



MEETINGEVOLUTION
Strategic Software Solutions

Using Competitive Analytics To Leverage Your Buying Power



MEETINGEVOLUTION
Strategic Software Solutions

GOALS

- **Understand how to leverage technology to make better business decisions**
- **Examine metrics to define, measure and report success**
- **Learn methods to leverage total spend for added meeting value / cost savings**
- **Demonstrate real meeting value to senior management**



MEETINGEVOLUTION
Strategic Software Solutions

AGENDA

- **Definitions – Set the stage**
- **Brain Break – Group Discussion**
- **Reporting Examples**
- **Brain Break – Group Discussion**



MEETINGEVOLUTION
Strategic Software Solutions

Strategic Meeting Management (SMM) Lifecycle

Components of a Best in Class
Strategic Meetings Management Program (SMMP)

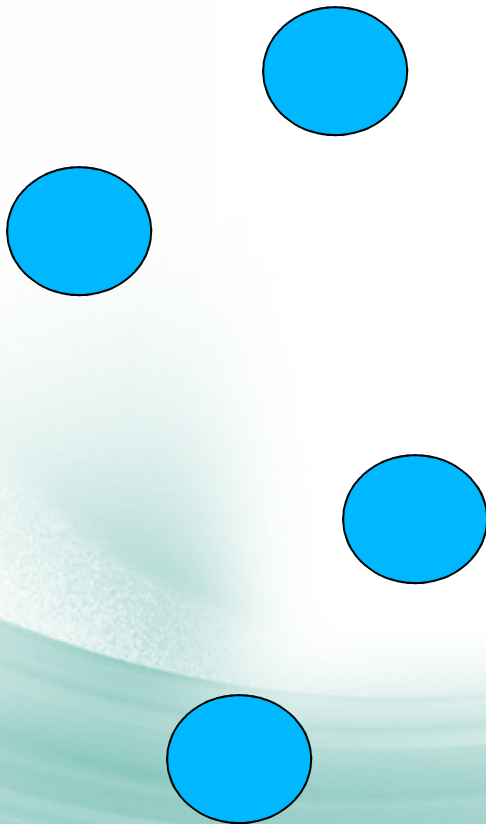




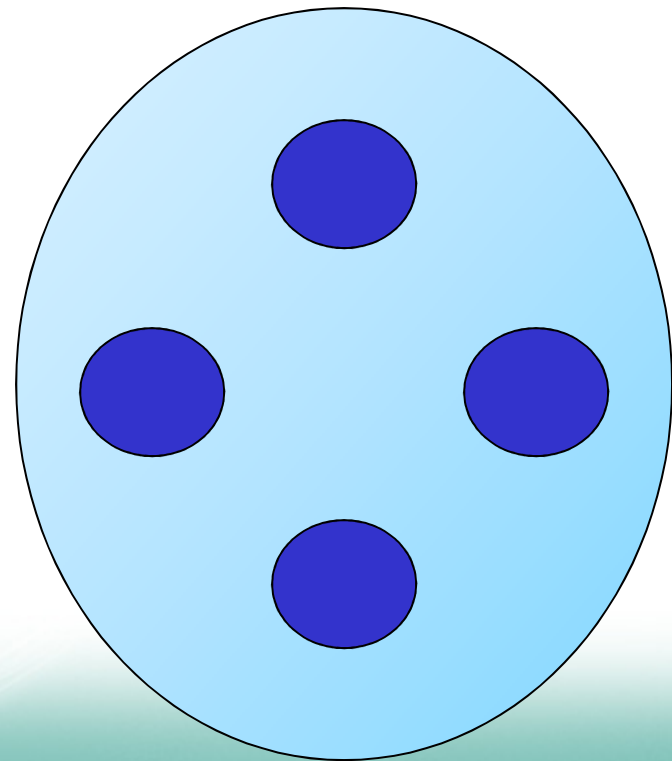
MEETINGEVOLUTION
Strategic Software Solutions

CONCEPT

LOGISTIC



STRATEGIC





MEETINGEVOLUTION
Strategic Software Solutions

Definitions

Business Intelligence – Information to help you make better business decisions.

Data Analysis – The process of evaluating data using analytical and logical reasoning to examine each component of the data provided.

Competitive Analysis – Being able to capture business intelligence that will allow for data analysis that will put you in a position to compete in the marketplace with a competitive advantage.

“High performing companies are using analytics to beat their competition hands down” – *Competing on Analytics*



MEETINGEVOLUTION
Strategic Software Solutions

Four Pillars of Analytical Competition

Distinctive
capability

Enterprise-wide
analytics

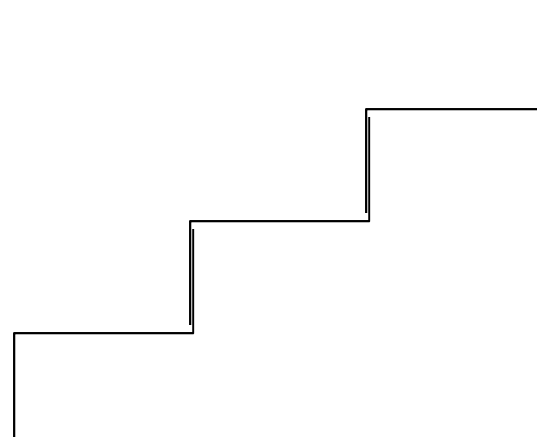
**Senior
management
commitment**

Large-scale
ambition



MEETINGEVOLUTION
Strategic Software Solutions

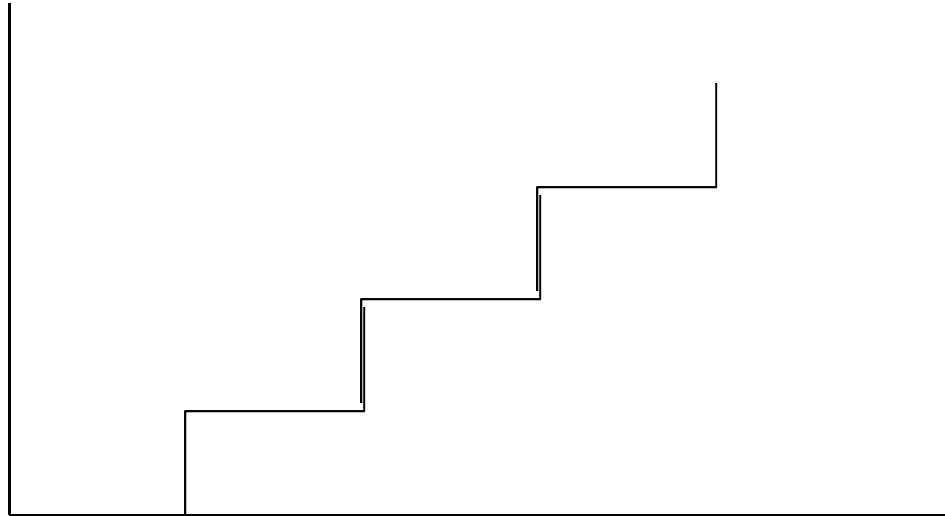
Example





MEETINGEVOLUTION
Strategic Software Solutions

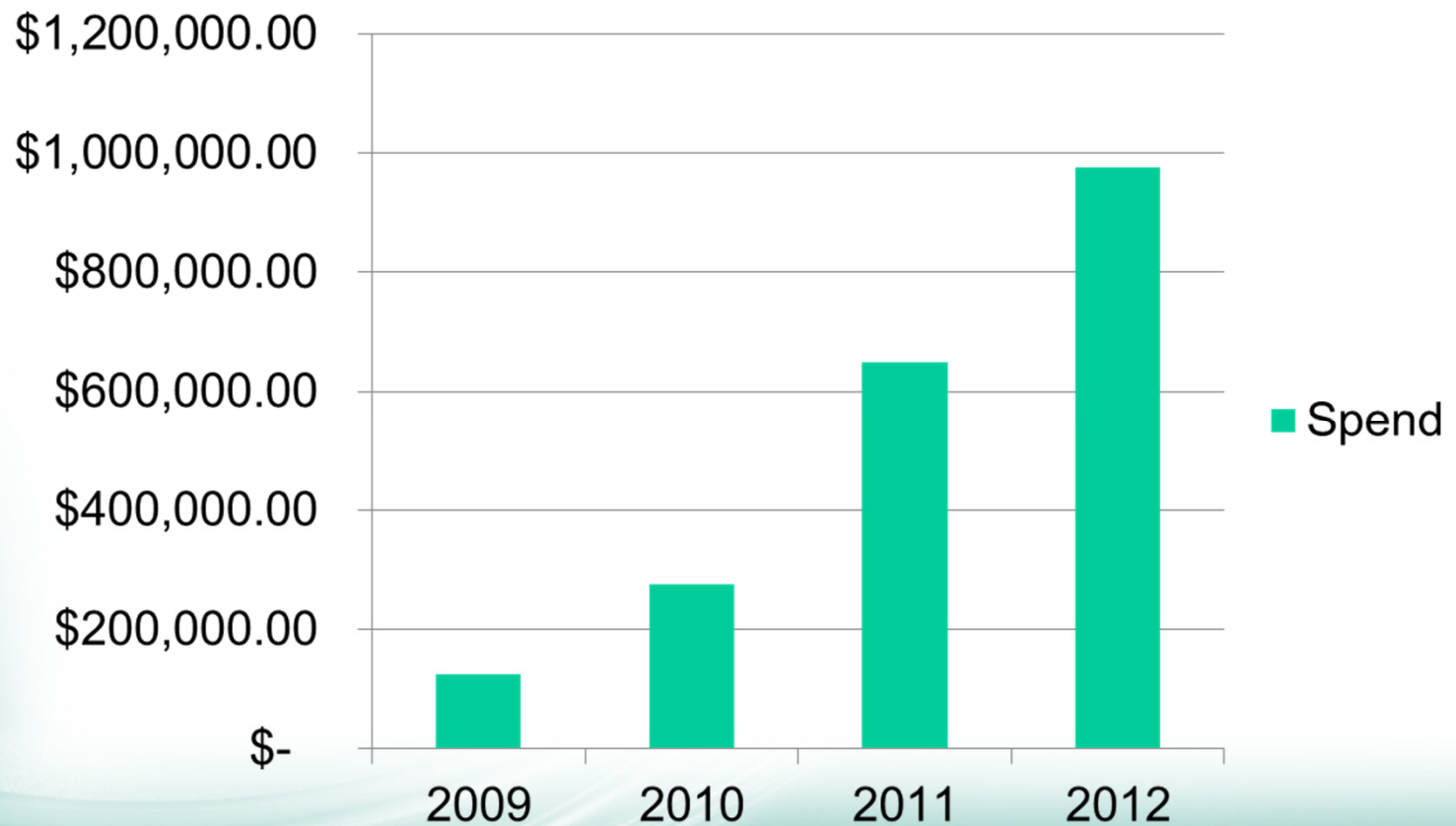
Example





MEETINGEVOLUTION
Strategic Software Solutions

TRENDS – Actualized Spend with ABC Hotel Chain





MEETINGEVOLUTION
Strategic Software Solutions

Analytical Tools Available

Event Planner



Hotelier





MEETINGEVOLUTION
Strategic Software Solutions

BRAIN BREAK **Sourcing**

GROUP DISCUSSION RFP'S





MEETINGEVOLUTION
Strategic Software Solutions

SOURCING SCENARIOS

- **Always go to the same hotel**
- **Call a select number of hotels to check availability**
- **Send out an RFP via Email to your GSO who then distributes the RFP to the hotels**
- **Send Specs to CVB and get responses**
- **Use an eRFP engine to manage eRFP's**



MEETINGEVOLUTION
Strategic Software Solutions

SOURCING – Examples

- **Easy access to Previous Meeting Information**
- **Current Response Rates / Budgets from other RFP's**
- **Access to Procurement / Business Travel Room Rates / Spend for comparison**
- **Planners in your organization are holding space at the same property**



MEETINGEVOLUTION
Strategic Software Solutions

SOURCING – Group Discussion

- **How do you Source?**
- **How do you access information about your meetings?**
 - **Budgets**
 - **Specs**
 - **Contracts**



Reporting

Competitive Analysis – Being able to capture business intelligence that will allow for data analysis that will put you in a position to compete in the marketplace with a competitive advantage.

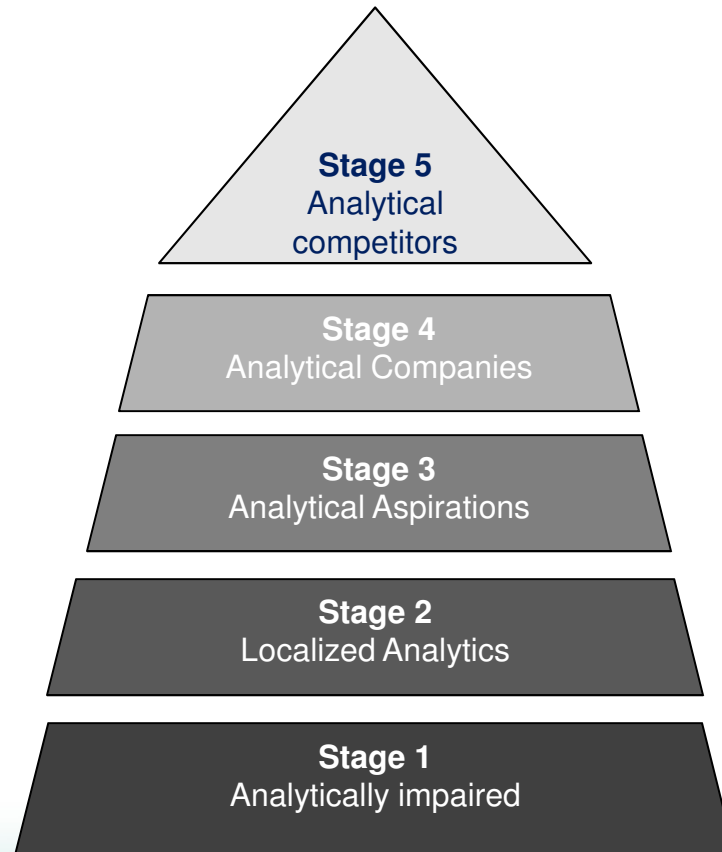
“High performing companies are using analytics to beat their competition hands down” – *Competing on Analytics*





MEETINGEVOLUTION
Strategic Software Solutions

Five Stages of Analytical Competition





RFP Response Report

- Side by Side Comparison Grid?
- Include Avg Contracted Rate by supplier by date?
- Include Avg Response Rate from other colleagues?
- Include Pre Negotiated Rate information

RATE	AVAIL ROOMS	TYPE
Run of House	300	\$ 182.00 USD
Expected Number of Rooms: 300	Responded Cost: \$ 61,261.00 USD	
Rates shown are for the year of the Event		
Average Contracted Rate Around Nov 7	\$ 186.50 USD	
Average Responded Rate Around Nov 7	\$ 202.30 USD	
PRE NEGOTIATED		
RATES		
Transient	\$ 149.00 USD	
Group	\$ 0.00 USD	



Room Rate and Meeting Space Verification

- How do you know if someone in your organization is not already holding space at the same hotel over similar dates?

24. HILTON ORLANDO CONVENTION CENTER SPACEHOLDS						
RFP	REQUESTED	MTG DATES	CLIENT	PLANNER	RATE/ROOMS	EST. SPEND
1. 2014 National Sales Meeting	May 24, 2012	Jan 17 - Jan 24, 2014			Rooms Req: 1875 Available: 1875 Peak: 400 Avg Rate: \$ 199	Hotel: \$ 373,125 USD Total: \$ 373,125 USD
2. 2014 Health National Sales Meeting	May 24, 2012	Jan 17 - Jan 25, 2014			Rooms Req: 1505 Available: 1505 Peak: 320 Avg Rate: \$ 199	Hotel: \$ 299,495 USD Total: \$ 299,495 USD
3. 2015 MAB	Jun 28, 2012	Feb 28 - Mar 4, 2015			Rooms Req: 441 Available: 441 Peak: 175 Avg Rate: \$ 239	Hotel: \$ 108,309 USD Total: \$ 108,309 USD
4. 2015 BSAB	Jun 28, 2012	Feb 26 - Mar 1, 2015			Rooms Req: 108 Available: 108 Peak: 61 Avg Rate: \$ 173	Hotel: \$ 22,422 USD Total: \$ 22,422 USD
5. 2015 IO PAB	Jun 28, 2012	Mar 2 - Mar 4, 2015			Rooms Req: 41 Available: 41 Peak: 35 Avg Rate: \$ 249	Hotel: \$ 10,209 USD Total: \$ 10,209 USD



Previously Contracted Spend Information

- Can you access previously contracted spend at a supplier easily?
- Can you access previously countersigned contracts easily?

CONTRACTED EVENTS AT HILTON WATERFRONT BEACH RESORT				
EVENT DATES	COMPANY	EVENT NAME	EST. SPEND	ATTACHMENTS
1. Nov 21, 2012 - Nov 25, 2012 Attendees: 100 Awarded: Aug 23, 2012 Status: ACTIVE		2012 Board Meeting	\$ 99,165.00 USD Rate: \$ 183.00 USD Peak Night: 100 Total Rooms: 300	Attachments(0)
2. Jun 28, 2012 - Jun 30, 2012 Attendees: 100 Awarded: Apr 18, 2012 Status: ACTIVE		2012 Leaders Strategy Conference	\$ 34,470.00 USD Rate: \$ 195.00 USD Peak Night: 90 Total Rooms: 105	Attachments(1)
3. Jan 26, 2010 - Jan 27, 2010 Attendees: 400 Awarded: Dec 16, 2009 Status: COMPLETED		2010 - SLO Senior Leadership M	\$ 27,216.00 USD Rate: \$ 149.00 USD Peak Night: 116 Total Rooms: 184	Attachments(2)
4. Jan 25, 2010 - Jan 28, 2010 Attendees: 100 Awarded: Dec 17, 2009 Status: COMPLETED		2010 Senior Leadership Meeting California	\$ 14,860.00 USD Rate: \$ 149.00 USD Peak Night: 100 Total Rooms: 100	Attachments(1)
5. Oct 20, 2008 - Oct 24, 2008 Attendees: 73 Awarded: Oct 6, 2008 Status: COMPLETED		2008 Internal Communications Meeting	\$ 56,355.00 USD Rate: \$ 195.00 USD Peak Night: 73 Total Rooms: 292	Attachments(1)
6. May 18, 2008 - May 21, 2008 Attendees: 80 Awarded: Apr 14, 2008 Status: COMPLETED		2008 Team Meeting	\$ 35,826.00 USD Rate: \$ 189.00 USD Peak Night: 80 Total Rooms: 190	Attachments(1)
7. Jul 12, 2004 - Jul 14, 2004 Attendees: 16 Awarded: Jul 2, 2004 Status: COMPLETED			\$ 7,344.00 USD Rate: \$ 153.00 USD Peak Night: 16 Total Rooms: 48	Attachments(0)
8. Jul 7, 2004 - Jul 9, 2004 Attendees: 50 Awarded: Mar 19, 2004 Status: COMPLETED			\$ 22,950.00 USD Rate: \$ 153.00 USD Peak Night: 50 Total Rooms: 150	Attachments(0)
Totals	8 meetings		\$ 298,186.00 USD	



MEETING EVOLUTION
Strategic Software Solutions

RFP Volume of Opportunity

- Do you know the volume of opportunities you are providing your Suppliers?

RFP ACTIVITY BY CHAIN					
CHAIN	ROOMS	EST. MEETING SPEND	EST. HOTEL SPEND	EST. TOTAL SPEND	RFPS
1. Marriott International	120,087	\$ 36,000 USD	\$ 25,094,317 USD	\$ 25,130,317 USD	85
2. Hilton Worldwide	119,220	\$ 36,000 USD	\$ 25,053,828 USD	\$ 25,089,828 USD	76
3. Starwood Resorts	113,998	\$ 0 USD	\$ 24,087,035 USD	\$ 24,087,035 USD	81
4. Intercontinental Hotels Group	110,728	\$ 36,000 USD	\$ 23,647,079 USD	\$ 23,683,079 USD	52
5. Hyatt Hotels and Resorts	92,056	\$ 36,000 USD	\$ 19,113,741 USD	\$ 19,149,741 USD	70
6. Omni Hotels	70,631	\$ 0 USD	\$ 15,355,373 USD	\$ 15,355,373 USD	39
7. Loews Hotels	54,831	\$ 0 USD	\$ 11,463,674 USD	\$ 11,463,674 USD	23
8. Kimpton Group	42,286	\$ 0 USD	\$ 9,833,841 USD	\$ 9,833,841 USD	9
9. Fairmont Hotels and Resorts	38,391	\$ 36,000 USD	\$ 7,902,797 USD	\$ 7,938,797 USD	36
10. Peabody Hotel Group	29,603	\$ 0 USD	\$ 6,087,952 USD	\$ 6,087,952 USD	15



MEETING EVOLUTION
Strategic Software Solutions

Contracted Spend by Chain By Year

➤ Do you know your contracted spend by chain by year?

Year Awarded --> 2012

Values shown as USD

SPEND BY CHAIN REPORT AWARDED IN 2012						
CHAINS	ROOMS	AVG ROOM RATE	EST. HOTEL SPEND	EST. MEETING SPEND	EST. TOTAL SPEND	CONTRACTS
1. Starwood Resorts	19469	\$ 173	\$ 3,365,068	\$ 1,614,700	\$ 4,979,768	21
2. Marriott International	9587	\$ 196	\$ 1,879,203	\$ 866,016	\$ 2,745,219	30
3. Hyatt Hotels and Resorts	6330	\$ 193	\$ 1,222,594	\$ 480,798	\$ 1,703,392	18
4. Hilton Worldwide	5853	\$ 217	\$ 1,272,315	\$ 327,198	\$ 1,599,512	29
5. Omni Hotels	4553	\$ 208	\$ 945,257	\$ 351,500	\$ 1,296,757	6
6. * Independent	3056	\$ 227	\$ 694,158	\$ 173,500	\$ 867,658	20



MEETING EVOLUTION
Strategic Software Solutions

Actualized Averages

➤ Do you know your actualized Averages?

ACTUALIZED EVENTS {CUMULATIVE}

Total Spend	\$ 151,378,295 USD	Contracts Actualized	1660
Spend Per Year	\$ 15,137,830 USD	Contracts Per Year	166.00
Average Spend Per Meeting	\$ 91,192 USD	Room Pickup	97.31%
Room Spend	\$ 108,198,383 USD	Meeting Spend	\$ 43,179,912 USD
Total Rooms	578549	Rooms Per Year	57854.90
Room Rate Average	\$ 192 USD	Room Rate Max	\$ 4,600 USD
Rooms Per Meeting Average	349.73	Rooms Per Meeting (MIN/MAX)	1 / 10277
Rooms Per Night Average	49.87	Rooms Per Night (MIN/MAX)	1 / 2498
Average Days Per Meeting	5.12	Max Days Per Meeting	23
Attendees Per Meeting Average	133.55	Attendees Per Meeting (MIN/MAX)	2 / 5000
Total Attendees	206325		



MEETINGEVOLUTION
Strategic Software Solutions

BRAIN BREAK **Sourcing**

GROUP DISCUSSION Contracts





MEETINGEVOLUTION
Strategic Software Solutions

HOTEL CONTRACTING

- **Access to Previous Countersigned Contracts**
- **Custom Contract Template**
- **Clauses**
- **Addendum**
- **Business Intelligence: Negotiations**
- **Business Intelligence: Leveraging Spend**



CONTRACTING TRENDS

- **Forget location – demand, demand, demand**
- **1 Billion room nights sold in 2011 – surpassing 2007 record by nearly 20 million room nights**
- **Average Hotel rate in 2011 - \$101.71 – still below pre-recession peak of \$107.38 reached in 2008**
- **RevPar jumped to \$61 in 2011, up 8.2% compared to 2010**
 - **Biggest increase since 2005 when revenue rose 8.6%**
- **Increased demand in corporate & association meetings / increased attendance**
- **Greatly reduced new hotel inventory / sleeping rooms in all brands**
- **Hotel refocus on revenue management to maximize profitability**



MEETINGEVOLUTION
Strategic Software Solutions

CONTRACTING – Group Discussion

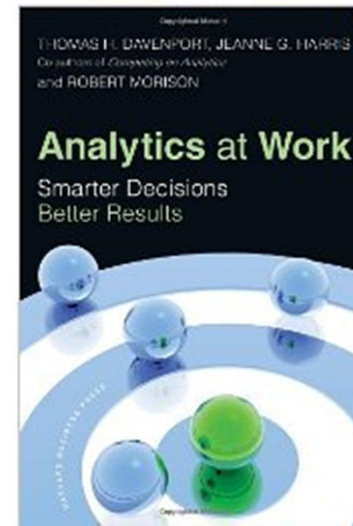
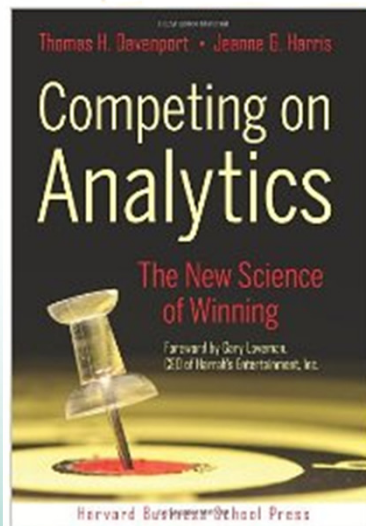
- **What tools or resources do you use for your hotel contract negotiation process?**
- **Do you have a custom contract Template? Addendum? Hotel Contract?**
- **How do you document your cost savings and risk reductions? Who do you share it with? How do you use this information?**



MEETINGEVOLUTION
Strategic Software Solutions

Resources

Thomas Davenport





MEETINGEVOLUTION
Strategic Software Solutions

Complimentary Planning Resources

➤ **Hotel Contract Negotiations Top 10 Tips**



MEETING EVOLUTION
Strategic Software Solutions

Contact

**Rob Wilson, MCSE
President
Meeting Evolution**

(913) 897-8234

rwilson@meetingevolution.net

<http://www.meetingevolution.net>