

HSMAI Foundation Global Collegiate Commercial Strategy Competition

Suggested Outline

- 1. Overall Case Analysis:** Provide a synthesized overview of the hotel or brand by scale, positioning in the market, and commercial organization. Identify the structure of the commercial teams at the property, above property, and brand levels. **Questions to consider** – How is the hotel or brand positioned? Who are their target markets? What are their overall goals? What are the challenges presented?
- 2. Market Analysis:** Using STR to identify the hotels' current share of the market for transient and group, identify the current marketing strategies relative to awareness, consideration, and conversion. **Questions to consider** – Is each segment getting their fair share of the business? What is the balance between the STR indices? What marketing strategies are currently deployed? Do they align with the needs for awareness, consideration, and conversion?
- 3. Competition Analysis:** Analyze the comp set represented in STR and the SWOT for the hotel/brand. **Questions to consider** – Do the STR and SWOT align? Where does the property rank within the market?
- 4. Commercial Analysis:** Identify the goals of the commercial disciplines. Analyze the commercial strategies through the lens of each discipline's tactics. Identify optimized tactics that are defined as those that encompass a focused approach to the goal within the three disciplines. **Questions to consider** – What tactics are in place for each discipline, sales, revenue, and marketing? How do the individual disciplines tactics align toward the goal?

5. **Synthesized Report:** Synthesize findings from the above analysis, propose strategic recommendations for the organization through commercial strategies with concise yet concrete reasoning.