

ROC@HOME TOOLKIT



ABOUT ROC@HOME

HSMAL's ROC is the premier event for global hospitality revenue optimization professionals. In response to the unique challenges of 2020, HSMAL around the world is proud to present ROC@Home — a day-long experience designed to fuel your recovery efforts.

Neither a virtual conference nor a replacement for HSMAL's in-person ROC programs, ROC@Home is an opportunity for hotel revenue professionals to reset, refocus, and re-energize, with an exclusive toolkit to guide learning and engagement with your team and more than 20 live expert sessions hosted by HSMAL's regions around the globe.

HOW TO TAKE PART

There is no single way to be part of ROC@Home. Customize the educational offerings that are relevant to you and your company.

- WHERE: Join in from home, from your hotel, or from your corporate office.
- WHO: Participate with your team or on your own.
- WHEN: Take part on June 17 with thousands around the globe, or whenever it works best for your schedule. Tap into global resources, or just those most relevant for your corner of the world.

This toolkit (which is also [available online](#)) outlines all the ways you and your team can be part of this global day dedicated to driving hotel revenue recovery.

Special Thanks to HSMAL ROC@Home Global Partners



Get Ready...Get a Boost!...Feed Your Brain...Get Stuff Done

Learn from Your Trusted Partners

Contribute to the Global Body of Knowledge

HSMAL Advisory Board Leadership

GET READY

1. **Gather your team.** Meet face-to-face if local regulations allow, or virtually if they don't, to participate in ROC@Home as a group. Experience some of the day's components together and/or make your own agenda.
 - There's no one definition of "team" that works for ROC@Home. It could be your hotel revenue team, your corporate revenue management team, your sales team, your executive committee, or any other variation. It is your day so make the most of it!
 - [See this article for ideas about offsites that work.](#)
2. **Fly solo.** Spend the day getting up to speed on the latest industry developments, and preparing for the recovery. Tap into all of the ROC@Home resources outlined in the toolkit, and connect with peers during the end-of-day Happy Hour\$.
3. **Make a plan.** Carefully review the toolkit and plan for how you'll celebrate ROC@Home. As part of your planning, [register in advance for some of the live events](#) happening only on June 17. [See the full schedule here.](#)

NOW ROC@HOME!

GET A BOOST

1. **Start your day off right...**with a boost from some of the world's most respected revenue optimization leaders. [Watch this short video.](#)
2. **Get 100% control over one thing in your life.** Everyone wants to do work and life better, especially now. In this 30 minute presentation, [Dr. Jannell MacAulay](#), combat veteran, leader, and mindfulness advocate, will share impactful tips to optimize the one thing you have total control of: Your Mindset. Learn the simple, yet effective tools that will empower you to stay productive and profitable. [Watch here.](#)
 - BONUS: [Register to attend HSMIAI ROC Americas 2020 where you'll hear from and meet Dr. MacAulay in person.](#)
 - BONUS: [Claim 30 minutes](#) of professional development on your CRME application or recertification.
3. **Let HSMIAI Help.** Share [this special video](#) and [handout](#) from Dr. MacAulay with your loved ones (including your work family) to help them navigate these uncertain and worrisome times.



4. **Follow the leaders.** Be inspired by words of encouragement and leadership from some of the industry's most respected hotel company CEOs from around the globe. [Watch this short video](#) to hear from:
- Anthony Ross, CEO, JA Resorts & Hotels
 - Arne Sorenson, President & CEO, Marriott International
 - Chris Nassetta, President and CEO, Hilton
 - David Kong, President & CEO, BWH Hotel Group
 - Geoff Ballotti, President and Chief Executive Officer, Wyndham Hotels & Resorts <https://youtu.be/v8RMrHPHDs>
 - Guy Hutchinson, President & CEO, Rotana Hotel Management Corporation
 - Keith Barr, CEO, InterContinental Hotels Group
 - Michelle Woodley, President, Preferred Hotels & Resorts
 - Puneet Chhatwal, Managing Director & Chief Executive Officer, IHCL
 - Torgeir Silseth, President & CEO, Nordic Choice Hotels

FEED YOUR BRAIN

5. Watch the recorded webinar on [Pricing Psychology in Challenging Times](#) which illustrates, based on data from the 2009-2010 recession, the implications of price changes during low demand periods. Make a list of all the people in your organization that could benefit from hearing this message. Send the link to them with a note encouraging them to watch the webinar.
- BONUS: [Claim 30 minutes](#) of professional development on your CRME application or recertification.
6. Think about the questions that are most on the minds of revenue optimization leaders globally. What can you answer today? What do you need to learn more about? Make a plan to get the information that you need.
- *The Revenue Optimization Function & Role*
 - How can I be a good leader in difficult and volatile times?
 - How will revenue managers' jobs change in the short term?
 - What are the best ways to optimize our revenue team meetings (and communications with stakeholders) in a virtual environment?
 - *The Customer*
 - Who is our customer today, and what drives their booking decision?
 - How do we shift focus to new markets and ways to capture previously untapped business?
 - What are realistic expectations of revenue optimization for business transient?
 - What will the mix of business look like? And for how long?
 - What are the most effective and creative ways to build traveler confidence?
 - *Pricing*
 - What's the right price?!?
 - Why do hotels insist on winning the race to the bottom of the rate barrel?

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- How can our team create innovative offers that adapt to the current conditions...whatever they may be?
 - How can we drive demand without pushing rates down?
 - What longer-term rate strategies can we start planning for?
 - What are the opportunities to maximize our restaurant and F&B revenues going forward?
 - How can we forecast now? Is historical PMS data helpful?
- *Promotion*
 - How will sales managers' jobs change in the short term?
 - How can we best balance safety/security messaging with compelling marketing/retailing strategy?
 - With financial constraints in place at property-level, acquiring new customers will become increasingly difficult with less marketing spend. What vehicles outside of social and PR can we leverage in the quest for greater reach and exposure?
 - *Meetings & Events*
 - How will the demand for meetings & events change in the short term?
 - What will be the role of event venues going forward? How will they adjust to the virtual or hybrid events world?
 - What will meeting planners insist on in contracts regarding cleaning/hygiene standards and physical distancing?
 - How can our team create innovative offers that adapt to the current conditions...whatever they may be?
 - What's the right price?!?
 - Can we re-purpose the events space for other revenue-raising initiatives? Is the local restaurant looking for a larger space so they can apply social distancing? Could we rent them some of space and our kitchen? Or could they run the food and we run the drinks?
 - Could our large meeting rooms be used for local businesses who don't have large enough meeting rooms or office space to physical distance?
 - What are the opportunities to maximize our restaurant and F&B revenues going forward?
7. Spend time reviewing the new *Playbooks for Recovery* produced by HSMAI and Amadeus (available for download on June 3, 2020). What can you learn and incorporate into your own re-openings and recover?
- [SALES Playbook for Recovery](#)
 - [MARKETING Playbook for Recovery](#)
 - [REVENUE OPTIMIZATION Playbook for Recovery](#)
8. Review [Evolving Dynamics: From Revenue Management to Revenue Strategy](#) (the study guide for the [Certified Revenue Management Executive certification](#)) and identify the areas where you or your team need a refresher. Through the end of June, [purchase a digital copy of the book](#) at a very special rate: US\$20 for HSMAI Members and US\$40 for non-members.
- BONUS: Apply for the [CRME certification](#) and prove your professional ROI.

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9. Review [Hospitality Digital Marketing Essentials: A Field Guide for Navigating Today's Digital Landscape](#) (the study guide for the [Certified Hospitality Digital Marketer certification](#)) and identify the areas where you or your team need more education, or a refresher. Through the end of June, [purchase a digital copy of the book](#) at a very special rate: US\$20 for HSMAI Members and US\$40 for non-members.
 - BONUS: Apply for the [CHDM certification](#) and prove your professional ROI.
10. Watch the "Lightning Round" presentations from recent HSMAI conferences, and discuss what your hotel(s) can take away from the advice that is shared. For each video you watch, [claim 15 minutes](#) of professional development on your CRME application or recertification.
 - [Marketing in a Zero Click World](#)
 - [AI & Machine Learning for Business Leaders](#)
 - [Better in 6m 40s](#)
 - [Product Bundling for Hotels in 1 Minute](#)
 - [80 Hours in October – Key Learnings Hurricane Michael](#)
 - [Revenue Management — The Good, the Bad, and the Ugly](#)
 - [Get Their Hands Out of Your Cookie Jar!](#)
 - [Driving the Revenue Management Culture Past Rooms](#)
 - [How to Own Your Owner](#)
 - [Owners Perspective on Funding Digital Marketing 4 Minutes](#)
 - [What's Different About Revenue Management in Franchised Hotels?](#)
 - [Is Your Hotel Targeting Staycationers?](#)
11. Hear from economists in each HSMAI region around the globe. They will cover the implications of the pandemic on key economic indicators, provide insights into the impacts of economic and geopolitical forces on the year ahead, and provide perspective on recovery expectations and their implications for the hotel industry. *A small fee does apply for these presentations.*
 - [Americas](#)
 - [Asia Pacific](#)
 - [Europe](#)
 - [Middle East](#)
12. Brush up on your digital knowledge and skills. [HSMAI Europe's Digital Expert LAB](#) is a unique initiative that provides a one-stop shop to access a wealth of knowledge, delivered by industry experts and thought leaders, with a multi-channel, customer-focused and commercially-minded approach. It is free for HSMAI members.
 - [Skillshop, Ads tutorials, and Digital Garage](#) from Google offer courses, tutorials, and certifications.
13. Scale up digitally and boost business performance with the [Google SME Leadership Academy](#). If you advertise in Google and want to improve your SEO, get local examples, tutorials, guides, and more.
 - [Ads Tutorials](#) includes videos on various subjects (measurement, audiences, apps, etc.) related to Google Ads.
 - [Skillshop](#) includes training and certification.
 - [Digital Garage](#) offers generic digital marketing courses aimed mainly at those who want to start learning about a specific subject.

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14. Attend one or more sessions in [ROC@Home LIVE](#) with speakers from around the globe. *A small fee does apply for these presentations.*
 - BONUS: [Claim professional development credit](#) (1 credit per hour) on your CRME application or recertification.

GET STUFF DONE

15. Audit your room types. Important for all types of hotels, analyze your room types and determine whether they are named in a way that consumers will understand and that benchmark against other properties. You may benefit from reducing the number of room types and making it clearer for customers (and yourself).
 - Need some help? [Watch this talk](#) for expert advice on room types, naming, industry standards, how many room types you have, best practices for conversion, and more. A [recording will be available](#) for free on June 18, 2020.
16. Optimize your room attributes. [This video on "Customer Price-Value Analysis"](#) will take you through how to charge for higher room types, views, and other products you add into packages.
17. Review the daily, weekly, and Monthly Tasks for the revenue team. This is a list ([spreadsheet](#) | [PDF](#)) of tasks that hotel revenue teams should be performing at various times -- daily, weekly, monthly, quarterly, and annually. Whether you're the revenue director with a full team or the reservations manager with responsibility for the revenue function, this list will help you organise your time and focus on the right things at the right times.
18. Calculate your Net Promoter Score (NPS), using review scores, versus your comp set. You may be surprised to see results -- and can uncover opportunities for your hotel.
 - Need some help? [Watch this talk](#) for expert advice on room types, naming, industry standards, how many room types you have, best practices for conversion, and more. A [recording will be available](#) for free on June 18, 2020.
19. Update (or complete for the first time) your hotel SWOT. Being clear on your Strengths, Weaknesses, Opportunities, and Threats will help you better navigate the current landscape.
 - [See this excerpt](#) from the [Evolving Dynamics: From Revenue Management to Revenue Strategy](#) for background and an example.
 - If you need more help, save 50% on [this short course from HSMAI Academy](#). The price is from US\$27.50 through June 30. Use the coupon code ROC@Home.
20. JUST FOR FACULTY: Check out the [CRMA curriculum toolbox](#) which includes slides, links to free in-class readings, individual and small group exercises, quizzes, and a revenue management simulator. All or any of these tools can be used to supplement a current curriculum or build an entire course.

LEARN FROM YOUR TRUSTED PARTNERS

21. Schedule calls and virtual meetings to catch up with your most important partners (agencies, OTAs, sales & marketing colleagues, etc.). Ask them what learnings they

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can share from other clients, how they are adapting to the new environment and what it means for what is available to you from them, and/or to share new insights or research with you and/or your team.

22. Get a head start by hearing from these Global ROC Partners to whom HSMAI is very grateful:
- **From Cendyn:** Leverage the [Cendyn Resource Hub](#) which is full of revenue management and marketing resources including valuable data, guidance, and resources for hotels across the globe as they start to re-open or plan to re-open.
 - **From Cvent:** Improve your venue's online presence, create winning proposals, and improve RFP conversion rates by earning your Cvent Supplier Network certification. During this global crisis, Cvent is offering the [Cvent Supplier Network Certification](#) at no cost (it is a \$375 value). Use the discount code "LEVELUP2020."
 - **From IDEaS:** With hotels launching into restart mode, now is the time to rethink your revenue management strategy. To not only survive but thrive, you need to be able to prepare, react and proactively manage your hotel's returning demand. And the first step in being prepared is creating a get-ready roadmap. Get [Ready for Revenue](#) with market recovery recommendations, a special recovery ebook, and more.
 - **From OTA Insight:** In the face of travel bans, closures, and shifting consumer behaviours, hoteliers around the world are seeking strategic solutions to navigate the current state, prepare for eventual recovery, or usher in an entirely new way of operating. Created with feedback from our clients, [learn how OTA Insight's solutions can help you](#) understand and adapt to challenging market conditions, with a focus on forward looking data, dynamic comparisons, and redefining demand as intent to travel.
 - **From RateGain:** Coming soon!

CONTRIBUTE TO THE GLOBAL BODY OF KNOWLEDGE

23. Share a tip, trick, or best practice for navigating revenue optimization in today's environment. Share a video on your preferred social platform and tag it with #HSMAIROC. Or [write in a submission here](#). HSMAI will compile the entries and share them all with you after ROC@Home.



**HSMAI
ROC**

We're looking forward to seeing you at a face-to-face ROC soon!

Americas	October 26-27, 2020	San Antonio, Texas, USA
Middle East	December 8, 2020	Dubai, UAE
Brasil	December 12, 2020	São Paulo, Brasil
Europe	January 26, 2021	London, England
Asia Pacific	June 2021	Singapore

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Thank you to HSMAI's volunteer leaders around the globe who have helped make ROC@Home possible. We look forward to seeing and thanking you in person soon!

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