Aligning Marketing and IT Objectives
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HOT WEB SITES THAT SELL
NOT WEB SITES THAT JUST BLATHER ON...AND ON...AND ON
HOT
HIGH-TOUCH PERSONALIZED CRM SYSTEMS
THE ROLODEX

NOT
HOT IN-ROOM TECHNOLOGY/ON-DEMAND ENTERTAINMENT
NOT

A PHONE, A LAMP, A TV AND A BED
HOT SECURE NETWORKS
NOT

WORMS AND VIRUSES
HIGH-SPEED CHECK-IN/CHECKOUT OR SELF-SERVE KIOSK
NOT ONE-NIGHT STANDS
HOW DO WE MAKE HOT HAPPEN?

TODAY’S BIG QUESTION
Identifying Strategic Business Goals
• Type 1: A *Marketing Strategy* with Technology Implications

• Type 2: A *Technology Strategy* with Marketing Implications
NOT: CYNICISM

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)
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 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)
Implementing High-Speed Internet Access

- Availability (percentage of rooms)
- Cost (charged? Room rate? Amount?)
- Promotion (collateral and advertising)
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)
Aligning Actions with the Business Goals
ESTABLISH 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.
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.
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.
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...
NOT

IT AND MARKETING WORKING IN A VACUUM
HOT

IT AND MARKETING PLAYING WELL TOGETHER
Questions?