



hsmai

Commercial Strategy

Conference

Indianapolis, IN
June 17-18, 2025



TOO LITTLE

TOO MUCH

JUST RIGHT



Independent Hotels

**3-8% of Forecasted
Revenue**

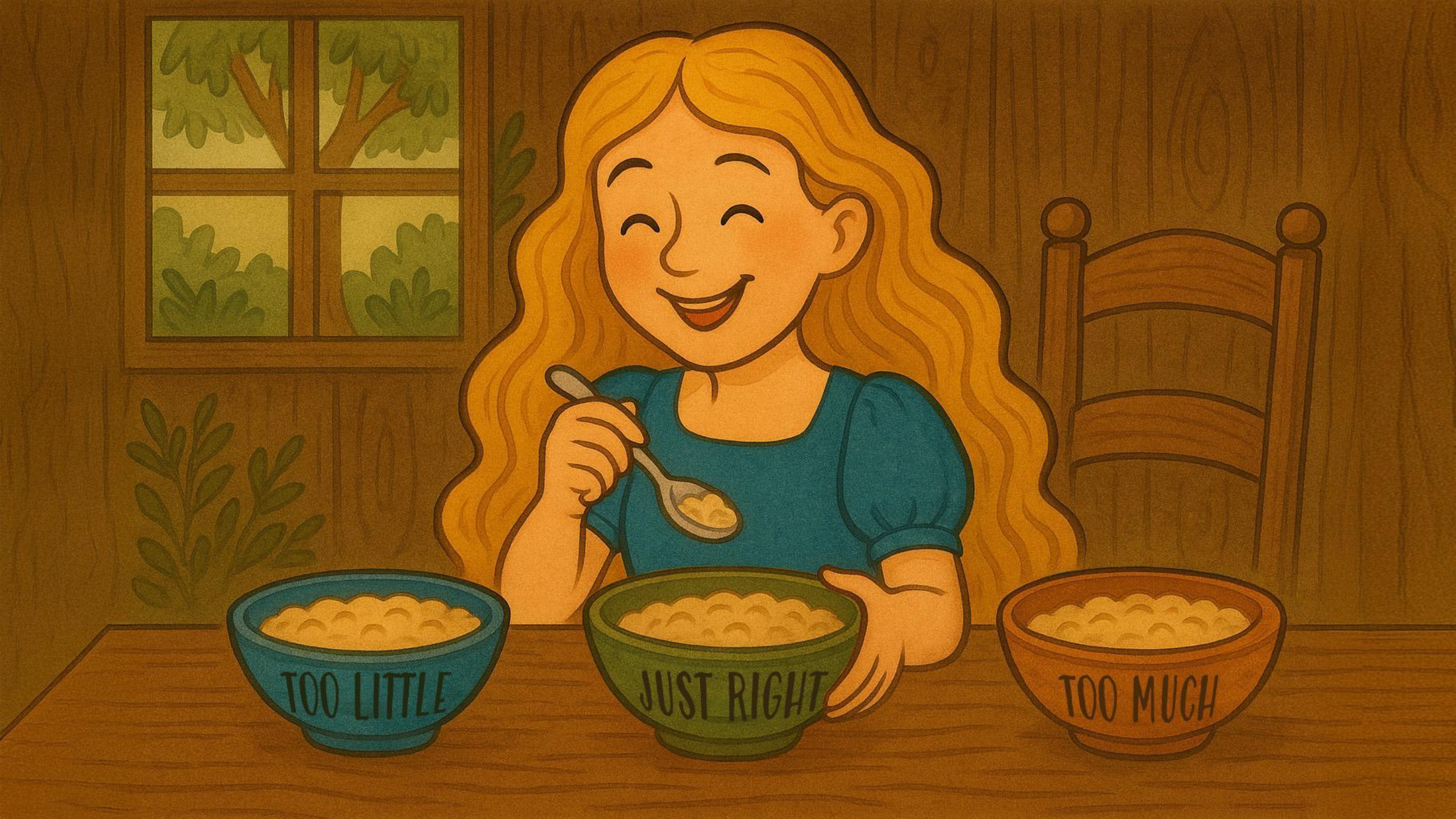
\$5 Million Per year
\$150K investment

Branded Hotels

**Assuming goal of 3%,
Brand reinvests 1.5%, left
with 1.5%**

\$5 Million per Year
Brand \$75,000 investment
Hotel \$75,000 investment





SCENARIO 1:

GAP: Demand in the market has softened, everyone is fighting over the same business



STRATEGY #1: Increase visibility and urgency to capture more than fair share from in-market shoppers and ensure you are winning the “consideration set” battle.



SOLUTION: STRATEGY 1

Strategy	Tactic	Spend
Entice rate-sensitive shoppers with promotions and packages	Paid Search, Email Marketing & Social Media Ads, CVB Partnership	\$\$
Increase conversion with those that already know you	Retargeting with Dynamic Pricing	\$
Get in front of last minute shoppers	Paid Search, PMAX	\$\$
Target travelers going to local festivals, concerts and sporting events	Social Media Ads	\$



SCENARIO 2:

GAP: Group PACE has dropped, so we are relying more on transient in specific quarters



STRATEGY #1: Flood the funnel with transient demand to backfill pace shortfalls. Funnel activation depends on timeline.

STRATEGY #2: Target short term group segments and catering opportunities



SOLUTION: BOTH STRATEGY 1/2

Strategy	Tactic	Spend
Capture in-market travelers to your destination	Paid Search	\$\$
Entice prior guests to come back and stay at a discount	B2C Email Marketing	\$
Increase conversion with those that already know you	Retargeting	\$
Target travelers going to local festivals, concerts and sporting events	Social Media Ads	\$
Target short term group	Social Media Ads and/or Paid Search and/or EproDirect and/or B2B Email Marketing	\$\$



SCENARIO 3:

GAP: We have a newly rebranded hotel, RAMP is slow, no one knows us as the new name



STRATEGY #1: Treat the hotel like a brand new opening. Reset brand perception and generate full funnel awareness.



SOLUTION: STRATEGY #1

Strategy	Tactic	Spend
Showcase new imagery and video to (new) target audiences	Various Programmatic and Social Media Ads	\$\$\$
Leverage local community and strategic partnerships, including influencers, bloggers, travel writers	Public Relations	\$\$\$
Continue to educate those with past brand familiarity about the change	Paid Search and/or Email Marketing	\$\$
Don't lose momentum on Google	Search Engine Optimization, include UNAP and backlink audit to update URLs	\$



SCENARIO 4:

GAP: Our market is heavily saturated with hotels of the same brand, we are not getting our fair share

STRATEGY #1: Position your hotel as the brand-of-choice within the saturated market

STRATEGY #2: Pivot to target travelers that have no brand affinity.



SOLUTION: STRATEGY #1

Strategy	Tactic	Spend
Capture in-market travelers to your destination that are looking for your brand	Paid Search	\$\$
Target regular guests of competitor hotels	Device ID & Geo Fencing	\$\$\$
Showcase your differentiators in key content and images	Search Engine Optimization including Image Optimization	\$\$
Target brand loyalists	Adara and/or B2C Email Marketing and/or Social Media Ads	\$



SCENARIO 5:

GAP: It is the middle of the month, and we are not going to meet this month's budget



STRATEGY #1: Pray your rate strategy is solid, and toss a Hail Mary.



SOLUTION: STRATEGY #1

Strategy	Tactic	Spend
Get in front of last minute bookers that care about rate & reviews	OTA Ads	\$\$



SCENARIO 6:

GAP: Profit is low due to OTA commissions



STRATEGY #1: Shift market share from OTAs
to Direct



SOLUTION: STRATEGY #1

Strategy	Tactic	Spend
Get travelers that have chosen your hotel to book direct	MetaSearch and Brand Paid Search	\$



COGWHEEL KPIs

Channel	Goal	KPI
OTA Ads	Bookings/Exposure	ROAS
MetaSearch	Share Shift to Direct	ROAS
Email Marketing Past Guests	Awareness	Bookings, Open Rate; Click-Through Rate
Email Marketing Group	Retention	RFPs, Open Rate; Click-Through Rate
Email Marketing Awareness	Awareness	Impressions, Open Rate; CTR
Display - Prospecting	Awareness/Direct	Impressions, Clicks, CTR, CPC (yes!), Tracked Property Visits, Shift in Mix, ROAS...dead last
Search Engine Marketing & Paid Social	Awareness/Direct	Impressions; Clicks, SOV, CTR, CPC, Phone calls, Tracked Property Visits, Shift in Mix, ROAS... dead last
Remarketing	Conversions	Impressions; CTR, ROAS, Shift in Mix



ROAS vs Funnel vs Budget slide

This is not an exhaustive list of media options, but a summary of top options that go into a property's strategy at each stage.

	MEDIA	KPI EXAMPLES	RELATIVE COST
INSPIRE / RESEARCH	<ul style="list-style-type: none"> Phrase Match & Non-Brand Paid Search Paid Social - Prospecting Audience Targeted Display Organic SEO Video & Connected TV Ads 	<ul style="list-style-type: none"> Site visits, bounce rates, page views Click through rates Shop rates at or near 20% Cost per view & cost per click Share of voice or impression share Brand Channel Shift 	\$\$\$
PLAN	<ul style="list-style-type: none"> Email - Groups/Events & Past Guests Phrase Match & Non-Brand Paid Search Organic SEO OTA Advertising Paid Social - Retargeting & Custom Audience Display - Remarketing 	<ul style="list-style-type: none"> Site visits, engagement rates, page views Click through rates & cost per click Impressions & Impression share Rate Shops >25% Some Measured ROAS at or above 4:1 ROAS Quality scores Brand Channel Shift 	\$\$
BOOK	<ul style="list-style-type: none"> Brand / Property Paid Search Organic SEO Meta Search Expedia / Booking.com Targeted Search 	<ul style="list-style-type: none"> Win the booking from other channels. Conversion rates 2-3%, channel contribution >40%. Same points as above ROAS Expectation – elevated, at or above 8:1 BRAND CHANNEL SHIFT 	\$



KEY TAKEAWAYS

1.

Marketing budgets and KPI targets need to be based on goals, not based on last years spend.

2.

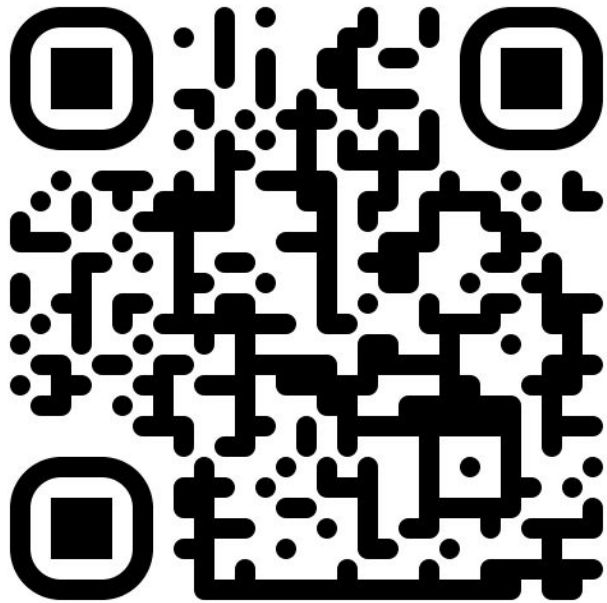
Ideally, the commercial strategy team aligns on gaps and goals, then defines a strategy, then tactics then the budget.

3.

There are different tactics that can align with a strategy, and there are multiple strategies that can fix a gap or goal.



THANK YOU!



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