

An Independent's Guide to New Hotel Openings

Sales and Marketing

How To Use This Guide

1. Identify where you are in the opening process:

- Pre-build
- Pre-booking
- Pre-opening
- Opening

2. Identify critical tasks to address.

3. Use the sample timeline to make the uber-important component of sales and marketing more manageable.

It's a great time to be a hotelier

Consumer spending on accommodations services is forecasted to increase from \$5.8 trillion in 2018 to \$7 trillion in 2025, an increase of more than¹

 25%

At the same time, competition is fierce: To stand out and capitalize on revenue opportunities, independent hoteliers must be savvy in their core strategies for a stellar opening and long-term success.

This is one of three guides designed to provide independent hoteliers and their teams with a wealth of institutional knowledge and guidance to facilitate a new hotel launch. This guide provides assistance with the sales and marketing components of an independent hotel launch and companion guides cover hotel management and distribution.



PRE-BUILD PHASE

The pre-build phase is the business-building phase for sales and marketing. This is the time to determine gaps in the local marketplace, define how your hotel will fill them like no other, and position your hotel for guest preference and market leadership.

Key objectives at a glance

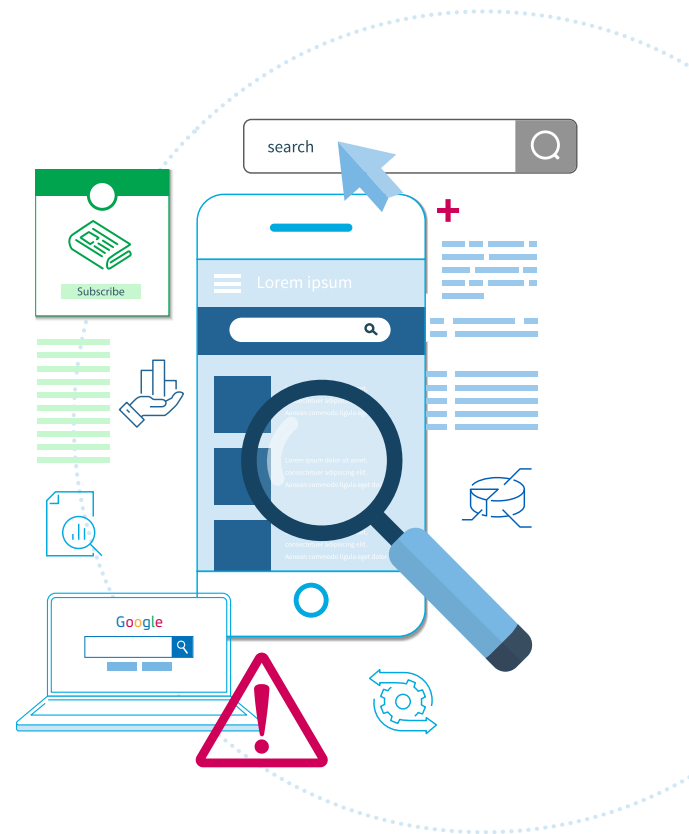
- _ Know your competition
- _ Conduct a SWOT analysis and identify business strategies
- _ Identify audience targets and create personas
- _ Develop and articulate your brand
- _ Set a marketing budget and craft your plan
- _ Hire your sales and marketing dream team
- _ Build a tech foundation to support your marketing plan



Compile and analyze your competitive set

To captivate your market, you must know what you're up against. Research your competition to see what they're offering, how and where they are promoting, and how they are succeeding.

- _ Scour their websites, subscribe to their newsletters, and follow them on social media.
- _ See which groups they're booking in your area.
- _ Set up Google Alerts for your competition to see where they are popping up on the web, through news coverage, press releases, and more.
- _ Work with your leadership team to integrate forward-looking demand data to better understand today's market and anticipate how it will evolve in the future.



Conduct a SWOT Analysis

SWOT stands for Strengths, Weaknesses, Opportunities, and Threats and the analysis of these four factors will inform your overall business strategy.

Internal Strengths

- _ What offerings do you have that no one else in your field does?
- _ What resources are within your reach but are unavailable to others?

Internal Weaknesses

- _ What areas of your hotel could use improvement?
- _ What advantages does your hotel lack?
- _ What factors inhibit success?

External Opportunities

What is happening in your local market that can give you an edge?

- _ Are there technological advances that can help propel your goals?
- _ What gaps in the marketplace could you fill?

External Threats

- _ Who are your competitors?
- _ What are competitors offering? Is it better than, worse than, or the same as yours?
- _ What is happening in the local market that could inhibit success?
- _ Is weather a concern?

Combine and conquer

- _ Once your SWOT analysis is complete, develop business strategies by combining:
 - _ **Internal strengths with external opportunities (S-O):**
What strengths do you have that can be magnified by existing opportunities?
 - _ **Internal strengths with external threats (S-T):**
What strengths do you have that can help you avoid or lessen impending threats?
 - _ **Internal weaknesses and external opportunities (W-O):**
What weaknesses can you overcome by taking advantage of opportunities?
 - _ **Internal weaknesses and external threats (W-T):**
How can you minimize your weaknesses to avoid damage by threats?



Identify your target audiences and create personas for each

Once you have determined your business strategies and identified your competitive set, pinpoint the audiences you want to serve, the ideal mix of business, and start to determine how you can build long-term relationships.

1. Determine who your hotel will cater to:

- _ Tourists?
- _ Business travelers?
- _ Leisure?
- _ Families?
- _ Groups?
- _ Events?
- _ Project or extended stay?
- _ Agency business?
- _ A mix of all? If so, what proportions of each?
Is there any seasonality to these segments?

2. Identify the characteristics for each target audience:

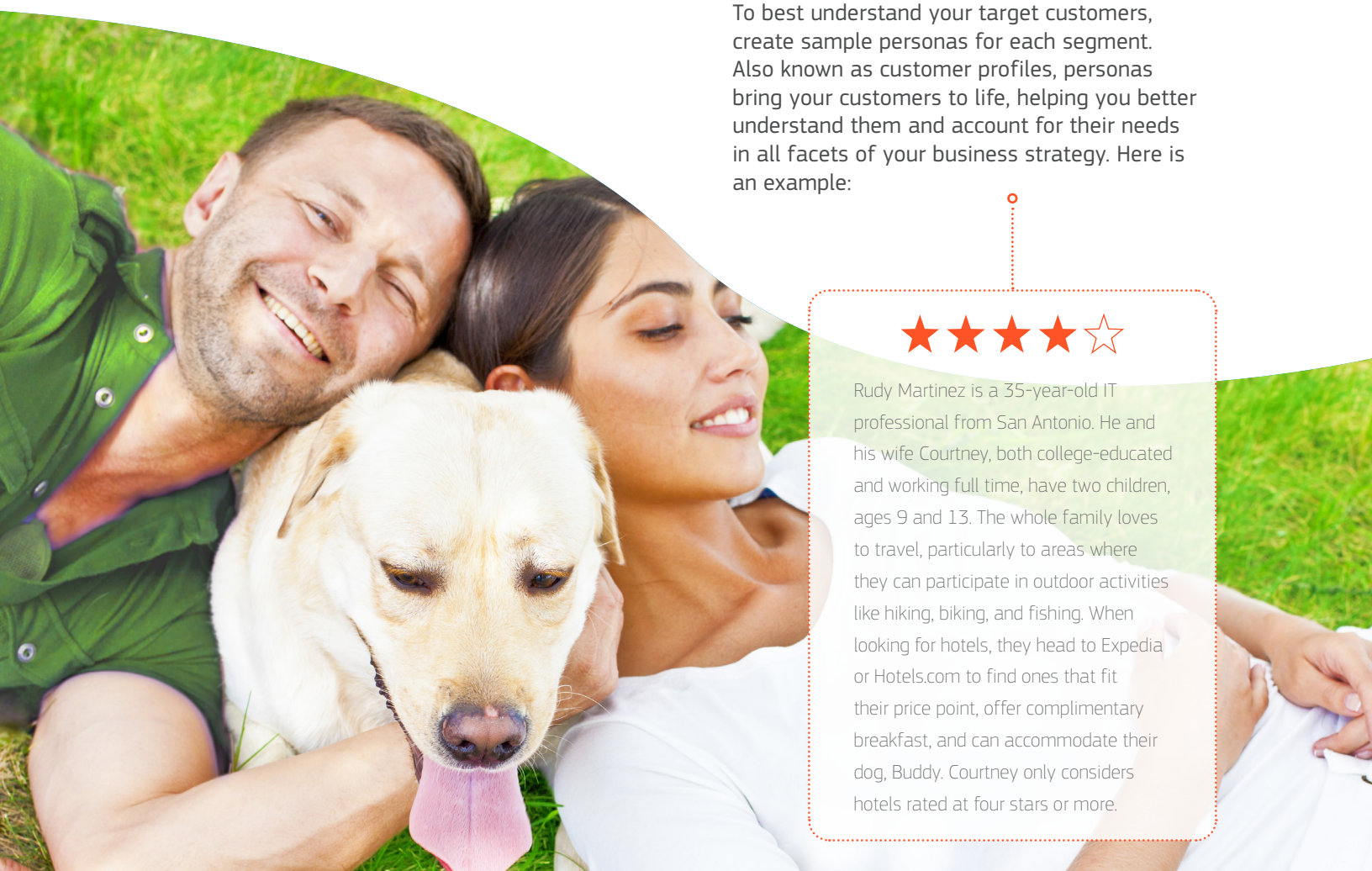
- _ Demographics include age, gender, ethnicity, education, income, employment, etc.
- _ Psychographics are the intangibles, including personality traits, values, opinions, attitudes, interests, hobbies, pain points, and lifestyles.
- _ Behaviors give clues into the who, what, when, where, why, and how of choices, specifically:
 - What are your audiences' needs and expectations?
 - What is their top booking priority (price, experience, location, etc.)?
 - How do they typically begin to research hotels (search, social media, etc.)?
 - How digitally savvy is your target audience?
 - Which platforms, social media accounts, online travel agents, in-person travel agents, direct booking, or travel booking sites do your ideal customers currently use in making their final accommodation selection?
 - Which social media channels do they use most frequently?
 - Are they likely to participate in loyalty programs?

3. Build personas for each segment

To best understand your target customers, create sample personas for each segment. Also known as customer profiles, personas bring your customers to life, helping you better understand them and account for their needs in all facets of your business strategy. Here is an example:



Rudy Martinez is a 35-year-old IT professional from San Antonio. He and his wife Courtney, both college-educated and working full time, have two children, ages 9 and 13. The whole family loves to travel, particularly to areas where they can participate in outdoor activities like hiking, biking, and fishing. When looking for hotels, they head to Expedia or Hotels.com to find ones that fit their price point, offer complimentary breakfast, and can accommodate their dog, Buddy. Courtney only considers hotels rated at four stars or more.





Develop and articulate your brand

A brand is a promise. It's the consistent set of values you deliver that no one else can. A strong brand story has never been more important: Approximately 7 in 10 millennials and one-third of those 35 and older contemplate company values prior to making a purchasing decision.² Value-driven guests seek spaces that reflect and respond to their beliefs.

Consider the following to craft your story and identify the values that will resonate with your personas:

- _ What is your mission as a brand and hotel?
- _ Are there any values or issues that resonate strongly with your brand (sustainability, community, etc.)?
- _ How will your brand be woven into your service culture and property aesthetic?



As you develop your brand, identify the single most identifiable benefit that only your property can deliver. This is your unique selling proposition (USP). Keep in mind that the USP will be different for each segment, as each has different priorities.

Compile the aforementioned information to craft your brand promise statement:

[Hotel] is the brand that delivers [USP] for [segment] better than anyone else.

Use this brand promise statement to inform all subsequent strategies and tactics.

Determine your opening marketing budget

Given your competitive environment and goals, how much should you spend on marketing to open your hotel? Include a hefty portion to set up your online presence, for exceptional videography/photography, and for paid marketing.



Write your marketing plan

Develop three to five main goals to drive your hotel launch marketing, ensuring that each is SMART: specific, measurable, attainable, relevant, and timely. List the tactics you will use to accomplish your goals. Each tactic should have a key performance indicator (KPI), or measure of success.

Goal 1: Increase direct bookings by [amount] by [date]	Goal 2: Increase agency bookings by [amount] by [date]	Goal 3:	Goal 4:
<p>Tactic 1 and KPI: Create online presence with top 400 channels, using business intelligence to ensure rate parity. Secure [number] [page views/online visits/bookings].</p>	<p>Tactic 1 and KPI: Use business intelligence to ensure GDS rate parity and identify top agents. Execute campaign to generate [KPI].</p>	<p>Tactic 1 and KPI:</p> <div style="background-color: #e0f0ff; height: 15px; width: 100%; margin-bottom: 5px;"></div> <div style="background-color: #e0f0ff; height: 15px; width: 100%; margin-bottom: 5px;"></div> <div style="background-color: #e0f0ff; height: 15px; width: 100%; margin-bottom: 5px;"></div> <div style="background-color: #e0f0ff; height: 15px; width: 100%; margin-bottom: 5px;"></div> <div style="background-color: #e0f0ff; height: 15px; width: 100%; margin-bottom: 5px;"></div> <div style="background-color: #e0f0ff; height: 15px; width: 100%; margin-bottom: 5px;"></div>	<p>Tactic 1 and KPI:</p> <div style="background-color: #e0f0ff; height: 15px; width: 100%; margin-bottom: 5px;"></div> <div style="background-color: #e0f0ff; height: 15px; width: 100%; margin-bottom: 5px;"></div> <div style="background-color: #e0f0ff; height: 15px; width: 100%; margin-bottom: 5px;"></div> <div style="background-color: #e0f0ff; height: 15px; width: 100%; margin-bottom: 5px;"></div> <div style="background-color: #e0f0ff; height: 15px; width: 100%; margin-bottom: 5px;"></div> <div style="background-color: #e0f0ff; height: 15px; width: 100%; margin-bottom: 5px;"></div>
<p>Tactic 2 and KPI: Using CRM, execute email campaign to past guests with goals of [XX%] open rate and [XX%] click-through rate.</p>	<p>Tactic 2 and KPI:</p> <div style="background-color: #e0f0ff; height: 15px; width: 100%; margin-bottom: 5px;"></div> <div style="background-color: #e0f0ff; height: 15px; width: 100%; margin-bottom: 5px;"></div> <div style="background-color: #e0f0ff; height: 15px; width: 100%; margin-bottom: 5px;"></div> <div style="background-color: #e0f0ff; height: 15px; width: 100%; margin-bottom: 5px;"></div>	<p>Tactic 2 and KPI:</p> <div style="background-color: #e0f0ff; height: 15px; width: 100%; margin-bottom: 5px;"></div> <div style="background-color: #e0f0ff; height: 15px; width: 100%; margin-bottom: 5px;"></div> <div style="background-color: #e0f0ff; height: 15px; width: 100%; margin-bottom: 5px;"></div> <div style="background-color: #e0f0ff; height: 15px; width: 100%; margin-bottom: 5px;"></div>	<p>Tactic 2 and KPI:</p> <div style="background-color: #e0f0ff; height: 15px; width: 100%; margin-bottom: 5px;"></div> <div style="background-color: #e0f0ff; height: 15px; width: 100%; margin-bottom: 5px;"></div> <div style="background-color: #e0f0ff; height: 15px; width: 100%; margin-bottom: 5px;"></div> <div style="background-color: #e0f0ff; height: 15px; width: 100%; margin-bottom: 5px;"></div>

Available channels to deliver tactics

Online:

- _ Website (also referred to as brand.com)
- _ Social media
- _ Email
- _ Online travel agencies (OTAs) and metasearch sites (see details below)
- _ Paid advertising (see details below)

Offline:

- _ Convention and visitor bureaus
- _ Chambers of Commerce
- _ Print (newspapers, magazine)
- _ Outdoor (billboards, signage)
- _ TV/radio
- _ Print collateral (fact sheets, brochures, etc.)

Online listings

Visibility and exposure are key for hotels looking to break through the noise and convert lookers to bookers. It pays for hotels to distribute inventory across a wide breadth of channels including OTAs, metasearch channels, and other distributors to ensure that their property is visible no matter where potential guests are shopping. Guests often start their search on OTAs and metasearch sites but may book through the hotel's direct channel. Ensure maximum exposure for your hotel by distributing inventory to as many channels as possible.



OTAs like Expedia, Priceline, Orbitz Worldwide, and Travelocity offer low cost per acquisition but can charge hefty commissions, leading to a decrease in profit. You can also list your hotel with no upfront costs on metasearch websites like Kayak, Trivago, and TripAdvisor, and then choose the advertising payment model that works for you: **cost-per-click or cost-per-acquisition.**

When you launch the sale of available inventory on your direct channel later in the marketing process, be sure it offers the same or a better price than what is listed on the OTAs, while taking care not to damage good standing on those third-party distributors. A creative way many hoteliers seek to maintain rate parity with the OTAs, but provide advantages to booking direct, is to package additional benefits such as free WiFi or breakfast with any inventory sold on brand.com.

Other Types of Paid Online Advertising

Paid digital media helps reduce OTA dependency and increase higher-value bookings by driving potential guests directly to your website. Focus on targeted cross-channel promotions to boost qualified traffic with higher conversion rates.

- Display advertising strategically places your ad beside content that appeals to a particular demographic or region.
- Social advertising on platforms like Facebook, Instagram, and Twitter is a cost-effective marketing strategy with the potential to reach a large range of individuals and influencers. This is an excellent channel for building awareness and positioning. As your campaign progresses, use response rates and performance to further refine your approach.
- Retargeting advertising keeps track of people who visit your site and displays your retargeting ads to them as they visit other sites online.
- Targeted GDS advertising and preferred placement are an opportunity to get in front of travel agents at the point of sale. Targeted ads on global distribution systems position your hotel to take advantage of revenue opportunities on this growing channel by keeping your property top-of-mind with agencies most likely to book your hotel.

SEARCH ADS

Paid search ads on search engines such as Google and Bing are the highest generator of bookings. Start with both generic and brand-based ads.

*What can you offer
to employees that
other hotels don't?*

Hire your sales and marketing dream team

Your sales and marketing team is instrumental in delivering on your USP. Based on your needs, seek out individuals who can fulfill these functions:

- _ Sales
- _ Event management
- _ Marketing, public relations, and advertising
- _ Graphic design
- _ Web developer
- _ Videographer and photographer
(see specifics below)

Not all roles need to be in-house; some can be completed by freelancers or agency partners.

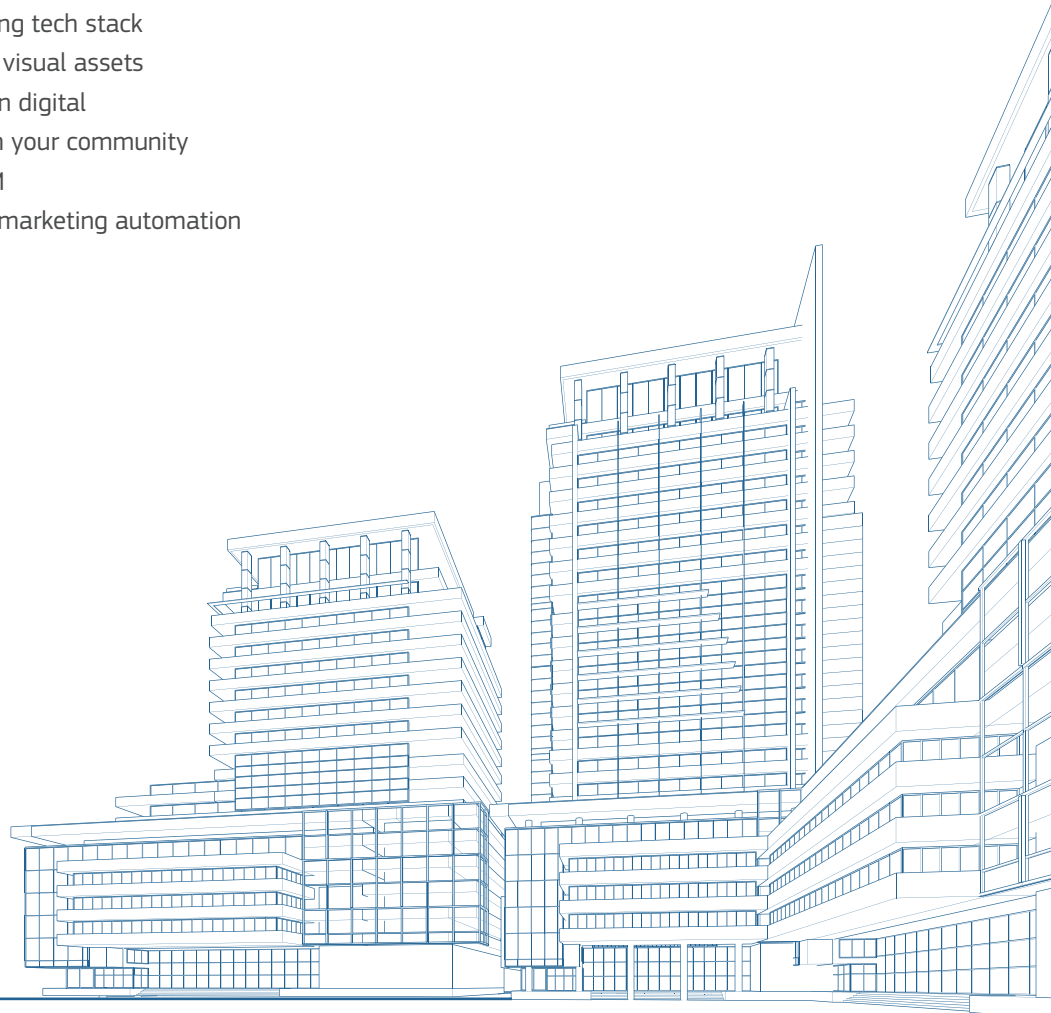
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PRE-BOOKING PHASE

It's time to bring your brand to life.

Key objectives at a glance

- _ Build your marketing tech stack
- _ Start to build your visual assets
- _ See and be seen on digital
- _ See and be seen in your community
- _ Optimize your CRM
- _ Make the most of marketing automation



Build your marketing tech stack

Technology plays an instrumental role in fostering continuous and long term connections with your target audiences. Consider these questions:

What website platform and content management system do you plan to use?

- Is there a website design in place or do you have to start from scratch?
- Purchase a vanity URL that can help travelers find you through an online search.

Do you have or need a customer relationship management (CRM) system that can capture how guests interact with the hotel so you can better anticipate their needs?

— Your system should offer a comprehensive suite of marketing automation and guest management tools to target guests with the right message at the right time and seamlessly customize your outreach before, during, and after their stay, specifically:

- Personalized reservation confirmations.
- Pre-stay communications with upgrade and cross-sell options.
- Targeted remarketing tools to capture customers who were close to booking online but abandoned their efforts.
- Communication of on-site events and surveys during the stay.
- Post-stay surveys and thank you messages.

Additionally, confirm that your CRM:

- Has a built-in loyalty program where guests can track and redeem rewards.
- Integrates with a variety of media solutions.
- Integrates with your property management solution (PMS), booking engine, channel manager, and website.
- Integrates with online review sites to bolster your brand reputation over time.
- Accommodates group sales, seamlessly receiving and responding to group RFPs and managing events.
- Leverages AI-driven tools that monitor and analyze your information while also telling you exactly where to improve.

Develop your messaging strategy

Now that your brand is developed and a strategic marketing plan is crafted, it's time to determine what you will say in each execution, so your messaging is always timely, on brand, and on point.

- _ Create a brand style guide with sample wording for standard messages. This helps reduce variation in messaging and keeps everyone on brand.
- _ Create a content calendar or launch schedule so messages are consistent, not overlapping, and distributed to the customer at the right times throughout the buying and post-buying journey.

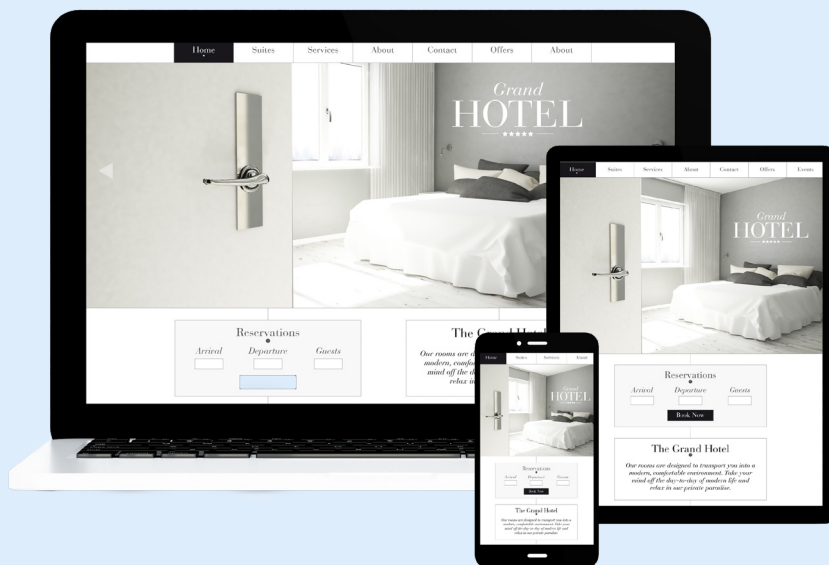
Consider these questions when designing a communications strategy and determine who on your team will manage the tasks:

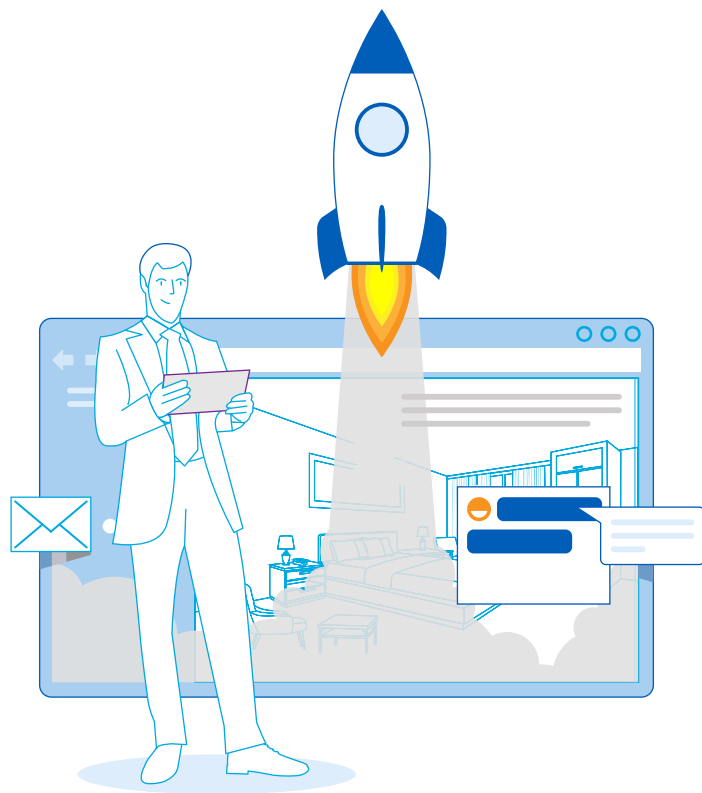
- How will your property respond to responses on social media or review sites?
- Will you leverage SMS texting and SMS marketing tactics? If so, how?
- How often will you continue to communicate with guests once they have stayed with you?

Start to build your visual assets

Showcasing your new hotel through imagery will be essential for bookings, so engage with your videographer and photographer to start building a content library.

- _ Share your brand values and a list of must-have images.
- _ Arrange multiple appointments before, during, and after the hotel launch to capture the entire opening journey.
- _ Make sure to include services, amenities, employees, food, behind the scenes, construction stages, the final reveal, and beyond.





See and be seen on digital

Launch your website, even if it's just a storefront

Launch a placeholder landing page that shares basic hotel information (name, address, phone number, anticipated opening date), design renderings, and construction photos. Use this page to generate interest, initiate a mailing list, and invite future guests to engage on your social media pages. Work with your website developer to incorporate SEO key terms.

Stake out space on social media

In 2019, an estimated 2.82 billion people are active on social media, translating to a 45% penetration worldwide. That means it's time to build your presence across social media networks, especially Facebook and Instagram.

- _ Identify and employ a unique hashtag for all posts.
- _ Use a social media management platform to streamline cross-channel scheduling.
- _ Become a part of the online community by following and sharing posts of local businesses.
- _ Provide behind-the-scenes images and coming-soon teasers to pique interest. Consider livestream and time-lapse videos through construction.
- _ Start to introduce new team members.
- _ Highlight unique experiences your property will provide and how they'll support memorable stays.

As audiences start to engage with your brand via social media, acknowledge and respond to all comments, take note of the most popular and widely shared posts and narrow down what techniques are most effective.

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See and be seen in your community

- Start attending local hospitality organization events.
- Begin prospecting for group business with local companies and organizations that have negotiated rates and events.
- Launch the offline components of your marketing plan, including print, signage, and collateral.
- Partner with local hotspots and trending destinations that offer complimentary experiences to your property that enable your guests to live like a local.



Optimize your CRM

Review, test, and retest the key features of your customer relationship management (CRM) system to verify you're leveraging its full capabilities.

- Confirm that all core employees have completed their CRM training sessions, so they're prepared to respond to any challenges and questions.
- Test to ensure the system has been implemented properly and that any integrations are working as they should.
- Run a few test campaigns to make sure your workflows are running as desired.
- Go live with your CRM system so you can be fully responsive to customers' needs at the moment of their first interaction.
- Set up automatic post-stay surveys and automated marketing campaigns.



Consider a loyalty program

Experience has proven that loyalty programs drive more direct bookings, increase repeat business, and contribute to solid brands. What's more, it's cheaper to remarket to existing customers than find new ones and loyalty programs can help. Keeping your target audiences and their individual USPs in mind, consider these if you think a loyalty program could be right for you:

- What are your favorite hotel brands doing? Could that work for your brand?
- When forming local partnerships, look at what area organizations offer that could complement your rewards system. For example, perhaps you could offer two free drinks during happy hour at a nearby popular bar.
- What drives your target audience both to your property and to the destination? How can your loyalty program capitalize on their benefits?
- How can you extend your loyalty program to group guests if you offer convention space?
- How will you implement and execute a loyalty program? Will you use a vendor or create it yourself? Make sure to consider return on investment.



Ensure Alignment

In the excitement of opening or relaunching a hotel, various functions can take off well, but sometimes in opposite directions. Conduct frequent meetings with the hotel's senior leadership to verify that all parties – revenue management, distribution, sales and marketing, and hotel operations – are in alignment with each other and with your overall brand promise.

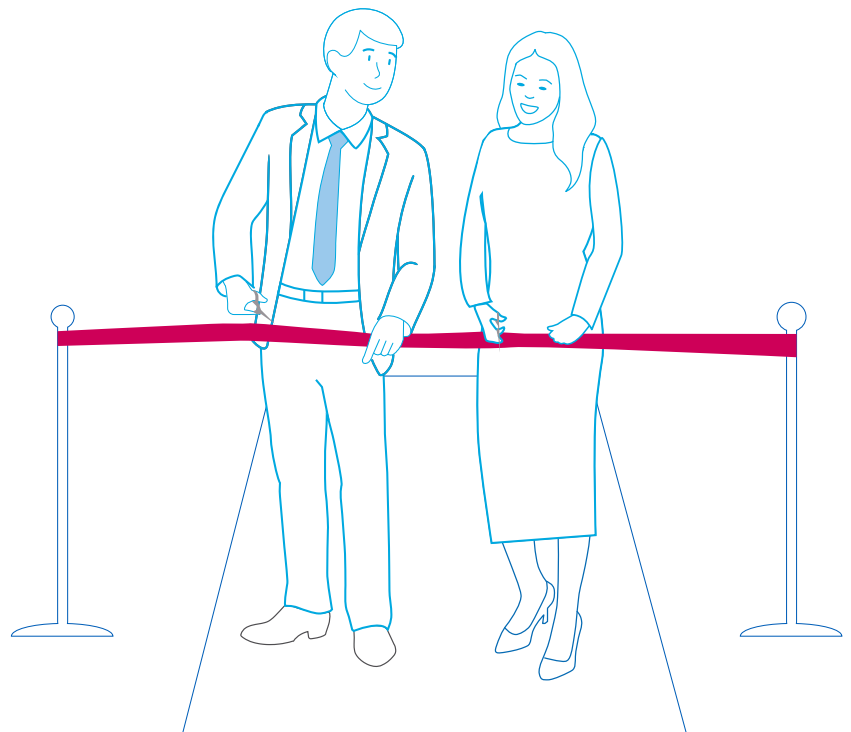
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PRE-OPEN PHASE

It's starting to get real. Time to generate serious buzz in the community.

Key objectives at a glance

- _ Fully launch your website
- _ Ramp up promotion and amplification
- _ Conduct a secret, soft opening
- _ Monitor the performance of your sales and marketing team
- _ Plan a Grand Opening event



Fully launch your website, including booking capabilities and CRM

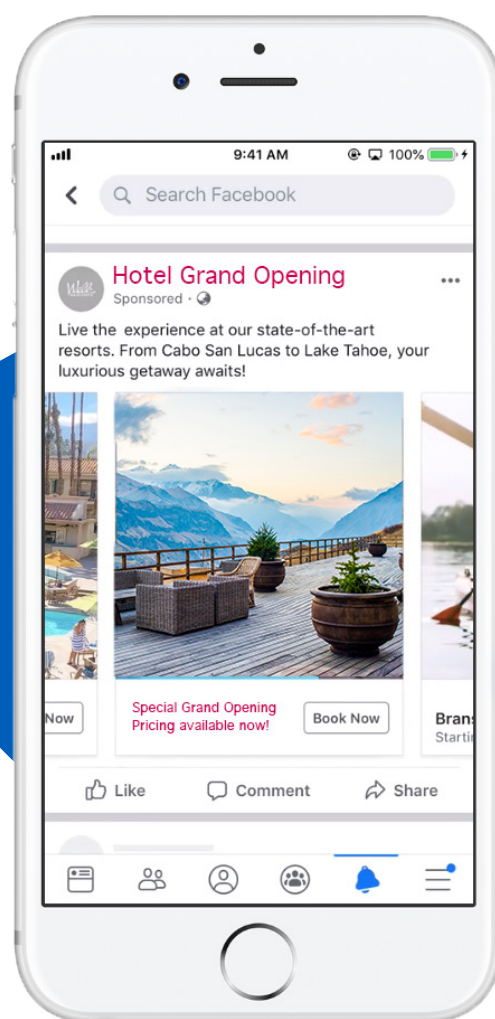
As opening day draws near, unleash your website in full, including integration with your CRM and booking engine with rates. Test and retest to make sure everything runs smoothly and start to measure where traffic is coming from.

Increase excitement and momentum with fresh, new content on your website, including:

- _ A countdown-to-opening clock
- _ Special offers and packages
- _ Things to do in the area
- _ More high-quality photos and videos of rooms and amenities
- _ Information about your loyalty program

Launch promotions and affiliations

- _ Make the most of your CRM's marketing automation function with strategic campaigns.
- _ Launch the paid ads you built into the marketing plan.
- _ List your property on OTAs and metasearch platforms and launch paid advertising there if your marketing plan calls for it. Test to make sure integration with your website is flawless.
- _ Seek out social media influencers to help spread the word about your brand.
- _ Continue to build local relationships.
- _ Build at least one local package to showcase your USP, partnerships, and proximity to local points of interest. Send to your local CVB and chambers of commerce.
- _ Activate local listings, such as TripAdvisor and Cvent.



Conduct a secret, soft opening

Before your doors open to the public, work with your hotel's team to launch all operations for an overnight stay for a select few friends, family, and special guests. Test all systems, prepare sample meals, and open key amenities, such as the spa and fitness center. Consider inviting industry and local influencers who could share their experiences on social media, blogs, and other communication channels to generate awareness and excitement.

After the soft opening, interview participants to glean quantitative and qualitative data.



*What worked?
What didn't?
What could be improved?*

Monitor the performance of your sales and marketing team

With all sales funnels fully operational, review the sales team's ability to respond to current demand.

- _ What is the average wait time for phone call and email inquiries?
- _ Are staff members offering and securing promotional packages and upgrades?
If not, what is preventing them from doing so?
- _ Is the sales team able to meet its targets? If not, what is preventing it from doing so?
- _ Would any software/systems help to increase efficiencies? If so, which ones?
- _ Are additional employees required to increase productivity/booking rates?

Hold a Grand Opening event

- _ Invite local leaders, influencers, and media. Capture contact information for each guest to include for future communications.
- _ Post guest feedback and photos on your website, social media, and OTAs.

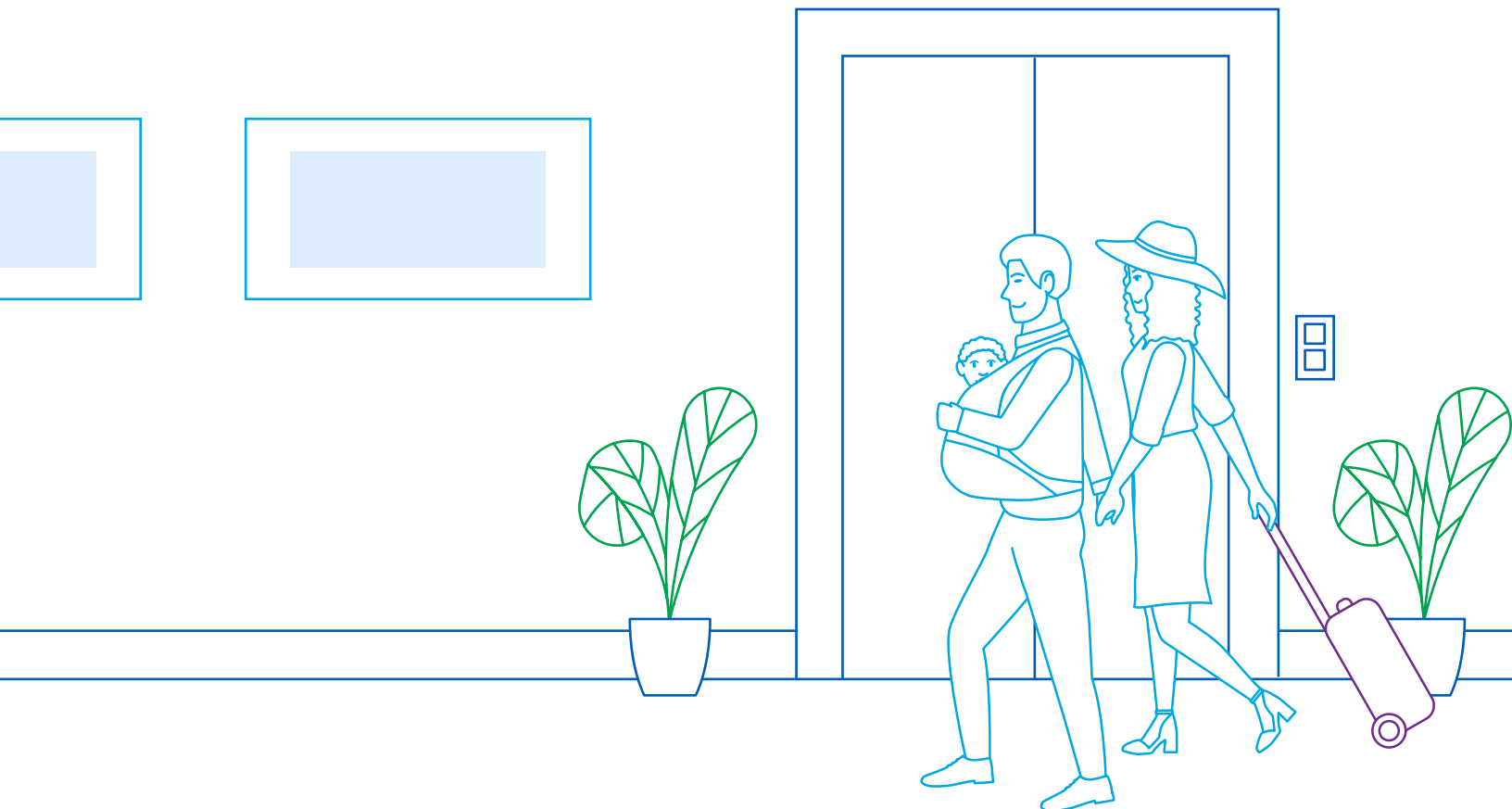
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POST-OPEN PHASE

The doors are officially open, and customers are rushing to experience your hotel and its offerings. But work isn't over; it's just started. Look for areas to improve and continue to build business momentum.

Key objectives at a glance

- _ Revisit and refine your business strategy
- _ Continuously use data to inform decision-making



Revisit and refine your business strategy

With your first guests in house, it's time to review your initial marketing strategy and revise as necessary. Are you bringing in the audience that you envisioned? What is your cost per acquisition?

Analyze where your web traffic is coming from and track engagement on various marketing channels to determine what is successful and where you should be investing your marketing dollars in the future.

For sales:

- _ Partner closely with your revenue management department to understand the market dynamics for pricing to maximize that yours is competitive and to help ensure the right pricing mix across channels for improved occupancy and average daily rate (ADR).
- _ Empower the sales team to continue to drive demand and interest for events and group sales.



For marketing:

- _ Continue to drive engagement via preferred marketing channels.
- _ Track loyalty program and email campaign performances and adjust as necessary.
- _ Test new marketing channels.
- _ Optimize paid search, display, social media, and retargeting advertising.
- _ Share the experiences of your first guests, include images, and provide highlights of the first few weeks and months of opening on your website and social media.
- _ Provide rich content and build social communities, especially on review sites and other travel networks. Respond to reviews on TripAdvisor and related sites.
- _ Ask for feedback so you can further enrich the guest experience.
- _ Provide timely feedback responses, say thank you, and ensure that any issues or complaints are addressed quickly.



Continuously use data to inform decision-making

Along with your leadership team, be an avid user of business intelligence that shows rates and occupancy to gain a clear view of how the market and your competitive sets are performing today. Then analyze forward-looking data to see how you can expect performance to shift in the coming months.

- _ Track and analyze growth by segment and channel.
- _ Grasp agency booking trends and understand if you're earning your fair share of bookings.
- _ Assess and optimize the performance and placement of advertisements to create a more focused campaign.
- _ Analyze the spending budget in connection with campaigns and channels to determine which areas require revisions.
- _ Understand market compression and what's on the books for your competition.

Analyze forward-looking data to see how you can expect performance to shift in the coming months.



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POST-OPEN PHASE

Undergirding your new hotel opening with the strategic integration of technology from the beginning will help enable a successful opening. Choose and work with your technology partners to create a customized solution that responds to the unique needs of your hotel. The right technology partner can help you:

- Secure the right rate across channels.
- Improve productivity and overall efficiencies.
- Create and implement a proactive guest management plan.
- Automate effective marketing strategies.
- Drive loyalty with a rewards program.
- Efficiently sell, organize, and manage group business and events.
- Provide comprehensive reporting pulled from multiple data locations with actionable insights.



Set criteria for new technology partners and agencies.

These are the parameters we recommend focusing on:

- _ What budget are you able to allocate toward your software solutions and the associated support required?
- _ Does the vendor understand the hospitality sector and provide a configurable technology solution approach that responds to the specific needs of your hotel today and in the future?
- _ Does the platform have an attractive and responsive user interface design (UI) and user experience design (UX)?
- _ What type of tech support does the vendor offer?

If you're implementing several technology solutions, consider engaging with a comprehensive partner. These providers can offer suggestions on complementary technology solutions, integration techniques, and recommendations for implementation. But that's not all. Choosing one service provider makes everyone's life easier both from a management and support perspective.

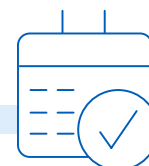
1. Oxford Economics, Consumer Spending on Accommodation Services, UDS PPP constant 2015 prices, October 2018.

2. Forbes/Forrester, ["Millennials Call for Values-Driven Companies, But They're Not the Only Ones Interested."](#) May 23, 2018.

3. Statista, [Number of social network users worldwide from 2010 to 2021](#), August 14, 2019.

Your Detailed Launch Timeline for Sales and Marketing

A thorough, well-planned timeline for your sales and marketing efforts can make your hotel launch more manageable. Timelines can vary based on brand recognition, refurbished versus new builds, secondary properties, and your targeted audiences. When designing your own timeline, consider the unique features and attributes of your hotel.



PRE-BUILDING

3 months prior to construction

- _ Know your competition
- _ Conduct a SWOT analysis and identify business strategies
- _ Identify audience targets and create personas
- _ Develop and articulate your brand
- _ Set a marketing budget and craft your plan
- _ Hire your sales and marketing dream team

PRE-BOOKING

18 months before booking launch

- _ Determine the components of your marketing tech stack with a list of must-haves, nice-to-haves, and showstoppers for potential problems
- _ Research core technology vendors and partners

10 months before booking launch

- _ Choose core technology vendors
- _ Implement and optimize your CRM plan, including training for all staff
- _ Ensure full use of CRM's marketing automation features
- _ Launch first phase of website
- _ Develop social media accounts and presence
- _ Launch offline marketing plan
- _ Start meeting local and industry leaders

9 months before booking launch

- _ Finalize room details and pricing
- _ Implement tools for group and event bookings
- _ Commission a photographer and videographer
- _ PMS implementation
- _ Integrate marketing automation and forward-looking demand data
- _ Launch landing page/placeholder website with high-level hotel details

6 months before booking launch

- _ Reservations implementation
 - CRS
 - GDS
- _ Implement tools for group and event bookings
- _ Raise awareness through media, digital marketing, and GDS advertising and preferred placement.

4 months before booking launch

- _ CRM implementation
- _ Consider a loyalty program
- _ Continue to film video and stage photo shoots
- _ Gradually accelerate digital marketing efforts and increase advertising spend across social and search

2 months before booking launch

- _ CRM go-live
- _ Launch e-newsletter to start building a database
- _ Apply video and photos in digital marketing
- _ Implement tools for group and event bookings
- _ Run a final test of all platforms/integrations
- _ Finalize training of all front-line staff
- _ Test and launch full-scale website with all integrations
- _ Launch and optimize online listings

PRE-OPENING

3 months before opening day

- _ Secret, soft opening to assess and improve all components of the guest experience
- _ Finalize filming and photography
- _ Expand/scale your sales/marketing team to respond to inquiries for groups/events
- _ Ramp up promotion across distribution channels
- _ Update website with additional content, events, and details. Start to analyze website traffic data to develop best practices.

1 month before opening day

- _ Add additional videos/pictures to website
- _ Check in on employee training and preparedness
- _ Amplify opening information across paid and owned channels

POST-OPENING

- _ Assess marketing performance and refine tactics across channels
- _ Review/respond to any online/guest feedback
- _ Develop promotions/strategies to continue to drive demand and interest in the space



Let's
shape the future
of hospitality

Amadeus is a technology innovator that connects the entire travel ecosystem at every stage of the journey. Amadeus offers the hospitality industry solutions for reservations, sales and catering, property management and operations, all focused on a better end-to-end experience for guests, employees, managers, owners and partners.

Find Out More

For further information, visit [amadeus-hospitality.com](https://www.amadeus-hospitality.com) or speak to your Amadeus Account Manager today.

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