



## Have You Revised Your Marketing Plans and Strategies?

### Conduct Your Sales and Marketing Audit *By: Leora Halpern Lanz, HVS International - New York*

**A** year ago, in an article with this same title, I asked hotel marketers to immediately revise their marketing plans to respond to the re-focused travel expectations we were facing. And naturally, all of us have learned so much in these past 12 months.

As we know, the Marketing Plan is a living, breathing document that needs to be flexible and open to revision as we proceed with its execution. How are the various elements of the marketing plan continuing to evolve in this (still) very interesting and uneasy period?

**Sales** – Hopefully, your sales staff has now had sales training. Last year, sales people didn't need training; all they had to do was pick up a phone. By now, the sales staff should be comfortable making calls, and should understand the intricacies of prospecting, networking, and all of the "work" that comes with selling. Attitudes, persistence, encouragement, and resourcefulness should be prevalent in your sales staff. There are endless books, lists, and tips for successful sales people. Has your sales team crafted its "elevator pitch" – the selling sentence that would get a prospective client's attention if the seller only had two minutes in an elevator with the prospect?

**Sales Action Steps** – Have specific goals been documented so that your sales staff knows tactically and specifically what it needs to accomplish and how it needs to do so? Have you actually executed any of these steps? If not, why are they still on your plan?

**Advertising and Direct Mail** – Did you assemble and work your databases? Did you collect e-mail addresses? Are you e-mailing your best customers with great values to keep their loyalty returning? Is your advertising more localized or more regionalized?

**Public Relations** – Did you do any? Have you had experts help package values and appealing offers, and execute the publicity to promote them? It's been a competitive period for everyone; publicity and third-party endorsements will only help your company remain one step ahead.

**A Sales and Marketing Audit** – Have you reviewed your position and mission statements to see if they are still valid? Does your plan meet the objectives of the mission, and communicate the messages of the position statement? You'd be surprised how many of us have not conducted this critical exercise. This audit must be completed before we even begin to think about the various tactics indicated above.

**An Operations Review with Respect to Your Sales Effort** – This past year was ideal for evaluating your operation – the front office and its communications with sales and reservations, or housekeeping and engineering and how they deliver the service promise. Managers and Sales Directors need to insure that the operation is living up to the hotel's position statement. Sometimes, internal staff and management members are so close to the operation that they cannot see the operational challenges or hidden revenue

opportunities that are obvious to others.

**Communication with Your Brand** – Over the past year, it has been interesting to note the number of general managers who shelve the books provided to them by their own franchisor. These books or directories of graphic standards, marketing opportunities, and/or cooperative advertising initiatives are invaluable to hotel managers who may not have marketing professionals on site. When an owner pays fees to a franchisor, those fees may cover the cost of the promotional and advertising involvement; so why wouldn't you participate? Unfortunately, many hotels don't take part in these plans because the managers simply do not read the book. Talk to your brand area directors. Read these manuals and ask questions so you can participate in your co-op initiatives, RFP processes, or other goal-oriented programs.

**Using the Internet to Your Best Ability** – Many of us utilized the consumer-targeted travel web sites to participate in the rate game of the past year. Now, how do we bring our average rates back up, while still befriending those travel web sites that we so loved these past 12 months?

If you have not yet addressed any of these items, or if you need assistance fine-tuning any portion of your sales and marketing strategies, consider a fuller sales and marketing departmental audit with an operations review. For a set of fresh eyes to review your efforts, HVS Marketing Communications can help guide you.

**CANADIAN LODGING OUTLOOK**  
**HVS INTERNATIONAL - CANADA**

September 2002	Number of Rooms	Occupancy Rate (%)		Average Room Rate (\$)		RevPAR (\$)		Room Supply % change	Room Demand % change
		2002	2001	2002	2001	2002	2001		
Nova Scotia Area	1,570	79.7%	76.7%	\$90.04	\$88.45	\$71.76	\$67.84	0.0%	3.9%
Halifax, NS	2,273	91.4%	85.0%	\$134.42	\$131.85	\$122.86	\$112.07	0.8%	8.3%
Montreal, QC	15,338	75.1%	71.4%	\$143.33	\$136.81	\$107.64	\$97.68	2.2%	7.5%
Quebec City, QC	3,804	80.6%	75.9%	\$159.70	\$153.69	\$128.72	\$116.65	0.3%	6.5%
Quebec Area	3,308	69.3%	64.2%	\$92.13	\$88.40	\$63.85	\$56.75	0.5%	8.5%
Toronto Downtown	12,280	79.1%	67.9%	\$183.20	\$172.85	\$144.91	\$117.37	0.0%	16.5%
Toronto North/East	4,479	64.4%	63.4%	\$108.66	\$109.56	\$69.98	\$69.46	0.3%	2.0%
Toronto Airport/West	4,019	66.5%	66.5%	\$113.76	\$111.35	\$75.65	\$74.05	-2.1%	-2.2%
Ottawa, ON	7,525	75.0%	70.1%	\$130.65	\$130.14	\$97.99	\$91.23	2.9%	10.1%
Ontario East	3,772	65.5%	67.1%	\$95.39	\$95.38	\$62.48	\$64.00	0.1%	-2.3%
Ontario Southwest	8,015	69.7%	62.7%	\$97.67	\$95.41	\$68.08	\$59.82	0.6%	11.9%
Ontario North	4,979	68.9%	70.7%	\$105.95	\$103.71	\$73.00	\$73.32	0.3%	-2.3%
Niagara Falls, ON	6,906	75.2%	64.2%	\$125.16	\$125.60	\$94.12	\$80.64	0.2%	17.3%
Ontario Central	12,780	68.2%	67.4%	\$108.26	\$105.62	\$73.83	\$71.19	5.5%	6.9%
Winnipeg, MB	3,718	64.0%	65.3%	\$93.19	\$93.53	\$59.64	\$61.08	5.2%	3.1%
Regina/Saskatoon, SK	4,047	61.9%	57.6%	\$86.32	\$80.52	\$53.43	\$46.38	0.0%	7.5%
Calgary, AB	7,069	74.9%	71.1%	\$118.52	\$113.97	\$88.77	\$81.03	0.0%	5.4%
Edmonton, AB	5,353	72.3%	62.0%	\$92.01	\$94.70	\$66.52	\$58.71	0.0%	16.5%
Alberta Area	6,323	64.2%	67.5%	\$94.16	\$89.39	\$60.45	\$60.34	1.3%	-3.7%
Mountain Regions, AB	2,371	79.1%	68.7%	\$283.19	\$258.42	\$224.00	\$177.53	0.0%	15.1%
Vancouver, BC	12,128	71.3%	67.0%	\$147.89	\$145.23	\$105.45	\$97.30	1.0%	7.5%
British Columbia Area	5,217	61.0%	62.7%	\$83.06	\$86.07	\$50.67	\$53.97	0.5%	-2.2%
Victoria, BC	2,973	65.7%	62.4%	\$146.31	\$132.25	\$96.13	\$82.52	-1.2%	4.1%
<b>Provinces</b>									
Alberta	21,085	71.5%	67.4%	\$125.38	\$121.16	\$89.65	\$81.66	0.6%	6.8%
British Columbia	23,317	65.5%	62.9%	\$133.43	\$129.00	\$87.40	\$81.14	0.5%	4.7%
Manitoba	4,104	63.3%	64.4%	\$91.90	\$92.14	\$58.17	\$59.34	3.4%	1.7%
New Brunswick	2,855	72.9%	74.1%	\$100.20	\$94.36	\$73.05	\$69.92	0.4%	-1.2%
Newfoundland	1,521	79.8%	77.6%	\$112.22	\$103.51	\$89.55	\$80.32	0.0%	2.8%
Nova Scotia	3,843	86.6%	82.0%	\$117.69	\$117.03	\$101.92	\$95.96	0.2%	5.9%
Northwest Territories	INS	INS	INS	INS	INS	INS	INS	INS	INS
Ontario	64,316	71.6%	66.8%	\$126.93	\$122.59	\$90.88	\$81.89	1.2%	8.4%
Prince Edward Island	835	76.4%	62.9%	\$118.72	\$105.12	\$90.70	\$66.12	0.0%	21.5%
Quebec	22,920	74.9%	70.8%	\$138.67	\$132.17	\$103.86	\$93.58	1.3%	7.2%
Saskatchewan	5,541	58.8%	55.4%	\$80.60	\$75.42	\$47.39	\$41.78	0.0%	6.2%
Yukon Territory	486	INS	INS	INS	INS	INS	INS	INS	INS
Canada	150,823	66.8%	65.8%	\$113.10	\$108.14	\$75.55	\$71.16	0.9%	2.4%

**CANADIAN LODGING OUTLOOK**  
**HVS INTERNATIONAL - CANADA**

September 2002 Year-to-Date	Number of Rooms	Occupancy Rate (%)		Average Room Rate (\$)		RevPAR (\$)		Room Supply % change	Room Demand % change
		2002	2001	2002	2001	2002	2001		
Nova Scotia Area	1,570	64.6%	65.2%	\$83.62	\$83.33	\$54.02	\$54.33	0.2%	-0.7%
Halifax, NS	2,273	74.5%	75.3%	\$118.23	\$119.01	\$88.08	\$89.61	5.3%	4.1%
Montreal, QC	15,338	68.5%	69.0%	\$140.10	\$134.45	\$95.97	\$92.77	2.3%	1.6%
Quebec City, QC	3,804	69.3%	69.5%	\$141.54	\$134.61	\$98.09	\$93.55	1.8%	1.5%
Quebec Area	3,308	59.9%	58.6%	\$91.08	\$86.62	\$54.56	\$50.76	0.5%	2.7%
Toronto Downtown	12,280	68.6%	70.5%	\$166.63	\$168.79	\$114.31	\$119.00	0.0%	-2.6%
Toronto North/East	4,479	60.5%	64.2%	\$105.64	\$109.23	\$63.91	\$70.13	-2.6%	-8.2%
Toronto Airport/West	4,019	68.6%	72.4%	\$112.10	\$111.33	\$76.90	\$80.60	0.3%	-5.0%
Ottawa, ON	7,525	65.2%	69.5%	\$126.01	\$128.05	\$82.16	\$88.99	2.6%	-3.7%
Ontario East	3,772	59.1%	59.4%	\$93.87	\$91.97	\$55.48	\$54.63	0.0%	-0.4%
Ontario Southwest	8,015	61.5%	60.9%	\$95.85	\$95.53	\$58.95	\$58.18	0.7%	1.7%
Ontario North	4,979	59.6%	60.8%	\$100.48	\$97.85	\$59.89	\$59.49	0.4%	-1.5%
Niagara Falls, ON	6,906	62.0%	60.8%	\$130.14	\$127.29	\$80.69	\$77.39	0.7%	2.6%
Ontario Central	12,780	64.3%	68.5%	\$107.12	\$105.77	\$68.88	\$72.45	4.2%	-2.2%
Winnipeg, MB	3,718	62.3%	63.3%	\$91.13	\$91.65	\$56.77	\$58.01	4.1%	2.5%
Regina/Saskatoon, SK	4,047	60.3%	62.6%	\$83.79	\$81.04	\$50.53	\$50.73	1.0%	-2.6%
Calgary, AB	7,069	68.0%	67.7%	\$116.52	\$115.15	\$79.23	\$77.96	0.6%	1.0%
Edmonton, AB	5,353	76.6%	67.6%	\$89.93	\$97.88	\$68.89	\$66.17	0.0%	13.3%
Alberta Area	6,323	60.5%	65.5%	\$90.25	\$85.80	\$54.60	\$56.20	0.6%	-7.1%
Mountain Regions, AB	2,371	71.4%	71.5%	\$237.63	\$225.48	\$169.67	\$161.22	-4.0%	-4.1%
Vancouver, BC	12,128	66.5%	67.9%	\$139.93	\$139.26	\$93.05	\$94.56	2.0%	0.0%
British Columbia Area	5,217	54.7%	55.4%	\$82.19	\$83.26	\$44.96	\$46.13	0.7%	-0.6%
Victoria, BC	2,973	63.7%	63.6%	\$130.21	\$123.08	\$82.94	\$78.28	0.3%	0.4%
<b>Provinces</b>									
Alberta	21,085	68.4%	67.6%	\$116.03	\$117.89	\$79.36	\$79.69	-0.2%	0.9%
British Columbia	23,317	62.9%	63.8%	\$134.89	\$133.61	\$84.85	\$85.24	1.1%	-0.5%
Manitoba	4,104	62.1%	63.0%	\$90.23	\$90.44	\$56.03	\$56.98	3.0%	1.5%
New Brunswick	2,855	65.2%	65.3%	\$95.67	\$91.62	\$62.38	\$59.83	0.2%	0.0%
Newfoundland	1,521	68.9%	69.8%	\$107.22	\$99.93	\$73.87	\$69.75	0.0%	-1.3%
Nova Scotia	3,843	70.8%	71.7%	\$106.28	\$107.22	\$75.25	\$76.88	1.7%	0.4%
Northwest Territories	INS	INS	INS	INS	INS	INS	INS	INS	INS
Ontario	64,316	64.1%	66.1%	\$121.70	\$122.02	\$78.01	\$80.66	1.0%	-2.1%
Prince Edward Island	835	56.2%	55.9%	\$103.31	\$97.75	\$58.06	\$54.64	0.0%	0.5%
Quebec	22,920	67.0%	67.2%	\$133.20	\$127.42	\$89.24	\$85.63	1.5%	1.2%
Saskatchewan	5,541	56.8%	58.8%	\$78.59	\$76.08	\$44.64	\$44.74	0.7%	-2.8%
Yukon Territory	486	47.2%	52.9%	\$83.61	\$87.81	\$39.46	\$46.45	0.0%	-10.7%
Canada	150,823	61.6%	63.6%	\$110.80	\$109.45	\$68.25	\$69.61	1.0%	-2.1%

# CANADIAN LODGING OUTLOOK

## DEFINITIONS

Occupancy:	The ratio of total occupied rooms to total available rooms.
Average Room Rate:	Defined as room sales divided by the total number of rooms occupied.
RevPAR:	The application of a hotel's average occupancy to its average room rate and a true indicator of the property's ability to generate revenue. It is calculated by multiplying the occupancy by the average room rate.
Number of Rooms:	The total number of rooms at participating hotels.



HVS is the leading consulting and appraisal firm specializing solely in the hospitality industry. HVS personnel have university degrees in Hotel Administration, or actual hotel work experience, and are taking further courses of study to obtain recognized real estate designations. HVS has consulted for over 10,000 hotels in 55 countries.



## HOTEL ASSOCIATION OF CANADA INC.

The Hotel Association of Canada is a federation of provincial and territorial associations, hotel chains and suppliers with a mandate to represent members nationally and internationally and to provide cost-effective services that stimulate and encourage a free market accommodation industry.

OFFICE: Anthony Pollard, 1206-130 Albert Street, Ottawa, Ontario K1P 5G4  
(613) 237-7149



## SMITH TRAVEL RESEARCH

STR provides information and analysis to all major Canadian and U.S. hotel chains. Individual hotels, management companies, appraisers, consultants, investors, lenders and other lodging industry analysts also rely on STR data for the accuracy they require. With the most comprehensive database of hotel performance information ever compiled. STR has developed a variety of products and services to meet the needs of industry leaders.

OFFICE:  
105 Music Village Blvd.,  
Hendersonville, TN 37075  
(615) 824-8664

*If you have any questions regarding this publication please contact Selina Lai in the HVS Toronto office.*

*Web Site: [www.hvsinternational.com](http://www.hvsinternational.com)*

## OFFICES:

### Vancouver

4235 Prospect Road  
North Vancouver, BC  
Canada V7N 3L6  
(604) 988-9743  
(604) 988-4625 fax

### San Francisco

#620-116 New Montgomery Street  
San Francisco, CA 94105  
(415) 896-0868  
(415) 896-0516 fax

### Dallas

Suite 101  
2601 Sagebrush Drive  
Flower Mound, TX 75028  
(972) 410-2002  
(972) 899-1022 fax

### India

C-67 Anand Niketan 2nd Floor  
New Delhi, 110021 India  
+91 11 410 1005  
+91 11 410 1066 fax

### Toronto

2120 Queen Street East  
Suite 202  
Toronto, ON  
Canada M4E 1E2  
(416) 686-2260  
(416) 686-2264 fax

### Miami

#216-8925 SW 148th Street  
Miami, FL 33176  
(305) 378-0404  
(305) 378-4484 fax

### London

14 Hallam Street  
London W1N 5LF  
United Kingdom  
+44 20 7878 7700  
+44 20 7436 3386 fax

### Brasil

HVS São Paulo  
Av. Brig. Faria Lima 1912 cj. 7F  
01452-001-São Paulo/SP Brasil  
+55-11-3093-2743  
+55-11-3093-2783 fax

### New York

372 Willis Avenue  
Mineola, NY 11501  
(516) 248-8828  
(516) 742-3059 fax

### Denver

2229 Broadway  
Boulder, CO 80302  
(303) 443-3933  
(303) 443-4186 fax

### Singapore

HVS International Singapore  
100, Beach Road  
#28-10/13 Shaw Towers  
Singapore 189702  
65 293 4415  
65 293 5426 fax

### Argentina

HVS Buenos Aires  
Reconquista 1056 - 10° Piso  
(1003) Buenos Aires  
Argentina  
54-11-4515-1461  
54-11-4515-1462 fax