



Diamond Edge Web Wars - Be Prepared to Win!

Your ability to access to growing market share and profits make this a war you must win.
Knowledge is the key... then create great web strategies and
habits that will lead to victory!

E-Commerce Strategy...Travel Sites...Your Brand Site...Your Website

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Diamond Edge

We Train Hotels.com



Taking Service to the Next Level

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THE AGENDA

Part I

- Introduction-The Old World > The New World
- Statistics and Trends
- eCommerce Strategy
- eMarketing Strategy
- Wrap up and Questions



INTRODUCTION

How may I help you? Rack Rate/Corporate Rate/50% Off Entertainment Card/The Old World of Rates

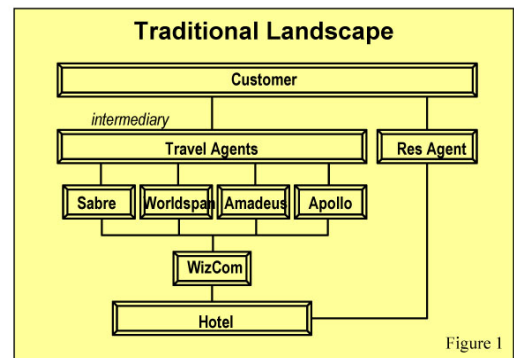
As late as 2004, many of our hotel's were still being driven by a defined, static group of rates based on the following.

Our General Managers would meet with their Front Office Managers and after reviewing the local market, both present and future, set up a price sheet.

Under most circumstances, these rates would not change (except for seasonal variations). Our rates were static and our front desks concentrated on top-down selling practices. We quoted our highest rates.

If we had revenue managers, they may have tried to explain to our staff that the most expensive item we have in the hotel is an empty room and we trained them to sell down. If their offer of a room at a specific price met with resistance, they were empowered to offer a discount to "close" the sale.

The predominant way of booking a room in your hotel was either a telephone call to the reservation centre or a call directly to the property.



And our hotel marketing was publication based (for the retail client) and/or we hired sales people to develop convention and meeting/group tour/contracted corporate business and/or we relied on chain affiliation to fill our rooms.

The traditional way to book a hotel room (figure 1) was for our guest to go to their travel agent or to book through a reservation agent (either at CRS or at the hotel).

The World Changed

The web changed how the world conducts business. Those who were early adapters thrived in this environment. For example, Wal-Mart was one of the first to extend its powerful computer inventory systems to on-line links with its suppliers so that they were never out of stock of high demand items. This coordination of supply chains and distribution networks with a precision and efficiency never before imagined resulted in increased the stock-turns, lower inventory and increased profitability... and lower prices. The complaint has been that Wal-Mart has driven its competitor's out of business with lower prices. But only customers can do that.

This same evolutionary change has been taking place in our hotel.

Internet Bookings/Best Available Rate (Rate of the Day)/The New World of Rates



How did this affect us?

How our guests booked a hotel room changed (figure 2). Growing numbers went to the web and booked through 3rd party websites. We could no longer control how the guest perceived us. Our rooms became a commodity.

In the beginning our industry was literally out of control. Hotel's were dumping unsold inventory through 3rd party sites (Travelocity and Expedia were leaders) (and there were many as a result of the economic upheaval created by 9/11) which resulted in greatly reduced margins and a blurring of the image and importance of the brand. This resulted in greatly reduced margins (read profitability) for our hotels.

The brand's began to take back control by applying "Best Rate" Guarantees and hotels began to take back profitability by relying on the Brand's web site.

At the same time, there was an awakening of the power of branding. "Heavenly Beds" is only one example. Cendant (now Wyndham) hiring brand specialists to lead their hotel division was another.

Our hotel's have gone from an opaque, static rate sheet to transparent, dynamic rates being driven by the web.

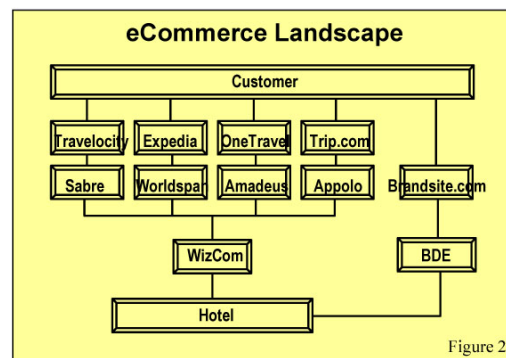
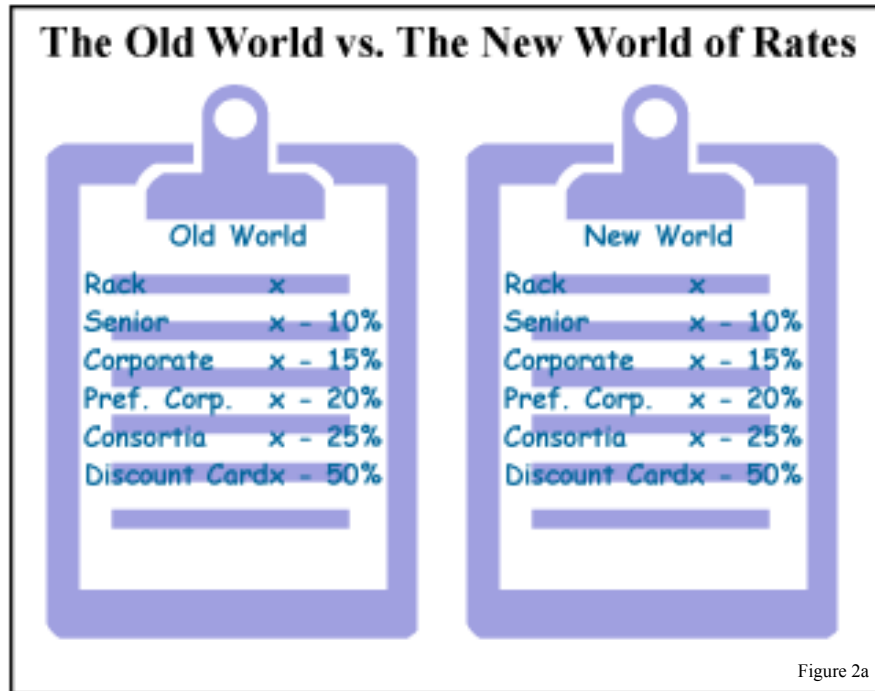


Figure 2

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We no longer begin with the highest rate (rack) but begin with the lowest rate shown on the web (rate of the day or best available rate. The challenge then is to up-sell from this rate and increase revenue.



We now depend on over 50% of our guest room bookings from the web.

Successful campaigns for the retail client continue to be publication based but are increasingly web based as we learn about the power of this new medium.

Our sales people have powerful new tools to work with making them more efficient as they remain focused on their markets.

So if it is the World Wide Web that is going to drive our business, let's start with a review of the web world and your window to this world... your own website.

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