

# Revenue Management Recommendations

- Avoid cutting room rates as a competitive tactic (and use opaque sites to minimize explicit rate cutting).
- Consider guest's total spend, not just ADR.
- Consider guest's profit contribution, not just revenue.
- Understand customer segments and potential changes in their buying habits.
- Sell value not rate.

# Revenue Management Recommendations

- Tighten forecasting skills.
- Match your demand to the business outside our doors.
- Do the math on rate discounting – really understand the revenue and expense implications.
- Recognize that demand elasticity varies by customer segment.

# Asset Management Recommendations

- Evaluate the vulnerability of customer segments.
- Explore emerging customer segments: government, legal, accounting.
- Conduct a staffing review to ensure fixed and variable staffing levels are appropriate.
- Take advantage in official and unofficial reductions in brand standards.

# Asset Management Recommendations

- Squeeze management by offering a future carrot in exchange for present concessions.
- Manage owner expectations of profitability and cyclical nature of value (recognizing that waiting for next cyclical peak involves capex and other issues).
- Evaluate outsourcing: F&B, spa, laundry, etc.
- Re-bid contracts.
- Appeal property taxes.