

A SALES ORGANIZATION FOR TODAY'S CUSTOMER



From the desk of the CSMO

Steve Heitzner is the Chief Sales & Marketing Officer for The Americas. In this role, he leads the Sales; Brand, Marketing and Digital; and Revenue Management teams to grow top line revenues and market share for Marriott's portfolio of brands. in the United States, Canada, the Caribbean and Latin America.

Over his 30 year career with Marriott, Steve has served in a number of sales and marketing capacities including Regional Vice President, Sales and Marketing for Marriott's Western Region, and additionally, he has served as General Manager for one of Marriott's leading resorts.

Steve is a graduate of Michigan State University with a bachelor's degree in Marketing.



Steve Heitzner
Chief Sales & Marketing Officer,
The Americas

Look for quarterly updates on how Sales, Marketing and Revenue Management is supporting the business in the Americas.

- *Next issue: Americas Brand, Marketing & Digital*

Stay in touch.

Send Steve questions or suggestions about future topics.

office: 301.380.1964
email: steve.heizner@marriott.com

Dynamic changes in the industry

In today's dynamic business-to-business travel industry, companies want to consolidate their travel spend by working with brands that offer safe and reliable accommodations with a broad distribution network.

For many years, the largest corporations have leveraged their buying power to get more control of their T&E spend. Companies like IBM and Accenture have the scale and resources to centralize their travel programs. Today, with upstarts providing procurement services and new technologies to enable centralized business travel bookings, even smaller and mid-size companies are trying to better manage their travel costs. In addition to the centralization of business travel procurement, one only needs to scan the Wall Street Journal to see M&A activity is on the rise and organizations themselves are consolidating and getting larger, which leads to even greater buying power for customers.

In addition to managing spend, these companies also have a responsibility to keep their employees safe while on the road. If and when a crisis occurs, an employer has a moral and legal obligation to locate and communicate with employees who may be traveling. In the industry, this is called "duty of care," and it's big business. More and more of our customers are working with partners like Concur to help manage their duty-of-care obligations.

For the bottom line, and for liability reasons, many corporate travel policies require their employees to book through an approved and centralized tool that will ensure the best pricing and provide a reliable record of the employee's whereabouts.

Meeting the new demand

Marriott is uniquely positioned and organized to meet this growing B2B demand. We have a broad global footprint and a wide range of brand choices that make doing business with us very appealing.

In addition, Marriott Rewards is an industry leading and award-winning loyalty program that provides an attractive perk for business travelers who work hard but want to play hard, as well.

Furthermore, our sales and customer service approach is unmatched in the industry. While many of our competitors have sales support for the largest accounts, we provide dedicated and centralized account management for mid-market customers, covering accounts starting at \$500,000 in annual spend.

The role of Marriott account executives is that of strategic advisor. Not only do they have deep knowledge of their customers' business needs, but they also know the Marriott portfolio, our brands, and hotel needs. With this holistic view of the customer's business, the account executive can educate on-property teams about client needs and expectations as well as provide data points for negotiation to help close the deal. This allows our account executives to drive greater account penetration and shift the share of wallet from our competitors to Marriott hotels.

Another crucial component in Marriott's sales strategy is Business Transient (BT) pricing for our mid-market and prospect accounts. This centralized process provides economies of scale for what can be a cumbersome process for customers to handle one-on-one with hundreds of hotels, but also time consuming for many on-property sales teams who may have limited time and resources. Through this process, customers get RFPs from hotels globally, and can accept bids for rates to be loaded into Marriott's reservation channels. For hotels, it's a huge win to be included in this RFP solicitation process while gaining support for automated RFP submissions as well as rate loading and maintenance.



Looking Ahead

Just as the industry has changed rapidly over the past several years, we know that nothing remains static. Being a step ahead of how the marketplace evolves is how Marriott can continue to meet customers' demands today and in the future.

The next generation business traveler

Marriott is focused on winning the loyalty of the next generation traveler, and business travel provides us with a crucial opportunity. Deloitte, for example, hires 10,000 college students each year. These aren't your typical entry-level staffers; they're road warriors with a decent salary, and they're looking for unique experiences during their trip. We have the opportunity to win over this important demographic and create loyal and raving brand fans. The Marriott Sales organization can deliver these travelers to hotels, but we must ultimately win over their loyalty with artfully designed hotels, exceptional customer service, and innovative technology solutions.



Many companies are positioning this heavy travel lifestyle as part of their employer value proposition. Because their staff are on the road and away from home so often, they want to provide attractive accommodations to keep their employees happy and productive.

Big data means big business

Big data is an area we plan to heavily invest our time and resources in as a point of differentiation. Technology combined with analytics will allow us to further increase our value with accounts through customer analytics and share of spend.

Controlled decentralization

In addition, while the industry has moved toward centralization and consolidation of business travel booking, the reality is business travelers, particularly millennials, prefer more options. As technology enables tracking and duty of care, corporations will start to give their employees more travel booking options as long as they are able to book negotiated rates. For example, apps like Concur's TripLink is already helping travelers track expenses that were booked outside of their company's centralized booking tool while maintaining compliance.



"Bleisure Travel"

The Millennial Business Traveler...

- May extend their trip by a day or weekend for leisure
- May opt to stay farther from the business meeting location to be closer to his/her CrossFit gym
- May use the dating app Tinder for tips about local restaurants, bars, and events

(*Source: Fast Company)



Leveraging Common Ground

Revenue: \$4.3 Million | Room nights: 12,000

Account relationships are built on knowing what's most important to the customer's business. When the segment sales team put together a meeting with [a national organization focused on small business development](#) to share how Marriott is supporting their mission through Marriott Rewards incentives and programs, we made a crucial step in building a long-term partnership. Not only did this meeting open the door for Marriott to participate at the customer's annual meeting, but we also have signed multi-year agreements for annual meetings in Washington, D.C., and tradeshow at the Atlanta Marriott Marquis, JW Marriott Indianapolis, and San Diego Marriott Marquis for 2020-2022, respectively.



Adding value through partnerships

8 years and 40,00 room nights

The Americas Sales and Marketing team has cultivated a partnership with the **NCAA**, and through this relationship the GSO was able to close on a multi-year contract for their annual convention for a total of eight years and 40,000 room nights. This partnership between sales, marketing, and numerous property teams created true value-add that tipped the business to Marriott and away from our competitors.



Supporting centralized BT pricing

BT revenue: \$4.7M, 16% increase

A typical prospect account has a mix of business transient and group business. The BT pricing process is one of the many ways the Area Sales team adds value. For one account, [a leading tool and storage provider](#), the account executive sourced RFPs to 181 hotels; 56 hotels were accepted into the customer's 2016 BT program, 21 of which are managed and 35 are franchise partner hotels. The account executive was also able to drive account penetration through group business—last year, this company's group business increased by 22%.

By the numbers

US GSO Deployed Accounts

\$10M+ annual spend

1,300 accounts

\$10.4B

US Area Sales Deployed Accounts

\$500K-\$10M annual spend

28,000 accounts

\$4.3B



How the GSO locks up the biggest B2B accounts

The Global Sales Organization works with Marriott's top corporate, association, and intermediary accounts across their BT, group, and extended stay needs.

One of the ways the GSO adds value is by leveraging partnerships at all levels. For accounts like Deloitte, one of Marriott's largest B2B customers, we partner Marriott executives with Deloitte's C-suite through the Pinnacle Executive Engagement program. In addition, Deloitte's global travel and procurement manager serves on Marriott's Customer Advisory Board.

For accounts like Apple, the GSO works internally with the Marriott IT and Marketing teams to promote products like the Apple Watch. Partnering with hotels to understand business need is another crucial way the GSO impacts the business. A recent win with Apple was closing on 4,200 room nights at JW Marriott Desert Springs for July 2017. This was a major win for the hotel during a high-need time, and our sales team made it happen through sheer tenacity and fostering a strong account relationship.