


Connecting the Dots: Integrating Your Research to Drive Profitability

Dr. Rick Garlick



Most Commonly Asked Questions

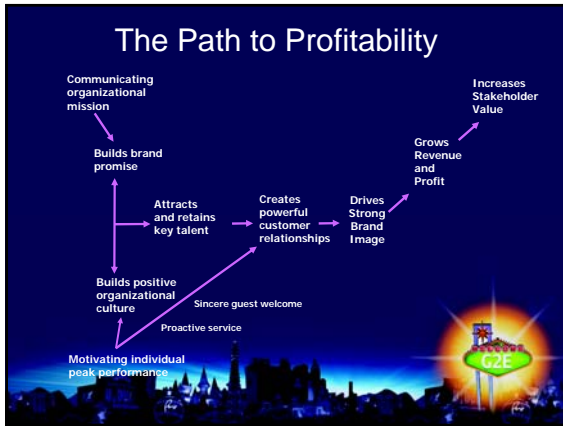
- How can we generate greater revenues and profits?
- How do we generate loyalty for our hotel/casino as a destination of choice?
- How can we link employee attitudes to guest experience?
- How can we reduce turnover?
- How can we hire and retain talented employees?
- Where should we emphasize our training efforts?
- How can we get 'more' out of our people?



CEL- Employee/Customer Research

	Choice	Experience	Loyalty
Customers	Brand image and reputation attracts customers	Promise and delivery are consistent	Customers return every time and recommend to others
Employees	Brand image and reputation attracts the best talent	Have what they need to consistently meet or exceed expectations	Top talent is retained; employees act as advocates







Applications to the Hospitality Industry

- The Lifestyle Hotel Trend Is Dead**
headline, *Hotel Interactive*, July 8, 2008
'Truth be told, it's no longer a trend. It's the way every hotelier must design hotels to compete in today's marketplace.'
- More hotel and restaurant chains are moving away from strictly an operational model toward a 'lifestyle' brand model of managing their business.

Quotes

- *'People view themselves through a prism of the brands they use and consume. Meaning, they want to experience brands that say something about who they are. Hoteliers, while notoriously slow to react to trends, are finally getting the fact that guests see the hotel experience as an extension of themselves. Or, more specifically, the personality and image they want to project to the world through the hotel at which they choose to stay. And this phenomenon happens across all price points.'*
- *'We employ "LIFESTYLE MARKETING" strategies to attract and retain guests by appealing to and connecting with their unique needs, interests, opinions and attitudes...to become part of their lifestyle...their way of life. We immerse the brand in the culture of the market so it seamlessly becomes part of that culture. – Forewinds Hospitality Web Site'*



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Quotes

- *Consumers' tastes are becoming increasingly sophisticated and diversified; brands must keep up with cutting-edge technology while being environmentally responsible; new lifestyle brands face the challenge of appealing to a wide, international audience yet differentiating themselves. Service is considered the fundamental foundation for any operator, and fusion of indigenous service, design, culture, food, entertainment and even religion into lifestyle hotels has emerged as a central trend in the segment.'*



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Key Takeaways

- Customer experience cannot be evaluated or understood apart from an understanding of the brand promise.
 - Must create a distinct brand promise based on the mission
 - Must know your customer
 - Create identification
 - Create 'love/passion' based on emotional connections
- Something for everybody; rarely everybody for something
- Must 'target' messages, value propositions, etc.
- Everyone must understand their role in creating the desired customer experience.
- Strong brands perpetuate themselves



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Using Marketing Research to Assess Customer Satisfaction

David Zamarin
November 18, 2008



Common Methods of Measuring CSAT

- Customer initiated communications
- Comment cards
- Focus Groups
- Consumer Panels
- Mystery Shopping
- Surveys
- External evaluations
- Customer Loyalty



Which Customers Should You Survey?

- All Current Customers
- All Customers in the market
- Specific Product / Service Users
- Most Valuable Customers (Database)
 - All Database Accounts
 - Club Level or special segment
 - Minimum value criteria




Advantages of a Database Sample

- Virtually always represents the clear majority of property revenue generation
- Known way to contact them
- Sample can be based on recency of visit
- Controllable frequency of participation over time
- Can tie information and behavior in database to survey responses
- Can look at faders and inactives




Survey Method

Method	Distribution	Data Processing	Response Rate	Cost	Coverage
Mail	Slow	Slow	12% - 15%	\$\$	Entire DB
Phone	Fast	Fast	10%-20%	\$\$\$	Those with phone # (50%)
Online	Very Fast	Fast	20%-30%	\$	Those with email address (<20%)



Question Content

- Key Operational areas and products
- Focus on Friendliness, Cleanliness, Delivery, Quality and Availability
- Customer Engagement
- Competitive Information
- High level summaries
- Willingness to Recommend
- Return Intent



Analysis and Results

- Monthly tallies on all questions
- Quarterly Summaries and Analyses
- Trends over time
- Benchmarking
- Dashboards
- Dissemination of Results



Ancillary Issues

- Use of outside Vendors
- Service Recovery
- Supplemental Analyses
- Cost
- Value

