

Three Hotel Success Stories

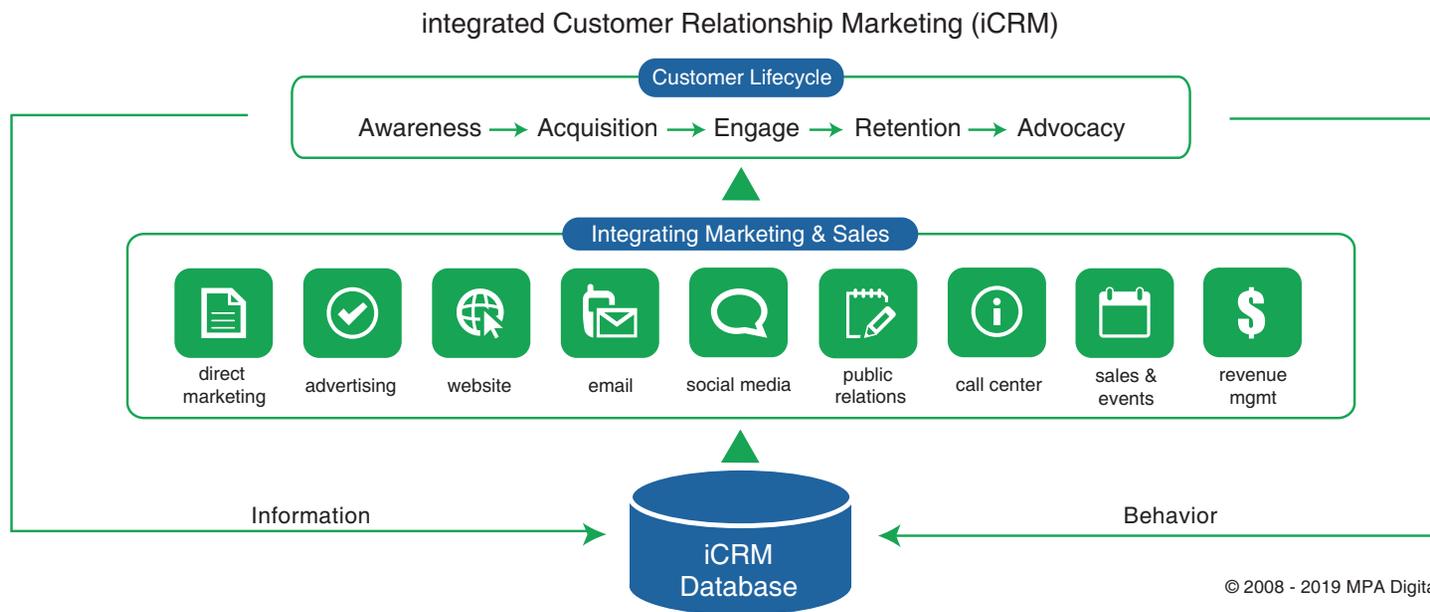
by



Following are examples of successful hotels that embraced the philosophy of integrated Customer Relationship Marketing (iCRM). iCRM is a methodical marketing approach to building loyal guests and proving that companies with the most loyal guests are the most profitable.

The 3 major components required for iCRM include:

1. Management of the customer life cycle from awareness through loyalty
2. Open clear lines of communication across all sales and marketing entities. No silos
3. Create a centralized marketing database tied to your PMS to measure sources of revenue



“Every client who has fully embraced our iCRM approach has outpaced its goals for occupancy and revenue growth.” – Madigan Pratt

Casa del Mar Beach Golf & Spa Resort – Los Cabos, Mexico

History of iCRM – In 2002, before hotel CRM software was available, MPA Digital applied the principles of CRM to **double revenue and increase occupancy**. A strong CRM discipline is more important than the software.

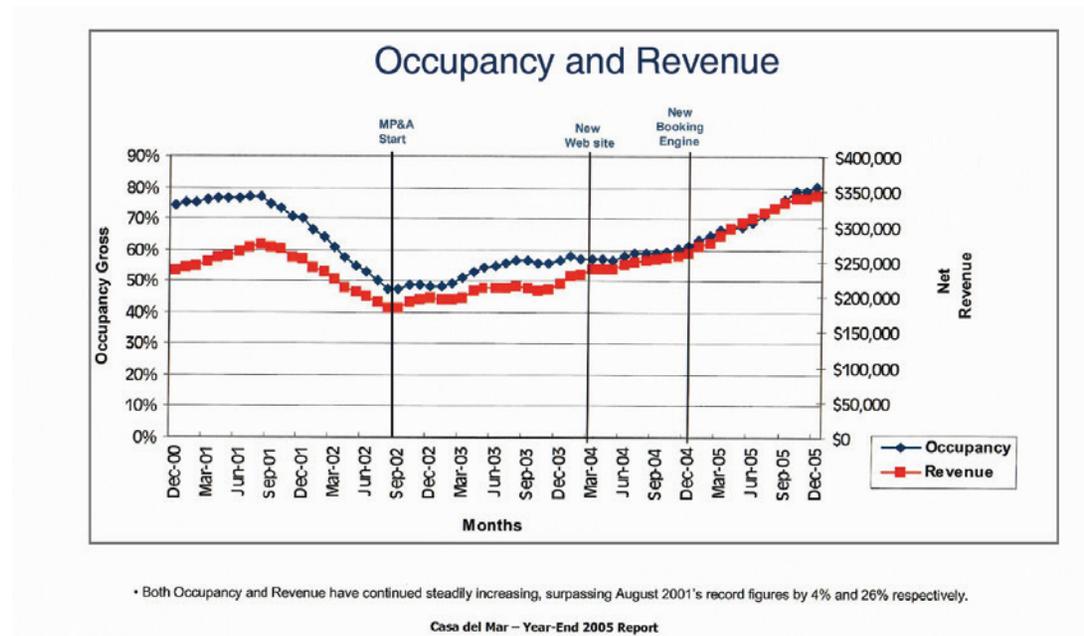
The Somerset on Grace Bay – Providenciales, Turks & Caicos

The Turnaround - This luxury condo resort sits on the #1 beach in the world (TripAdvisor). Following the 2008 recession it fell on hard times. MPA was retained for iCRM and over the next six years **revenue increased 240%**.

Jamaica Inn – Ocho Rios, Jamaica

Making The Best Even Better - TripAdvisor ranked Jamaica Inn the #1 hotel out of 300+. Revenue was stagnant, the owners felt the resort should be doing better and called in MPA. The hotel nearly **doubled revenue** over the next six years.

Casa del Mar Beach Golf & Spa Resort - Los Cabos, Mexico

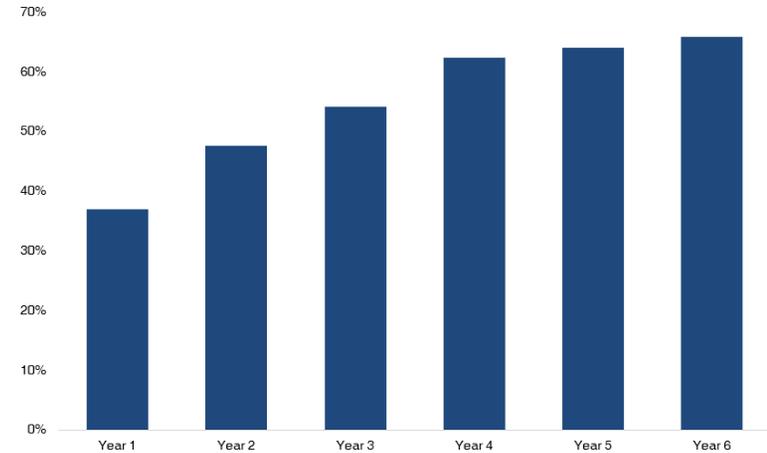
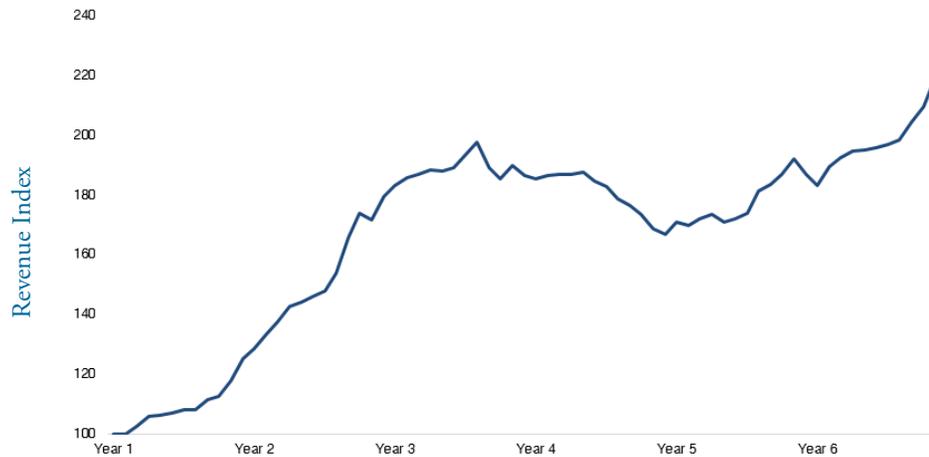


Problem: Like many Mexican resorts, Casa del Mar relied on low prices to increase occupancy during the 2001 recession. It didn't work. Occupancy and revenue declined sharply through 2002.

Solution: MPA set up a custom iCRM program. It included a new positioning (“Your Hacienda Oasis in Cabo”), a full complement of iCRM tools starting with a new optimized website.

Results: In three years, monthly revenue doubled from \$175,000 to \$350,000 (\$2.1 to \$4.2 million annually). Occupancy also rose from 48% to 81% as the resort transformed from selling on “price” to selling on “value.” In 2006 Casa del Mar won the prestigious Peppers & Rogers 1-to-1 Marketing Impact Award for customer strategy.

The Somerset on Grace Bay - Providenciales, Turks & Caicos



Direct Revenue Share

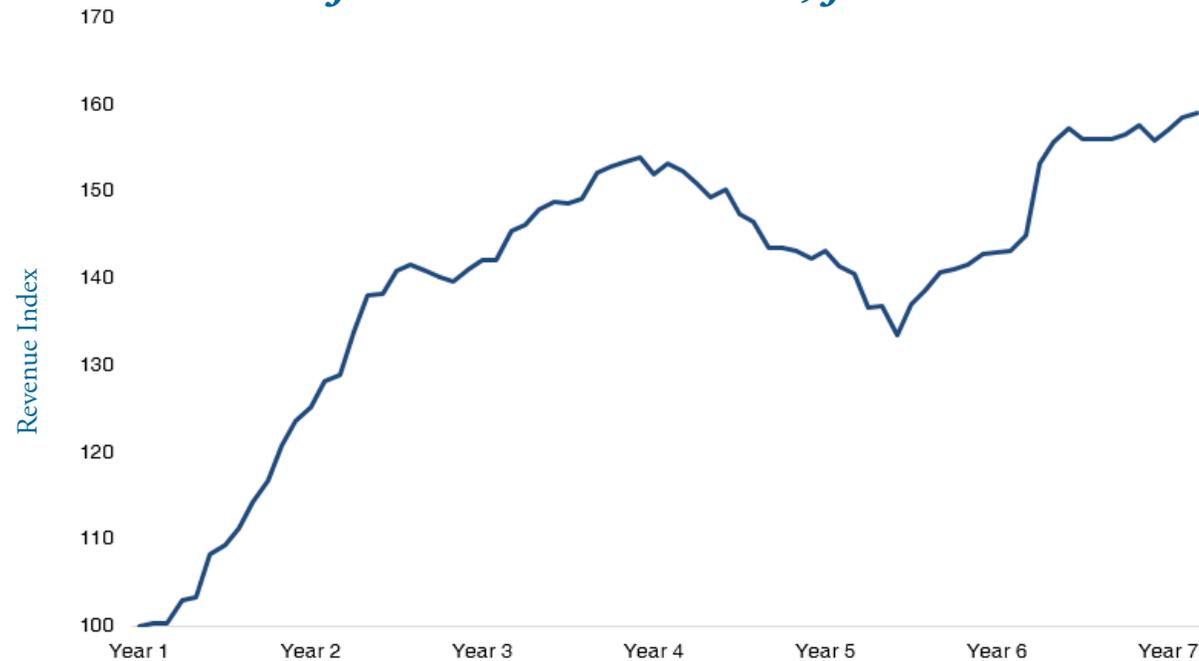
Problem: Like most Caribbean hotels, The Somerset saw revenue decline following the 2008 recession. Unlike other hotels that bounced back in 2011, The Somerset's revenue continued to decline despite heavy spending on marketing.

Solution: An audit revealed serious issues in branding, positioning and a lack of consistent messaging. It used five different marketing firms working in silos with no cross communication and the resort was also overly dependent on OTAs. The Board agreed to embrace iCRM in 2013.

Results: Revenue responded immediately nearly doubling over the next 2-½ years. It declined in Year 4 due to Zika, two hurricanes and a major pricing misstep. In Year 5, revenue management was added to the mix and revenue continued to rise.

Direct, non-commissionable room revenue grew from 37% of total revenue prior to iCRM to 67% of total revenue after 5 years.

Jamaica Inn - Ocho Rios, Jamaica



Problem: Although Jamaica Inn ranked #1 out of 300+ hotels, the owners felt it could do better. They lacked a USP and there was little coordination between the owners, resort management and its marketing partners. An iCRM program was approved.

Solution: The first step was to develop a strong USP. It's Time to Unwind was approved due to its meditative and relaxing connotations consistent with the hotel's experience. MPA launched the iCRM program adding a

centralized marketing database and eventually integrated call center software and revenue management.

Results: Similar to The Somerset, revenue started increasing with the launch of Jamaica Inn's iCRM program. It dipped due to Zika and hurricanes and began rising again as revenue management was added. The owners were right – significant revenue growth was possible for the #1 hotel in Jamaica.