

Robert Cole

# Marketing & Strategic Planning Accomplishments and Experience



**RockCheetah**

# Marketing & Strategic Planning

## A Proven Track Record for:



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- ◆ Serving as a Change Catalyst to Redefine Business Processes
- ◆ Creating Innovative Strategies to Differentiate Products
- ◆ Supporting Complex Business Objectives with Key Strategies
- ◆ Aligning Local, Regional & Global Sales Goals Across Teams
- ◆ Maintaining and Extending Market Leadership Positions
- ◆ Developing Measurable Marketing Planning Benchmarks
- ◆ Executing Efficient Advertising Agency Search Processes
- ◆ Maximizing Public Relations Reach, Frequency & Impact
- ◆ Improving Central Reservations Efficiency and Throughput
- ◆ Efficiently Streamlining Guest Response Operations
- ◆ Successfully Growing Small Niche Businesses

# The Mark Travel Corporation (La Macchia Enterprises)



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- ◆ Radically Updated Traditional Tour Operator Supplier Business Model
  - Resulted in 9x Increase in Interactive Transaction Volume on 10% COGS Reduction
- ◆ Established Direct Merchant Model Agreements with Travel Suppliers
  - Expanded Dynamically Sourced Portfolio to 25,000+ Hotels and 4,000+ Car Locations
- ◆ Led 75 Member Team, Providing Integrated Business Strategy
  - Global Contracting, Product Operations and Supplier Relationship Management
- ◆ Aggressively Renegotiated Supplier Prepayment Terms (*Industry Innovation*)
  - Eliminated Eight-figure Cash Prepayment Requirement while Maintaining Discount Levels
- ◆ Developed Supplier Funded Cooperative Marketing Programs
  - Programs Supported Major Travel Brands:
    - ◆ United Airlines Vacations
    - ◆ Southwest Airlines Vacations
    - ◆ Spirit Airlines Vacations
    - ◆ Midwest Airlines Vacations
    - ◆ Air Jamaica Vacations
    - ◆ MGM/Mirage Vacations
    - ◆ Mark International (Receptive Operator)
    - ◆ Continental Airlines Vacations (UK)
    - ◆ Harley Davidson Vacations
    - ◆ Funjet Vacations
    - ◆ Blue Sky Tours
    - ◆ Fabugo.com

# Neat Group (Cendant Travel Distribution Services)



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- ◆ Created Supplier-centric Business Model (*Industry Innovation*)
  - ◆ Provided Suppliers Yieldable Inventory/Pricing Control and Sales Markup
- ◆ Interactive Inventory/Inclusive Pricing Methods (*Industry Innovation*)
  - ◆ Utilized Rules Engine to Eliminate Rate/Availability Inventory Hosting
- ◆ Created Multiple Inventory Sales Paradigms (*Industry Innovation*)
  - ◆ Accessed Opaque Product, Opaque Price and A La Carte Rate Tiers
- ◆ Exceeded Competitive Inventory Levels with Limited Sales Resources
  - ◆ Contracted Inventory of 9,500 Hotels and 750+ Car Locations
- ◆ Simplified Implementation & Training Processes (*Industry Innovation*)
  - ◆ Leveraged Industry Standard Processes and Best Practices
- ◆ Developed Cendant Global Hotel Merchant Strategy
  - ◆ Identified Solutions for Localization, Destination Resolution & Settlement
- ◆ Integrated Disparate Measurements into Productivity Benchmarks
  - ◆ End to End Analysis of Site Visitor, Session, Search and Booking Data



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## Budget Group

- ◆ Launched Best Available Rate Search in Global Distribution Systems
  - Grew GDS Market Share 370 Basis Points from 9.2% to 12.9%
  - Responsible for creating 30% of Sabre's Year over Year Car Booking Growth
- ◆ Redesigned Web Site to Provide Total Rate and Present All Car Types
  - Reduced Booking Process from 7 Steps to 3 Steps & Added International Locales
  - Increased Direct Website Bookings 187% Year over Year
- ◆ Launched Direct Booking Links (*Industry Innovation*)
  - Link from Priceline.com – Air Confirmation e-Mail Increased Volume 150%
  - Southwest Airlines – Tapped Directly into Volume from Non-GDS Carrier
  - Fulfillment of International Origin Bookings from EuropCar Gateway Sites
- ◆ Evaluated Viability and Strategic Benefit of New Channels
  - T2 (Orbitz), Purple Demon (Hotwire), Oracle eTravel, ITN/GetThere



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# Sabre Group

- ◆ Managed Hotel Line of Business (Account and Product Management)
  - ◆ Generated 18% Annual Revenue Growth, Attaining 40% Global Market Share
- ◆ Drove Strategic Hospitality Development Initiative
  - ◆ Identified \$680MM Business Generating 20%+ Profit Margins
- ◆ Established Equitable Pricing Strategy for Hotel Line of Business
  - ◆ Eliminated Pricing Inequities / Provided Supplier Incentive for Volume Growth
- ◆ Represented Hotel Business in International Joint Venture
  - ◆ Secured Agreements and Implemented JAL/Axess and Abacus GDS Volume
- ◆ Responsible for All Hotel Account Management Relationships
  - ◆ Grew Inventory from 33,000 to 44,000 Available Properties Across 224 Chains
- ◆ Created Sophisticated Reporting Tool (*Industry Innovation*)
  - ◆ Hoteligence Provided Suppliers Supporting Data to Drive Channel Marketing
- ◆ Sponsored Context-Sensitive Point of Sale Advertising (*Industry Innovation*)
  - ◆ Enabled Supplier Paid Advertising to Support Targeted Promotions



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# Anasazi Travel Resources

- ◆ Grew Annual Reservation Volume Average 31% per Property
  - ◆ Aligned Resources to Target Key Pricing and Availability Factors
- ◆ Drove Key Strategic Planning Initiatives for Organization
  - ◆ Entry into Reservations from Group Sales and After Hours Call Handling
- ◆ Led Business Development Team Responsible for Member Sales
  - ◆ Agreements with Management Companies and Independent Hotels
- ◆ Oversaw Marketing Services Direct Mail/Telemarketing/CRM Business
  - ◆ Provided Turnkey Direct Mail/Fax and Telemarketing Services for Clients
- ◆ Created High Quality Direct Mail Pieces/Property Identity Collateral
  - ◆ 6-Star Creative for Hotel Seiyo Ginza and St. Andrews Old Course Hotel
- ◆ Built Team of Account Managers to Grow Sales and Retain Clients
  - ◆ Team Members Have Become Leaders in Hotel Electronic Distribution
- ◆ Collaborated with Japanese JV Partner to Develop Initial Business Plan
  - ◆ Prepared Marketing Plan, Financial Projections & Capital Requirements



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# Journey's End Corporation

- ◆ Applied Everyday Low Pricing to Product Line (Industry Innovation)
  - Eliminated Discounting, Simplified Pricing Structures, Improved Margins
- ◆ Launched Economy High-rise & All-suite Product (Industry Innovation)
  - Successfully Transitioned Product from Suburban to Urban Locales
- ◆ Established Economy Frequent Guest Program (Industry Innovation)
  - Preferred Guest Program Offered Express Reservation Line & Upgrades
- ◆ 100% Guest Comment Card Response Process (Industry Innovation)
  - Personalized Responses for All Submissions (60,000+ Letters Annually)
- ◆ Successfully Transitioned Advertising Agency Account to Top Agency
  - Landed Premier Global Creative Group (Chiat-Day) Despite Budget Constraints
- ◆ Revitalized Central Reservations Call Center Operations
  - Expanded Reservation Throughput by 50% to 30% of Chain Volume
- ◆ Directed National Sales / Public Relations / Collateral Development
  - Managed Staff, Formalized Processes, Benchmarked Results



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# Four Seasons Hotels & Resorts

- ◆ Created Standardized Corporate Marketing Planning Framework
  - ◆ Identified Measurable Benchmarks for Teams to Track Success Factors
- ◆ Conducted Annual Planning Process and Quarterly Marketing Reviews
  - ◆ Worked with Regional and Local Teams on Annual and Quarterly Plans
- ◆ Authored National Sales Contact Management System
  - ◆ Distributed Relational Design Tracked Multiple Contacts Across Accounts
- ◆ Conducted Marketing Analyses for New Hotel Development Projects
  - ◆ Comprehensive Reviews for Boston, Beverly Hills & Nevis Projects
- ◆ Defined Structure, Staffing & Compensation for National Sales Offices
  - ◆ Conducted Analysis to Determine Best Talent Deployment Strategy
- ◆ Authored Post-opening Strategic Marketing Plan for New Luxury Hotel
  - ◆ Defined Objectives for Advertising, Public Relations, and Direct Sales Teams
- ◆ Created Models for Analysis of Various Membership Revenue Streams
  - ◆ Set Organization's Initial Entry into Golf Course/Club Management Business



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## RockCheetah / Personal Consulting Projects

- ◆ Confidential Client
  - ◆ Marketing & Promotion Plan for Electronic Transaction Processing Organization
- ◆ SideStep.com – Santa Clara, California
  - ◆ Meta-search Travel Packaging Strategy & Product Launch
- ◆ The Old Course Hotel – St. Andrews, Scotland
  - ◆ Redevelopment & Repositioning Marketing Plan / Acting Director of Marketing
- ◆ Hotel Seiyo Ginza – Tokyo, Japan
  - ◆ - International Marketing Plan / Direct Response & Marketing Promotion Execution
- ◆ Rydges Hotel Group – Australia/New Zealand
  - ◆ Marketing Plan to Penetrate North American Wholesale Market
- ◆ Sonesta Beach Hotel – Bermuda
  - ◆ Independent Marketing Plan Evaluation / Management Contract Valuation
- ◆ St. George's Hospital Site (The Lanesborough) – London, England
  - ◆ Site & Product Redevelopment Plan / International Marketing & Positioning Plan



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# Industry Leadership Roles

- ◆ Open Travel Alliance
  - Interoperability Committee Representative, Car Working Group Member
- ◆ Hospitality Industry Technology Integration Standards
  - Steering Committee Member
- ◆ Hotel Electronic Distribution Network Association
  - Board of Directors & Descriptive Content Standards Committee Leader
- ◆ Cornell University Center for Hospitality Research
  - Partner Representative
- ◆ Public Speaking Engagements
  - ◆ Industry Conference Presentations
    - Hospitality Financial & Technology Professionals HITEC
      - ◆ Anaheim, CA
    - Hotel Electronic Distribution Network Association
      - ◆ North American and EMEA Conferences
    - International Assoc. of Convention & Visitors Bureaus
      - ◆ Annual Conference, Hong Kong
    - Travel Industry Information & Technology Conference
      - ◆ Atlanta, Georgia
  - ◆ Academic Community – Guest Lecturer
    - Cornell University – Ithaca, New York
      - ◆ School of Hotel Administration
    - University of Houston - Houston, Texas
      - ◆ Hilton College of Hotel & Restaurant Management
    - University of Ottawa – Ottawa, Ontario
      - ◆ School of Management
    - Queens University – Kingston, Ontario
      - ◆ Queens School of Business



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## For Additional Information

### RockCheetah LLC

- ◆ Hospitality Marketing Strategy & Travel Technology Consulting
- ◆ Web site: [www.rockcheetah.com](http://www.rockcheetah.com)
- ◆ Blog: [Views from a Corner Suite](#)
- ◆ Contact: [E-mail Form](#)