



**CLUBCORP®**

**Aligning Marketing  
and IT Objectives**

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**INTRODUCTIONS**



**CLUBCORP®**

**WHAT'S HOT & WHAT'S NOT**

*In IT & Marketing*



**HOT**

**WEB SITES THAT *SELL***



**NOT**

**WEB SITES THAT JUST  
BLATHER ON...AND ON...AND ON**



**HOT**

**HIGH-TOUCH PERSONALIZED  
CRM SYSTEMS**



**NOT**

**THE ROLODEX**



**HOT**

**IN-ROOM TECHNOLOGY/  
ON-DEMAND ENTERTAINMENT**





**NOT**

**A PHONE, A LAMP, A TV  
AND A BED**



**HOT**

**SECURE NETWORKS**



**NOT**

**WORMS AND VIRUSES**



**HOT**

**HIGH-SPEED CHECK-IN/CHECKOUT  
OR SELF-SERVE KIOSK**



**NOT**

**A LONG LINE  
AT A FRONT DESK**



**HOT**

**HAPPY REPEAT GUESTS**



**NOT**

**ONE-NIGHT STANDS**

The background of the slide is a close-up photograph of a fire, showing bright orange and yellow flames against a dark red background. At the bottom of the slide, there is a horizontal bar with a green, textured background.

# **HOW DO WE MAKE HOT HAPPEN?**

**TODAY'S BIG QUESTION**



# Identifying Strategic Business Goals

**STEP ONE**

- Type 1: *A Marketing Strategy*  
with Technology Implications
- Type 2: *A Technology Strategy*  
with Marketing Implications

**TYPES OF  
BUSINESS STRATEGIES**



**HOW THEY DIFFER**

## Marketing Strategies

*focus on pre-arrival offerings to attract guests and post-departure strategies to create return visits.*

- Driven by Consumer demands/ preferences.
- May or may not fit within existing systems.

## Technology Strategies

*focus on the rendition of service associated with arrival, accommodation, departure, collection and reporting.*

- Driven by legal, fiscal and logistical requirements.
- Emphasis on architectural compatibility.

**HOW THEY DIFFER**

## **Website Format and Content**

- **Language / Server Capacity / Hosting Issues**
- **Search Engine Optimization**
- **Data collection and reporting (hits, discrete visits, contact response, visitor data, site security)**
- **Update of current content (toolkit)**
- **Group and Individual Reservations  
(PMS interface, third party software links, data security)**

**MARKETING STRATEGIES WITH  
TECHNOLOGY IMPLICATIONS**

## **Rate Programs and Changes**

- **PMS Posting Capacity (“3rd Night Free” packages; minimum stays, folio appearance)**
- **Gift Card with Stay (Accounting, Distribution)**
- **Percentage discount for special affiliations (participant identification, PMS posting, accounting for and distributing discounts)**
- **Update of electronic media (web, collateral)**

**MARKETING STRATEGIES WITH  
TECHNOLOGY IMPLICATIONS**

# **Marketing Campaigns and Mailings**

- **Guest Data Collection (active and passive PMS data collection, list maintenance and export)**
- **List Maintenance (NCOA, householding, geographic and demographic classification)**
- **Campaign Management (record selection, campaign ROI analysis)**
- **Decision Support Data (business analyst support)**

**MARKETING STRATEGIES WITH  
TECHNOLOGY IMPLICATIONS**

## **Implementing High-Speed Internet Access**

- Availability (percentage of rooms)**
- Cost (charged? Room rate? Amount?)**
- Promotion (collateral and advertising)**

**TECHNOLOGY STRATEGIES  
WITH MARKETING IMPLICATIONS**



# Property Management Systems

- **Appearances of external deliverables**  
(confirmations, folios, registration cards)
- **Speed and accuracy of service**  
(the check-in and check-out experiences)
- **Data collection and retention**  
(guest information, stay histories)

**TECHNOLOGY STRATEGIES  
WITH MARKETING IMPLICATIONS**

# **Aligning Actions with the Business Goals**

**STEP TWO**



**ESTABLISH  
DEPARTMENTAL PRIORITIES**

## **Departments individually evaluate their projects, considering:**

- Business Impact
- Financial Resources
- Personnel Resources
- Alignment with Enterprise Objectives

**ESTABLISH  
DEPARTMENTAL PRIORITIES**



## **THE BLUE CHIP PROCESS**

## **The Blue Chip Process**

- Departments outline their priorities and submit them on a semi-annual basis.
- Executive Management reconciles the priorities and determines the company's immediate needs. Projects are approved if they (1) drive revenues, (2) reduce costs, (3) enhance the guest experience or (4) meet legal or reporting requirements.
- Department reorganize their projects accordingly.
- Bonus incentives are based on Blue Chip goals.

**THE BLUE CHIP PROCESS**



**DEPARTMENTAL  
INTERACTION**

# Making Plans and Teams

- Marketing and IT formulate teams with a project “champion”, detailed responsibilities, and measures of success.
- SME’s from both departments coordinate time frames and deliverables.
- The project plan must include end-user education programs (or information distribution) and the support plan for post-implementation assistance.

**DEPARTMENTAL  
INTERACTION**



# **Analyzing Successes and “Not-So-Successes”**

**STEP THREE**



**ANALYZING  
PROJECT FAILURES**

Everyone's favorite pastime. Under the guise of constructive criticism and learning for the future, we take the opportunity to say..



**ANALYZING  
PROJECT FAILURES**



**“I TOLD YOU SO.”**

There is a great deal to be learned from project failure analysis, and the process is required, but more important to the business is...



**ANALYZING  
PROJECT FAILURES**

## **Review project SUCCESSES so that they can become repeatable processes.**

Project tracking /documentation must include:

- What went right. (Include user interviews.)
- How to incorporate that into future projects.
- Team member roles and strengths.
- How collaboration will benefit future jobs.

**ANALYZING  
PROJECT SUCCESSES**

**Balancing  
Risk and Reward  
in Your Project Portfolio**

**STEP FOUR**

# Risks and Rewards

A successful project is the appropriate balance of :

- time
- money
- quality

**PROJECT RISKS  
AND REWARDS**



**And in the final analysis...**





**NOT**

**IT AND MARKETING  
WORKING IN A VACUUM**



**HOT**

**IT AND MARKETING  
PLAYING WELL TOGETHER**

Questions?

