd two hours before curtain.

You can't stage a moment you didn't see coming. CUE shows you what is coming on The Horizon before the crowd arrives.

STAGED EXPERIENCE IS THE NEW MARKETING.

Ced&Dunn is a brand strategy and experience company. We believe an experience happens whether it's planned or not. We believe a staged experience is the new marketing, built and designed with intention. Every detail is a choice: the light, the sound, the pace, the words, and the feeling that lingers when your customers tell the story. Desire is built into the details people walk into: the feel, the taste, the touch, and the smell. We leave nothing to chance, so our brand partners never have to beg for attention. When it's Ced&Dunn, we help build brands with Ideas Worth Experiencing℠.

BRING THE PROBLEM. WE'LL BRING YOU WHAT WE'VE SEEN.

TAKE YOUR CUE ↗

CED&DUNN

IDEAS WORTH EXPERIENCING℠

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