



# CONTINENTAL HOTELS

## Modern Customer Profile and strategies to forecast purchasing behavior

By  
**Michele Meoni**

> 6<sup>th</sup> edition, May 24, 2011  
JW Marriott Grand Hotel  
Bucharest

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## Renovate to Innovate Building Performance-Driven Marketing Organizations



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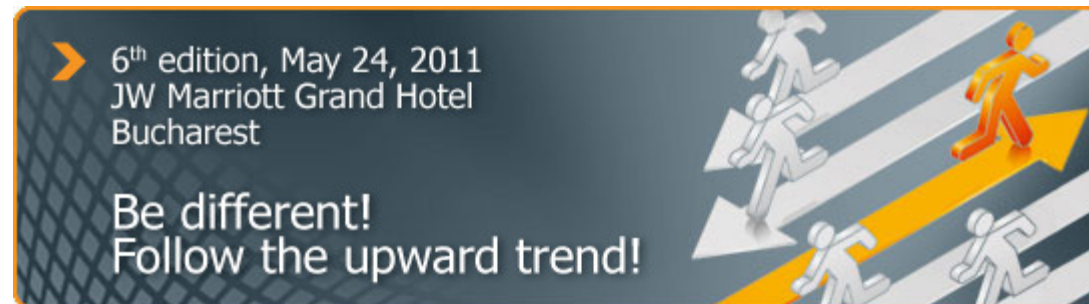
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## PROFILING

Offender profiling, also known as **criminal profiling**, is a behavioral and investigative tool that is intended to help investigators to profile unknown criminal subjects or offenders. Offender profiling is also known as criminal profiling, criminal personality profiling, criminological profiling, **behavioral profiling** or criminal investigative analysis. Geographic profiling is another method to profile an offender. Television shows such as Law & Order: Criminal Intent, Profiler in the 1990s, the 2005 television series Criminal Minds, have lent many names to what the FBI calls "**criminal investigative analysis**"

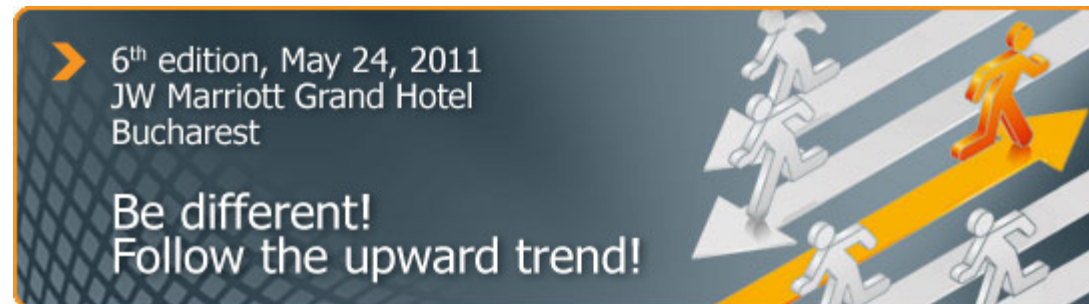




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## PROFILING

**Client profiling**, also known as **Purchasing Behavior**, is a behavioral and investigative tool that is intended to help **Businesses** to profile unknown **Buyers**. Client profiling is also known as **Guest profiling**, **Purchasing Habits profiling**, **Channel Distributions**, **behavioral profiling** or **Marketing Mix analysis**. [Geographic profiling](#) is another method to profile a Client. Television shows such as *Grand Hotel, Hell's Kitchen* in 2000s television series, have lent many names to what the HOTELIERS calls **"criminal investigative analysis"**



# Reasons for PROFILING

## Ways for PROFILING

### Analysis for PROFILING

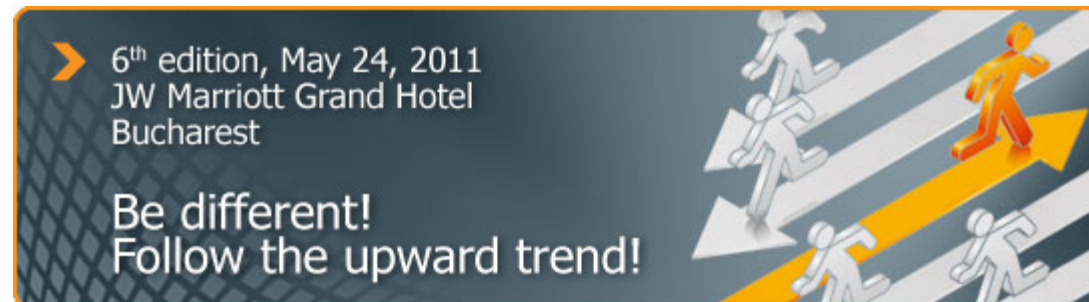
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## Reasons for PROFILING

- ✓ **A 24/7 global economy and increased competition from new contenders and off-shore sources**
- ✓ **Monumental impact of the Internet in transforming customer access and engagement, as well as expectations and attitudes**
- ✓ **Multiplication of sales channels and customer interface technologies that must be synchronized and exploited for competitive advantage**
- ✓ **New sources and volumes of external marketing and sales data that need to be analyzed and leveraged**
- ✓ **Fragmentation of markets and proliferation of media channels that require more sophistication in targeting and reaching key audiences**



**EXHIBIT 10-12 RSQFT and REVPAS Calculations**

					Revenue per Square Foot (RSQFT)				Revenue per Available Seat (REVPAS)				
1	2	3	4	5	6	7	8	9	10	11	12	13	14
Comp Set	Avg. Check	Covers	Revenue	AMS % of TR	Available f <sup>2</sup>	Revenue per f <sup>2</sup>	FMS % of f <sup>2</sup> Available	Penetration Index on f <sup>2</sup>	Available Seats	FMS %	Rev. per Available Seat	AMS %	Penetration Index on Avail. Seats
Istana	\$45	7,500	\$337,500	10.0	60,000	\$5.63	11.8	-1.8%	3,300	12.2	\$102.27	9.7	-2.5
Tokyo Rose	\$70	5,250	\$367,500	10.9	60,000	\$6.13	11.8	-0.9%	2,800	10.4	\$131.25	12.5	2.1
Marty's	\$63	9,000	\$567,000	16.9	80,000	\$7.09	15.7	1.2%	2,100	7.8	\$270.00	25.7	17.9
Dice	\$73	6,000	\$438,000	13.0	75,000	\$5.84	14.7	-1.7%	4,000	14.8	\$109.50	10.4	-4.4
Balche	\$77	6,300	\$485,100	14.4	70,000	\$6.93	13.7	0.7%	3,600	13.3	\$134.75	12.8	-0.5
Fellini	\$78	5,700	\$444,600	13.2	70,000	\$6.35	13.7	-0.5%	3,800	14.1	\$117.00	11.1	-3.0
Sushi House	\$76	7,000	\$532,000	15.8	60,000	\$8.87	11.8	4.0%	4,100	15.2	\$129.75	12.3	-2.9
Cellantro	\$48	4,000	\$192,000	5.7	35,000	\$5.49	6.9	-1.2%	3,315	12.3	\$57.92	5.5	-6.8
Average	66.25	6,344	\$420,462		63,750	\$6.54			3,377		\$131.56		
Totals		50,750	\$3,363,700	100	510,000		100		27,015	100	\$1,052.44	100	

Column:

1 is the competitive set of restaurants

4 is average check x covers = revenue

5 AMS = % of total revenue is a restaurant's revenue / total revenue

7 revenue per square foot is revenue / square footage

8 FMS is square footage / total square footage

9 penetration index (PI) on square footage is FMS subtracted from AMS

Cellantro's PI is a negative 1.2 so it is not getting its FMS; Sushi House is getting the largest market share with a penetration index of 4.0.

10 available seats = number of seats x days in the month

11 is FMS percentage of all available seats

12 is revenue / available seats

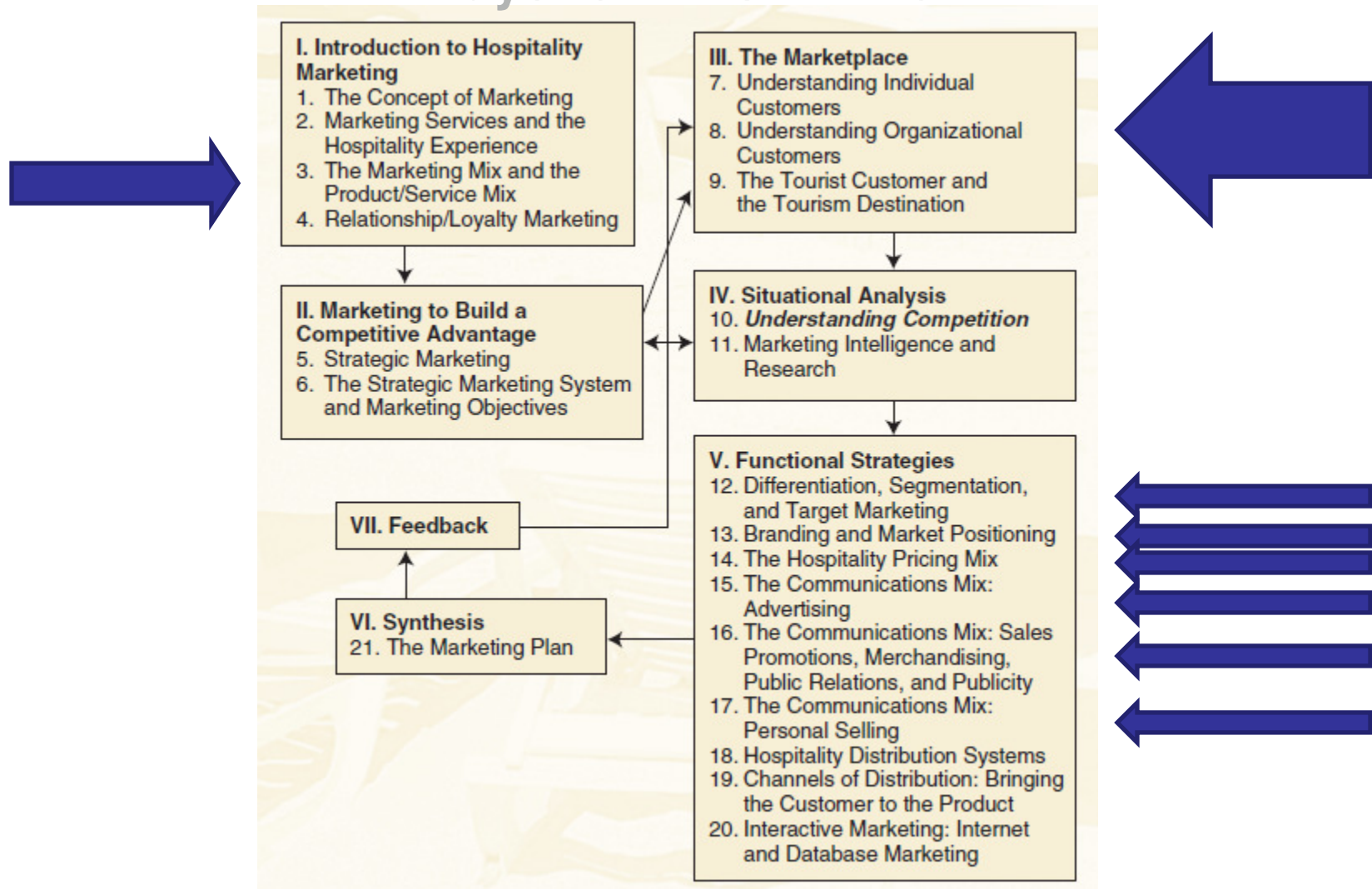
13 is AMS percentage of revenue per available seat

14 penetration index on available seats is FMS subtracted from AMS

Cellantro's PI is a negative 6.8 so it is not getting its FMS, but, in this case, based on available seats, Marty's is doing the best with a 17.9 PI.

Average checks, number of covers, or some combination can be reviewed to ascertain where the differences lie.

# Ways for PROFILING

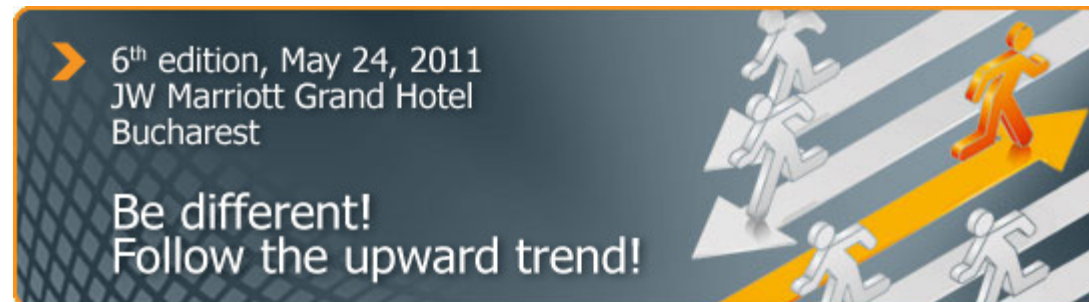


# Analysis for PROFILING

## EXHIBIT 10-17 Consumer Data on Las Vegas Hotels\*

	Feel Safe There	Friendly Employees	Place My Friends Like to Go	Always Have Good Entertainment	Drink Orders Taken in Timely Manner	Cashier Lines Are Short	Restaurants Offer Great Value	Can Get Change Quickly	Slot Machines Filled in Timely Manner	Like the Promotions Offered	You Can Get Complimentary Items	Rate	CSI
<b>Importance</b>	<b>8.20</b>	<b>8.20</b>	<b>6.27</b>	<b>4.80</b>	<b>6.12</b>	<b>6.37</b>	<b>7.49</b>	<b>6.33</b>	<b>5.67</b>	<b>4.80</b>	<b>6.15</b>		
Rio	7.26	6.60	6.49	6.47	5.93	5.91	5.70	5.54	5.35	5.05	4.96	\$175.00	60.0
Bally's	6.55	5.28	3.96	4.59	5.11	5.05	4.05	4.70	4.60	3.75	4.20	\$185.00	47.9
Boulder Station	7.40	6.88	6.40	5.74	6.50	5.90	6.54	6.11	5.89	6.16	6.05	\$160.00	63.9
Caesars	7.19	5.85	6.15	5.81	5.37	5.43	4.32	4.82	5.07	3.62	3.97	\$190.00	53.2
Circus Circus	4.70	4.60	4.07	4.24	4.59	4.63	4.55	4.15	4.21	3.80	3.81	\$155.00	43.4
Excalibur	6.61	5.64	5.01	4.89	5.03	5.42	5.01	5.19	5.04	4.06	4.47	\$140.00	52.1
Fiesta	6.19	6.00	4.75	4.64	5.48	5.43	5.61	5.60	5.34	4.66	5.25	\$145.00	54.3

\* Note: Data are made up and do not reflect actual consumer opinion.



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**Hotel marketing study  
Case study: Ibis Gara de Nord & Hello Hotel**

**Coordinator:  
Mircea Drăghici, Ph. D  
CB Richard Ellis Romania**

**Research team:  
Ana-Maria Zorzonel  
Bogdan Fărcășanu  
Daniela Elena Ghețău  
Elena-Mihaela OGREZeanu  
Gabriel Veveriță  
Janina Geogiana Soare  
Raluca Elena Vlădoiu**

**2010**

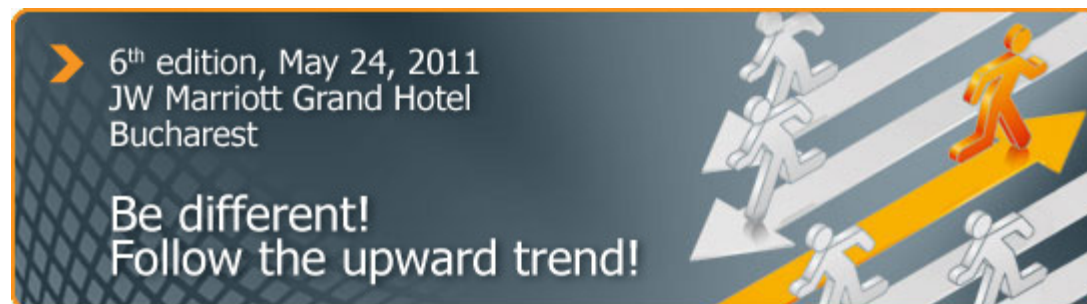
- rate/night**
  - less than €50
  - between €50 and €70
  - over €70
- location**
  - central
  - peripheral accessible (railway station/ airport)
  - peripheral hardly accessible (railway station/ airport)
- facilities**
  - very good facilities (spa, pool, gym, shops, bar, restaurant)
  - general facilities (restaurant, bar, gym)
  - basic facilities (breakfast room, bar)
- room amenities**
  - large room (over 16 m<sup>2</sup>) with antique furniture
  - medium size room (between 12 m and 16 m ) with modern furniture
  - small room (less than 12 m ) minimalist furniture
- brand**
  - local
  - international
  - independent

<b>Locația este periferică greu accesibilă la</b> (gară/ aeroport).	
<b>Brandul este unul local.</b>	
<b>Facilitățile sunt generale</b> (restaurant, bar, gym)	
<b>Camerele sunt mari</b> (peste 16 m <sup>2</sup> ).	<b>1</b>
<b>Tariful/noapte este cuprins între 50 € și 70 €.</b>	

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<b>Facilitățile sunt generale</b> (restaurant, bar, gym)	
<b>Camerele sunt mici</b> (sub 12 m <sup>2</sup> ).	<b>3</b>
<b>Tariful/noapte este mai mic de 50 € .</b>	

<b>Locația este periferică greu accesibilă la</b> (gară/ aeroport).	
<b>Brandul este unul independent.</b>	
<b>Facilitățile sunt de bază</b> (sală pentru servirea micului dejun, bar).	
<b>Camerele sunt mari</b> (peste 16 m <sup>2</sup> ).	<b>2</b>
<b>Tariful/noapte este mai mic de 50 € .</b>	

<b>Locația este periferică accesibilă la</b> (gară/ aeroport)	
<b>Brandul este unul local.</b>	
<b>Facilitățile sunt foarte bune</b> (spa, piscină, gym, magazine, bar, restaurant).	
<b>Camerele sunt mari</b> (peste 16 m <sup>2</sup> ).	<b>4</b>
<b>Tariful/noapte este mai mare de 70€.</b>	



<b>Locația este centrală.</b>	
<b>Brandul este unul internațional.</b>	
<b>Facilitățile sunt generale</b> (restaurant, bar, gym)	
<b>Camerele sunt mari</b> (peste 16 m <sup>2</sup> ).	<b>5</b>
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<b>Locația este centrală.</b>	
<b>Brandul este unul independent.</b>	
<b>Facilitățile sunt generale</b> (restaurant, bar, gym)	
<b>Camerele sunt medii</b> (între 12 m și 16 m).	<b>7</b>
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<b>Brandul este unul internațional.</b>	
<b>Facilitățile sunt de bază</b> (sală pentru servirea micului dejun, bar).	
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Presented by Michele Meoni

COO – Continental Hotels

President – Skal International Bucharest



SKAL INTERNATIONAL

International Association of Travel and Tourism Professionals  
Founded 1934

CMO – Advisory Board Member

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# Q & A

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