

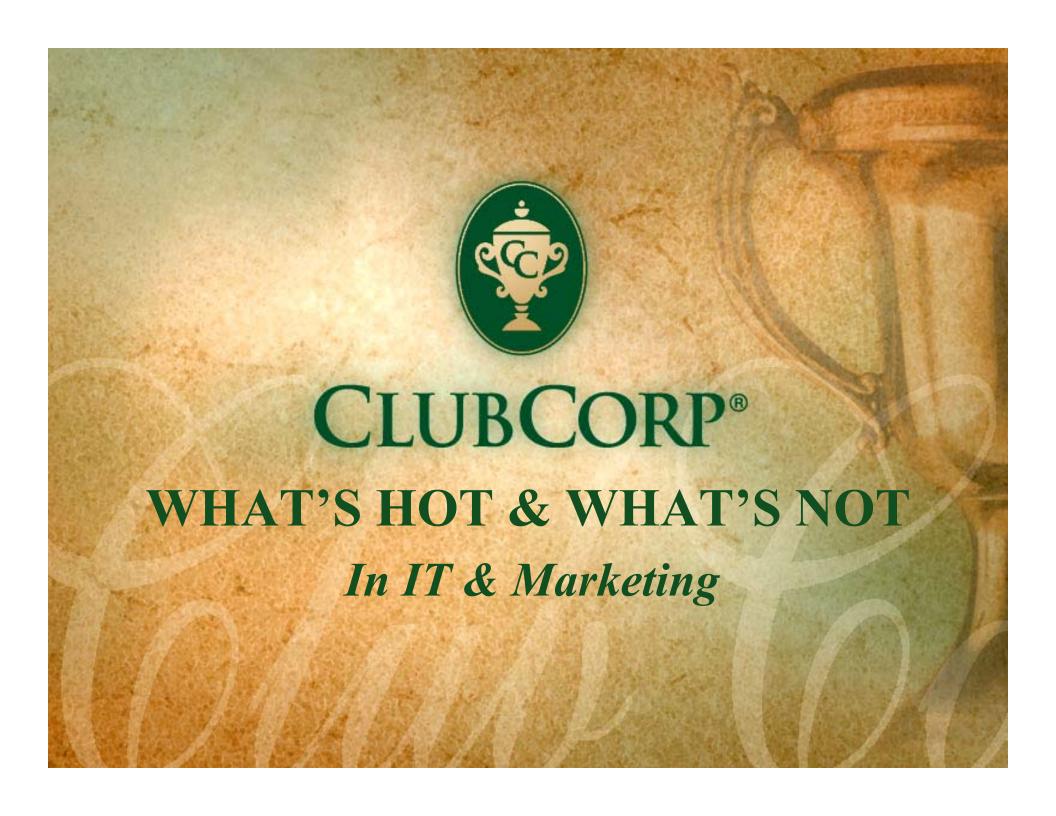
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INTRODUCTIONS





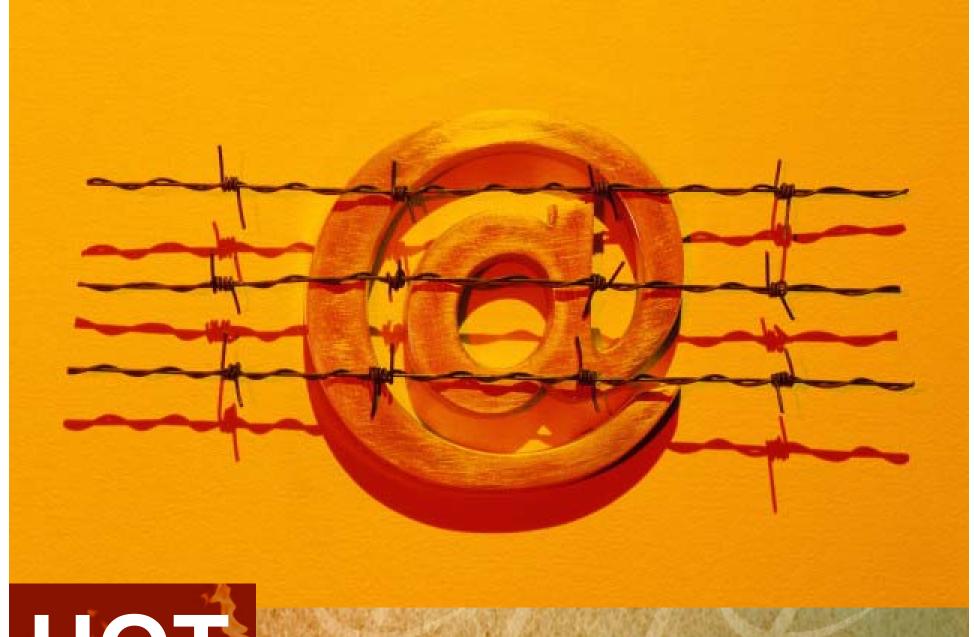








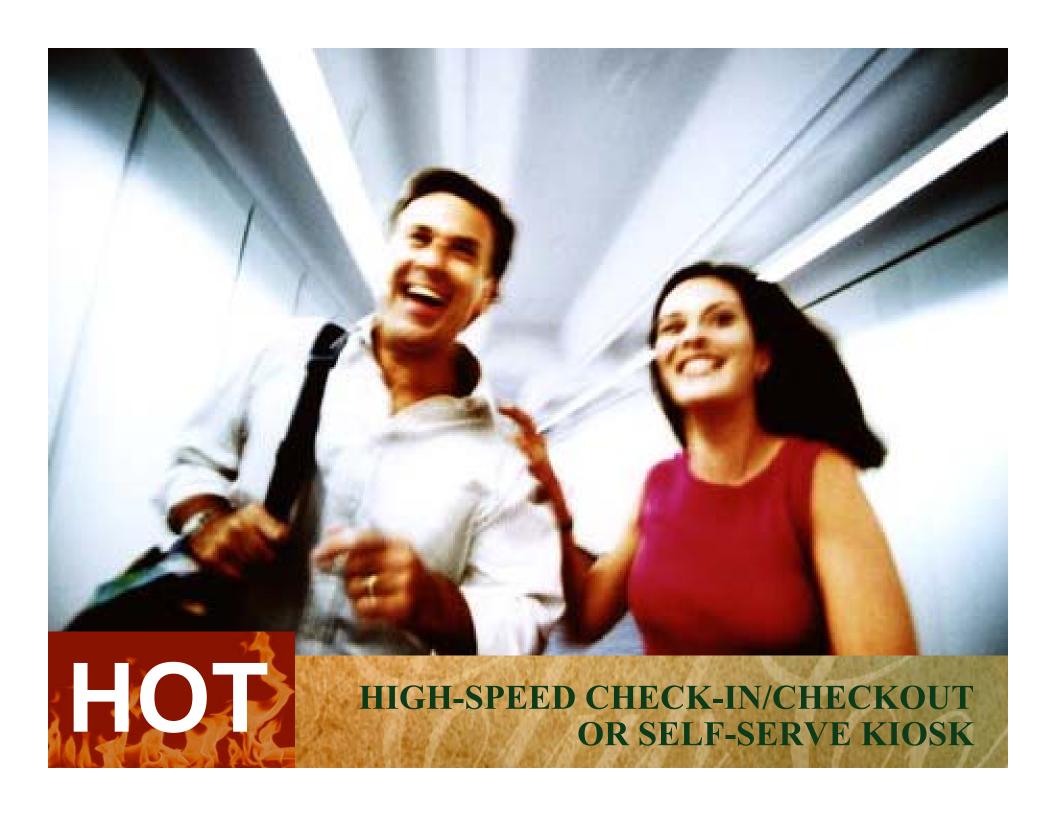






SECURE NETWORKS







A LONG LINE AT A FRONT DESK







Identifying Strategic Business Goals

• Type 1: A *Marketing Strategy* with Technology Implications

• Type 2: A *Technology Strategy* with Marketing Implications



HOW THEY DIFFER

Marketing Strategies
focus on pre-arrival
offerings to attract
guests and postdeparture 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



DEPARTMENTAL PRIORITIES

Departments individually evaluate their projects, considering:

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



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 postimplementation assistance.

Analyzing Successes and "Not-So-Successes"



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



"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...

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

Risks and Rewards

A successful project is the appropriate balance of:

- time
- money
- quality

And in the final analysis...







Questions?