

**HSMAI's**  
**Curate**

**Terranea Resort**

*Rancho Palos Verdes, California*

*April 19, 2018*

# Pre-event survey

PRESENTED BY

**Bob Gilbert, CHME, CHBA**

President and CEO, HSMAI

PREPARED BY

**Dr. Lalia Rach**

Founder and Partner, Rach Enterprises

# Pre-event survey **method**

- Sent to HSMAI **Organizational Members** and **Executive Roundtable** participants
- Designed to illuminate **commonalities** and **differences** between our three disciplines + industry partners

# Pre-event survey questions

What is the **#1 strategic challenge** for:

1. The hospitality **industry**?
2. Hospitality **sales**?
3. Hospitality **marketing**?
4. Hospitality **revenue management**?

# Respondents by company type

Hotels 75%

Partners 25%

Total respondents: 77

# Respondents by discipline

Sales	25%
Marketing	16%
Revenue	46%
Combination	9%
Other	4%

# Respondents by title

C-level	25%
EVP	4%
SVP	33%
VP	38%

# #1 challenge — industry

- **Macro trend:** Taking control of future by managing change with innovative responses.
- **Continuing issues:** avoiding commoditization; disruption of distribution; talent; technology.
- **Advancing challenges:** alignment; convergence of disciplines.



# #1 challenge — industry

SALES	MARKETING	REVENUE MANAGEMENT
1. Distribution costs	1. Brand proliferation and commoditization	1. Distribution costs
2. Talent acquisition and retention	2. Distribution costs	2. Changing marketing conditions and competitive pressures
3. Commoditization	3. Fragmented customer experience	3. Technology not supporting rapid business change

HSMAI's

Curate

# #1 challenge — sales

- **Macro trend:** Talent capable of meeting the needs of the evolving discipline.
  - Fully developed “**hard**” **skills** (analysis, negotiations, strategy).
  - Ability to utilize **advanced systems** and **processes** to win in an evolving marketplace.

# #1 challenge — sales

SALES	MARKETING	REVENUE MANAGEMENT
1. Avoiding commoditization — being unique and relevant	1. Talent	1. Talent — passion; ability to sell in dynamic marketplace; understanding of revenue optimization
2. Selling and distribution costs	2. Lack of technology to enable sales	2. Acquisition and distribution costs
3. Talent	3. Brand differentiation	3. Client in the driver's seat

# #1 challenge — marketing

- Evolving the **discipline**, **process**, and **technology** to achieve success in the digital landscape.
- Managing **rising costs** while **influencing decisions** on increasing budgets.

# #1 challenge — marketing

SALES	MARKETING	REVENUE MANAGEMENT
1. Building meaningful digital messaging in crowded environment	1. Developing comprehensive CRM and omnichannel marketing solutions	1. Effectively branding, marketing, pricing, merchandising, selling the guest experience
2. Building true ROI on marketing spend	2. Differentiating brand to improve experience at every touchpoint	2. Cost of acquisition and digital marketing
3. Talent that understands industry — including technology	3. Skilled talent to utilize data analytics for digital marketing	3. Cost and pace of change of digital technology

HSMAI's

Curate

# #1 challenge – revenue management

- Evolution of the discipline to **predictive analytics** and the **strategic optimization** of data.
- Appropriate and up-to-date **systems** and **technology** to advance the decision-making process.

# #1 challenge — revenue management

SALES	MARKETING	REVENUE MANAGEMENT
1. Keeping up with cutting-edge technology that allows your hotels to make the best pricing decisions	1. Lack of turnkey platforms to make day-to-day rate/business decisions through to profit or GOP	1. Dichotomy between lack of technology/data vs. having so much data we get bogged down in minutiae
2. Being more forward-looking	2. Rapid change	2. On-demand and dynamic access to quality insights
3. Systems are now our biggest strength (more information) and weakness (human interaction)	3. Coordination/collaboration with sales, marketing, and reservations	3. Oversupply creep, with lower demand impacting secondary markets

	SALES CHALLENGES	MARKETING CHALLENGES	REV MANAGEMENT CHALLENGES
SALES PROFESSIONALS	<ol style="list-style-type: none"> <li>1. <b>Avoiding commoditization — being unique and relevant</b></li> <li>2. <b>Selling and distribution costs</b></li> <li>3. <b>Talent</b></li> </ol>	<ol style="list-style-type: none"> <li>1. Building meaningful digital messaging in crowded environment</li> <li>2. Building true ROI on marketing spend</li> <li>3. Talent that understands industry — including technology</li> </ol>	<ol style="list-style-type: none"> <li>1. Keeping up with cutting-edge technology that allows your hotels to make the best pricing decisions</li> <li>2. Being more forward-looking</li> <li>3. Systems are now our biggest strength (more information) and weakness (human interaction)</li> </ol>
MARKETING PROFESSIONALS	<ol style="list-style-type: none"> <li>1. Talent</li> <li>2. Lack of technology to enable sales</li> <li>3. Brand differentiation</li> </ol>	<ol style="list-style-type: none"> <li>1. <b>Developing comprehensive CRM and omnichannel marketing solutions</b></li> <li>2. <b>Differentiating brand to improve experience at every touchpoint</b></li> <li>3. <b>Skilled talent to utilize data analytics for digital marketing</b></li> </ol>	<ol style="list-style-type: none"> <li>1. Lack of turnkey platforms to make day-to-day rate/business decisions through to profit or GOP</li> <li>2. Rapid change</li> <li>3. Coordination/collaboration with sales, marketing, and reservations</li> </ol>
REVENUE MANAGEMENT PROFESSIONALS	<ol style="list-style-type: none"> <li>1. Talent — passion; ability to sell in dynamic marketplace; understanding of revenue optimization</li> <li>2. Acquisition and distribution costs</li> <li>3. Client in the driver's seat</li> </ol>	<ol style="list-style-type: none"> <li>1. Effectively branding, marketing, pricing, merchandising, selling the guest experience</li> <li>2. Cost of acquisition and digital marketing</li> <li>3. Cost and pace of change of digital technology</li> </ol>	<ol style="list-style-type: none"> <li>1. <b>Dichotomy between lack of technology/data vs. having so much data we get bogged down in minutiae</b></li> <li>2. <b>On-demand and dynamic access to quality insights</b></li> <li>3. <b>Oversupply creep, with lower demand impacting secondary markets</b></li> </ol>



# Top challenges

1. Distribution costs
2. Brand proliferation/commoditization
3. Talent acquisition and retention
4. Fragmented customer experience
5. Inadequate technology platforms
6. Changing guest experience
7. Mastering data analytics
8. Collaboration across teams
9. Being innovative/forward-looking

# Top 3 priority issues

*As voted on by Curate participants*

1. Being **innovative/forward-looking**
2. Mastering **data** analytics
3. **Talent** acquisition and retention