

Aaron - The Money Maker

Revenue Manager
Hyatt - San Francisco, CA

Age: 34



"I make the most money for my hotel by selling to transient leisure and business travelers. After that I make the most on conference groups. I make the least per room from airline crews, government workers, and last-minute sites or opaque sites and so I pursue them only as a last resort for some additional income."

"Just make it easy for me to set rates at the highest price they will sell at."

Time allocated for dealing with Hotwire



some, but it's a lower priority than other channels

Reliance & Understanding of data and reports



complete

Changes rates



often (at least once a day)

Thinks about new revenue opportunities



very often

For lunch in San Francisco,

I would order a \$15 lunch from the Ferry Building and have it delivered to my office.

What's on my mind:

- Keeping the GM and owner happy
- High RevPAR (revenue per available room) = High ADR x High Occupancy
- High ADR (average daily rate), apart from its role in the RevPAR equation
- Not losing share to the other hotels in my comp set
- Forecasting

My Goals

- Keep the GM and owner happy
- Hit my numbers, Get my bonus
- Maximize RevPAR (revenue per available room)
- Highest possible ADR (average daily rate)
- I do this by selling to transient leisure and business travelers, groups, airline crews, government employees, last-minute travelers.

My Frustrations

- There's a lot going on. It's tough managing all the many channels that I sell through.
- There are factors beyond my control that can make my forecasts inaccurate.
- Restrictions imposed on me by the hotel chain.
- Working with Hotwire, the reports that they send me aren't organized clearly enough for me to quickly know what actions I should take to sell more rooms.

Attitude towards Hotwire

I like that Hotwire helps me sell extra inventory.

I like the flexibility that Hotwire offers. (no contracts)

I dislike Hotwire guests because they tend to be price conscious bargain hunters and don't spend as much as other guests at the restaurant or elsewhere on the property.

Stories that Benefit Aaron - The Money Maker

- Power boost
- Streamlined reports



John - The Jack of All Trades

General Manager
Sunset Ridge Hotel - Des Moines, IA

Age: 58

"I take care of everything at this independent hotel from front desk to managing housekeeping and setting rates. I am happy to receive help filling rooms during with the slow times."

"Just help me sell the rooms I can't sell myself. And make it easy."

Time allocated for dealing with Hotwire



minimal

Reliance & Understanding of data and reports



partial

Changes rates



once a month

Thinks about new revenue opportunities



every once in a while when I have the time

For lunch in San Francisco,

I would eat a barbecue chicken sandwich at Specialys by walking in and ordering. I would not call ahead and I would not use their touchscreens to order.

What's on my mind:

- Running the hotel
- Bottom line profit, cash flow
- Keeping the owner and hotel staff happy
- Not losing share to the other hotels in my comp set

My Goals

- Keep the owner and hotel staff happy
- Stay profitable, increase profits
- I do this by selling to transient leisure and business travelers, groups, airline crews, government employees, last-minute travelers.

My Frustrations

- There's a lot going on. I'm busy running the hotel and have very little time to think about rates much less think about them strategically.
- I wish I had a more constant occupancy rate.
- I have to manually change the rates in several different extranets. This is very time consuming and also sometimes confusing.
- Working with Hotwire, they send me far too many reports and I can't make heads or tails of them. I want to sell more rooms, of course, but I've found that the best way to deal with Hotwire is to call them up on the phone. Jenna's nice.

Attitude towards Hotwire

I like that Hotwire helps me sell extra inventory but I wish it were as simple as a faucet that I could turn on and off.

I dislike Hotwire because we've had trouble keeping our inventory in synch with their system and a few times we had trouble getting paid. I also wish there was a 24-hour hotline that I could call. They only work 9-5 PST and I'm in Iowa.

Stories that Benefit John - The Jack of All Trades

- Effective price
- Xnet optimization
- Auto-discount button in Xnet (all rooms 20% off)



Sofia - The Elitist

Director of Revenue Management
Ritz Carlton - New York, NY

Age: 41

"I have a brand to build and protect. The brand makes us money and cannot afford to be weakened by being associated with big discounts or having coupon-cutting customers. I don't care if I could make a little more money by selling on Hotwire. You're not getting my rooms. I'd rather have them sit empty."

"I have a 5-star luxury brand to maintain and I am not interested in the discount opaque model because I believe it would be harmful to my brand."

Time allocated for dealing with Hotwire

none

Reliance & Understanding of data and reports

near complete

Changes rates

sometimes

Thinks about new revenue opportunities

not often, and when I do it's in terms of taking share from my competition

For lunch in San Francisco,

I would eat a salad at the Fairmont and be appalled by the fact that their beets were from a can. I also noticed on my way in that the doormen were talking to each other rather than being as helpful as they could have been.

What's on my mind:

- Image and reputation of hotel - Maintaining status of having world-class quality
- My reputation
- High guest satisfaction
- High ADR (average daily rate), apart from its role in the RevPAR equation
- Not losing share to the other hotels in my comp set

My Goals

- Maintain a world-class level of service
- Ensure the guests are happy
- Hire the best staff
- Sell to transient leisure and business travelers, luxury tour groups, and guests of high-end conferences and conventions.

My Frustrations

- I am not always the leader in my comp set and I would like to be.
- I would like to find more people who can afford to stay at my hotel.

Attitude towards Hotwire

I don't think about them. They're not an option. Selling through a discount site like Hotwire would damage my brand.

Stories that Benefit Sofia - The Elitist

- None. We don't write stories for Sofia.