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Planning for

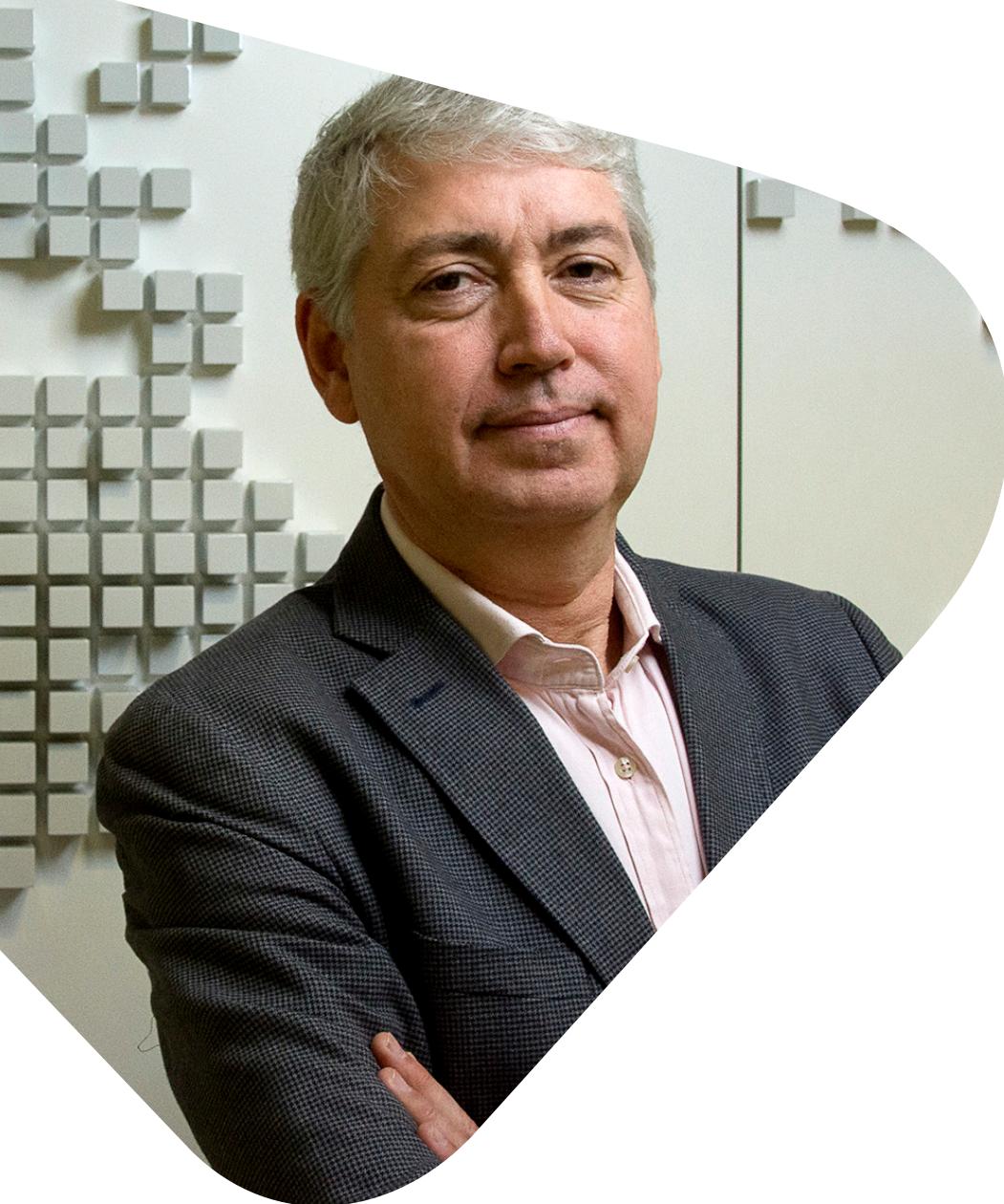
HOSPITALITY RECOVERY

MARKETING

IN COLLABORATION WITH

hsmai

FUEL SALES • HOSPI MARKETING • OPTIMIZED REVENUE



We Will Persevere

If someone had told me not that long ago that the global travel industry would face its greatest ever challenge in 2020, I would have been skeptical. After all, 2019 was a great year for travel, with solid growth across all sectors and a healthy outlook for the future. And yet here we are, in the midst of the worst global pandemic in living memory, struggling with massive disruption to our industry across every global region.

While we're all facing tough decisions and uncertainty in the face of the current crisis, it's important to remember that we as an industry will continue to persevere. We have faced difficult times in the past and may well have to face them again in the future, but the human spirit's natural desire to further ourselves through new experiences will not be dominated by COVID-19 or any other setback we may face. Travel signifies progress, whether that is in the form of personal growth and fulfillment, new business opportunities, or any other driver. In parallel with other industries such as retail and food service, our ability to recover and reopen for business will help signify to the world the dominance of the human spirit and our ongoing support of global progress.

I hope the best practices and tips found within our Hospitality Recovery series can help jumpstart your organization's recovery and reopening efforts to once again make available to guests all that is great about this industry we collectively serve. I would like to wish yourself, your loved ones, and your team members the greatest of health and success as we continue to navigate these uncharted waters together.

Sincerely,

Francisco Pérez-Lozano Rüter
President, Hospitality
Amadeus IT Group

New Resources for a New Day

HSMAI is proud to partner with Amadeus to bring these recovery playbooks to industry professionals to assist them in charting a course for recovery from the impacts of the coronavirus pandemic. Since the crisis took over the day-to-day focus of our industry and the world, HSMAI has been reaching out to our members to create an ongoing forum where they could address their shared challenges.

We created an online Global Coronavirus Resources center focused on content central to their disciplines. We have partnered with industry experts to provide guidance in free webinars. And from creating a special report on crisis management best practices, to offering scholarships for furloughed or laid-off industry members to continue their education or receive needed certifications, we have tried to provide access and expertise in a time of need.

Now, we turn toward recovery. As the industry slowly begins to welcome guests again, these playbooks are aimed at supporting sales, marketing, and revenue optimization professionals working for hotels, brands, and management companies with actionable advice. We are all learning together how to handle a new world of hospitality through knowledge sharing, gauging the intentions of travelers, observing best practices in parts of the world that are coming out of the curve, and implementing new policies and procedures.

HSMAI and our regions in the Americas, Asia Pacific, Europe and the Middle East are committed to growing business for hotels and their partners. Throughout our 90-plus-year history, we have thrived in times of crisis as we have brought together people and resources. We would not be able to do it without partners like Amadeus working with us to bring you new resources for a new day.

Sincerely,

Robert A. Gilbert, CHME, CHBA

President and CEO

Hospitality Sales & Marketing Association International (HSMAI)



As the hospitality industry begins to plan for recovery from COVID-19, marketing professionals across the globe find themselves in uncharted territory. In many cases, they are juggling the complex task of balancing limited resources, fluctuating economic conditions, and new traveler expectations with the right amount of communication and empathy.

To help hospitality professionals find a “new normal,” Amadeus and HSMAI have partnered to produce a series of eBooks looking at the trends and forces shaping the industry. By leveraging the knowledge of Amadeus, extensive industry research across market segments, and the expertise of HSMAI advisory board members worldwide, we hope you will find the insight you need to navigate crisis recovery. While we cannot guarantee exact strategies for your property and business, we can offer a framework to help you make thoughtful and data-driven decisions.



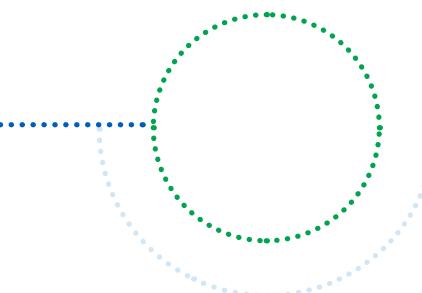
CONTENTS:

This eBook focuses on how to launch your marketing strategy in the aftermath of COVID-19.

We'll cover:

- | 1 | Reflect, plan, review
- | 2 | Make decisions based on your market
- | 3 | Update profiles for current and future guests
- | 4 | Focus on your messaging
- | 5 | Retain guests with responsiveness and flexibility
- | 6 | Capture demand in a COVID-19 aware culture

| 1 |



Reflect, plan, review

Take time for reflection

Before launching straight in, spend some time thinking about the following:

- What tactics did you typically use in the past to build marketing plans? Are these still relevant?
- How can you do things more efficiently? With resources reduced for many hotels, use the knowledge amassed by your colleagues to your advantage.
- What new strategies can you try? Now is the time to think innovatively and outside of the box, trying new tactics and assessing their impact.
- What data do you have access to that can assist you in your planning?
- What additional insight is available that you may want to start using?

Plan for scenarios

With recovery happening in phases, we've built out the key indicators to follow so you can understand where your market lives today and moving forward. As you begin building your plans, use these indicators to adapt and adjust your communication strategy. (See **4 Phase Theory: The Return of Travel** on page 8.)

Review regularly

As data changes rapidly, your plans will undoubtedly require edits along the way. Once you begin rolling out updated messaging and strategies, use social listening tools to see how your content is being received by your audience. Use this insight along with up to date market data to adapt or inform future campaigns in other markets and stages of recovery.

“ Even if you’ve created a strategy for recovery, you need to prepare to adjust that strategy as guests respond to marketing initiatives. ”

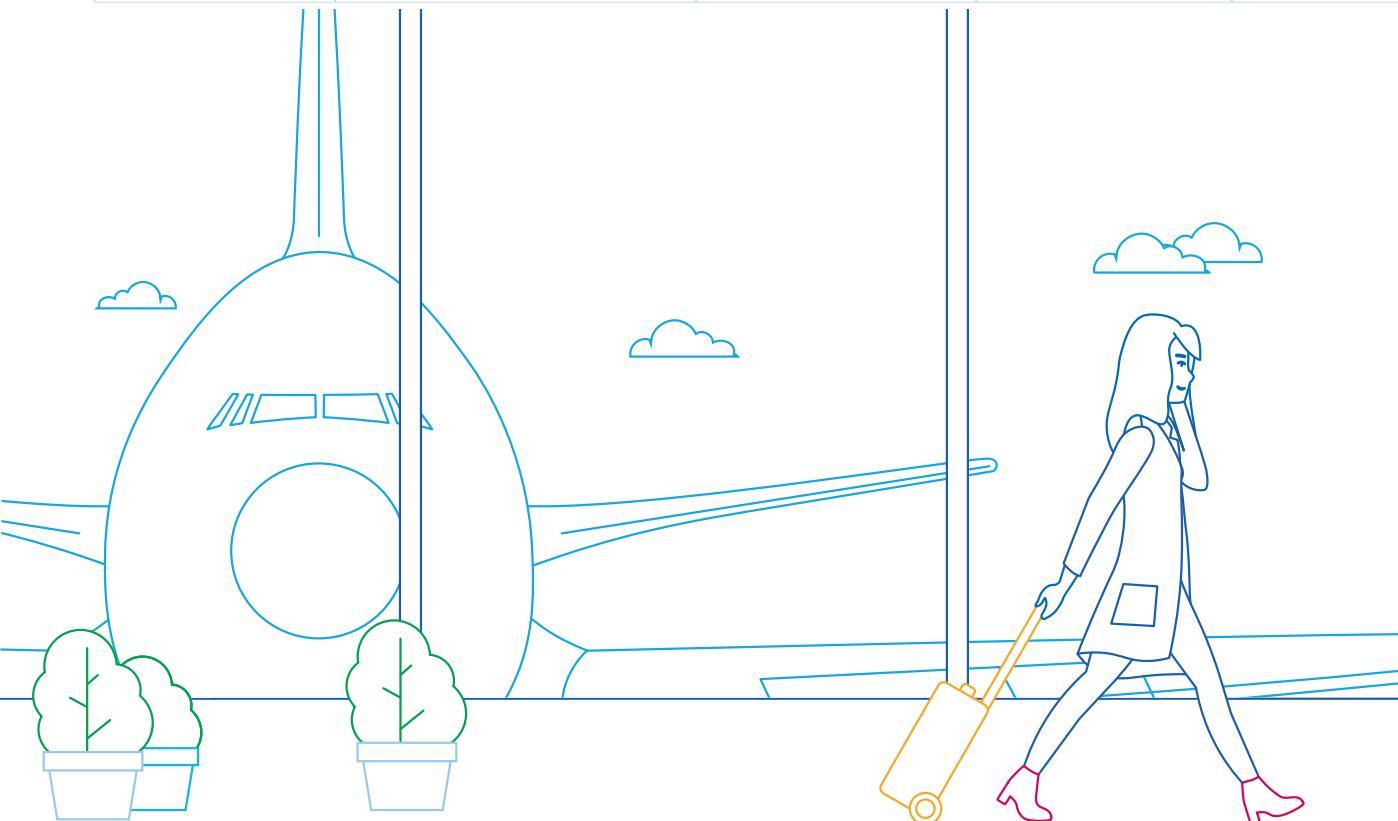
- Lauren Peress
HSMAI Marketing Advisory
Board Member
The Americas



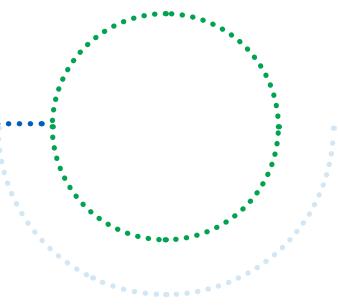
4 Phase Theory: The Return of Travel

	HOTELS ARE CLOSED / NO TRAVEL		Return of Travel			
	Lock Down	Restricted Reopening	Local Reopening	Domestic Reopening	Continental Reopening	Global Reopening
Travel Restrictions	Borders closed. No travel permitted.	Borders closed. Minimize non-essential travel. Allowed to move around their own regions.	Non-essential travel resumes. Inter-regional travel discouraged.	No restrictions on domestic transport. Avoid travel if sick.	Limited restrictions on international travel. Avoid travel if sick.	"New normal"
Groups	Only immediate household. All social gatherings cancelled and public venues closed.	Up to 10 people. Public venues are closed.	Up to 50 people. Public venues can open.	Up to 100 people indoors and 500 people outdoors.	Up to 500 people indoors.	"New normal"
Flights	Extremely limited	Extremely limited	Regional flights return	Domestic flights return	International flights return	Long haul flights return
Hotels	Closed or quarantine / medical support only	Closed or quarantine / medical support only	Can reopen	Open	Open	Open

Source:
[Spain phased plan April 29](#)
[Europe update April 29](#)
[USA Reopening Plan](#)
[New Zealand Alert Levels Summary](#)
[Maine, US Plan to reopen April 28](#)



| 2 |



Make decisions based on your market

Regularly evaluate key indicators in your market to understand when and how to communicate to your guests in a way that drives long-term loyalty

Examine your current promotions and messaging – will they still produce results? Which campaigns should you focus on with your remaining marketing budget? The key here is to involve different teams in this process. Include different colleagues and departments from revenue management, sales, operations, and beyond for a more cohesive approach to recovery.

Consider the following:

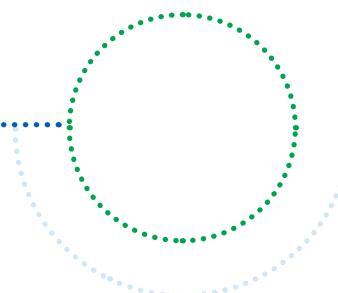
1. **Market demand:** How has this changed today? What does this look like for each of the four phases of travel return? Use the wealth of data at your disposal. Forward-looking air and hotel data, search volumes, and potential future demand peaks caused by the rescheduling of events and conferences are all good examples.
2. **Feeder markets:** Which markets are open now, and when are others indicating that restrictions will be lifted? What market segments and channels are still creating bookings? Track all applicable government regulations as necessary to determine when markets will reopen and hospitality operations will be allowed to resume.
3. **Existing and new business:** Are there any new traveler segments to include in your scope or target as early travelers? How many of your existing customers have rebooked? Now is the time to expand your reach and target as many potential bookings as possible.
4. **Visibility:** What are your competitors doing? Do they already have refreshed marketing campaigns in place? Are there ways to increase your hotel's share of voice?



“ Within each country, it’s important to review the plan and situation weekly, and adjust where necessary. ”

- Li Hawkins
HSMAI Marketing Advisory Board Member
Middle East

| 3 |



Update profiles for current and future guests

| *Use a combination of your market data, marketing analytics, and feedback*

from current guests and clients to review and revise your guest personas. Once you have this information, update your Customer Relationship Management (CRM) software to make sure you build targeted, relevant campaigns that maximize available advertising spend.

Think about what new trends may have emerged during this crisis and caused changes in consumer behavior

Some key trends we've seen are:

- “Generation Clean:”** as well as classifying travelers by Millennials, Gen X, or Baby Boomers, let's welcome “Generation Clean” – a new cross-generational segment of travelers who will prioritize health and hygiene when hotel shopping post COVID-19. In a survey of HSMAI members, 38% believe a change in health and safety will be the most significant trend we'll see during crisis recovery, and a further 47% also see this as the most impactful long-term trend.
- Experience over convenience:** the influx of online events now available is a clear indication that the experience economy is here to stay. After months of confinement, consumers will focus on trips that deliver meaningful experiences ([Skift](#)). Hotels have an opportunity to build packages for different traveler types, from the solo adventurer, couples, groups - and beyond - that appeal to this need.
- Digital domination:** a greater dependency on mobile and internet during lockdown has led to an even greater adoption of all things digital. For consumers, this has caused a change in the way information is consumed, with more time spent on social media than ever before and new trends emerging, such as the popularity of short videos on platforms like TikTok and Instagram ([eMarketer](#)). As a result, marketers are faced with different ways of marketing to and interacting with consumers.

38% HSMAI MEMBERS BELIEVE A CHANGE IN HEALTH AND SAFETY WILL BE THE MOST SIGNIFICANT TREND WE'LL SEE DURING CRISIS RECOVERY.

“ Previously, New Zealand was not a key market for our property in Australia. Now that it's one of the first markets that may offer booking potential, we are taking the time to understand booking behavior and buyer personas and build strategies around this. ”

Helen Radic
HSMAI Marketing Advisory
Board Member
APAC

| 4 |



Focus on your messaging

| When building your plan, it's essential that you are talking to guests in a way that resonates.

Bear in mind that this message might differ from market to market, as each could be experiencing a different stage of crisis and recovery.

Focus on basic needs first

As humans, we inherently all have similar desires, which can provide guidance when building marketing plans. Before anything else, when guests begin traveling, they will be concerned with how your hotel can meet their most innate, basic needs. Think comfort and hygiene. For this reason, empathy and cleanliness should be the two leading messaging pillars in your plan.

Once guests become more comfortable with domestic and continental travel, and domestic or continental travel begins to take place, it's likely that their emotions will begin to play a bigger role. Here you may want to incorporate messages of hope and inspiration on top of the existing pillars – appealing to their desires to travel, reconnect with friends and family, or celebrate an achievement. For example, [53% of consumers are most looking forward to just relaxing on the beach when they feel it's safe to do so.](#)

" Think about welcoming back guests with the most sincere transparency. "

- Carolyn Hosna
HSMAI Marketing Advisory
Board Member
the Americas

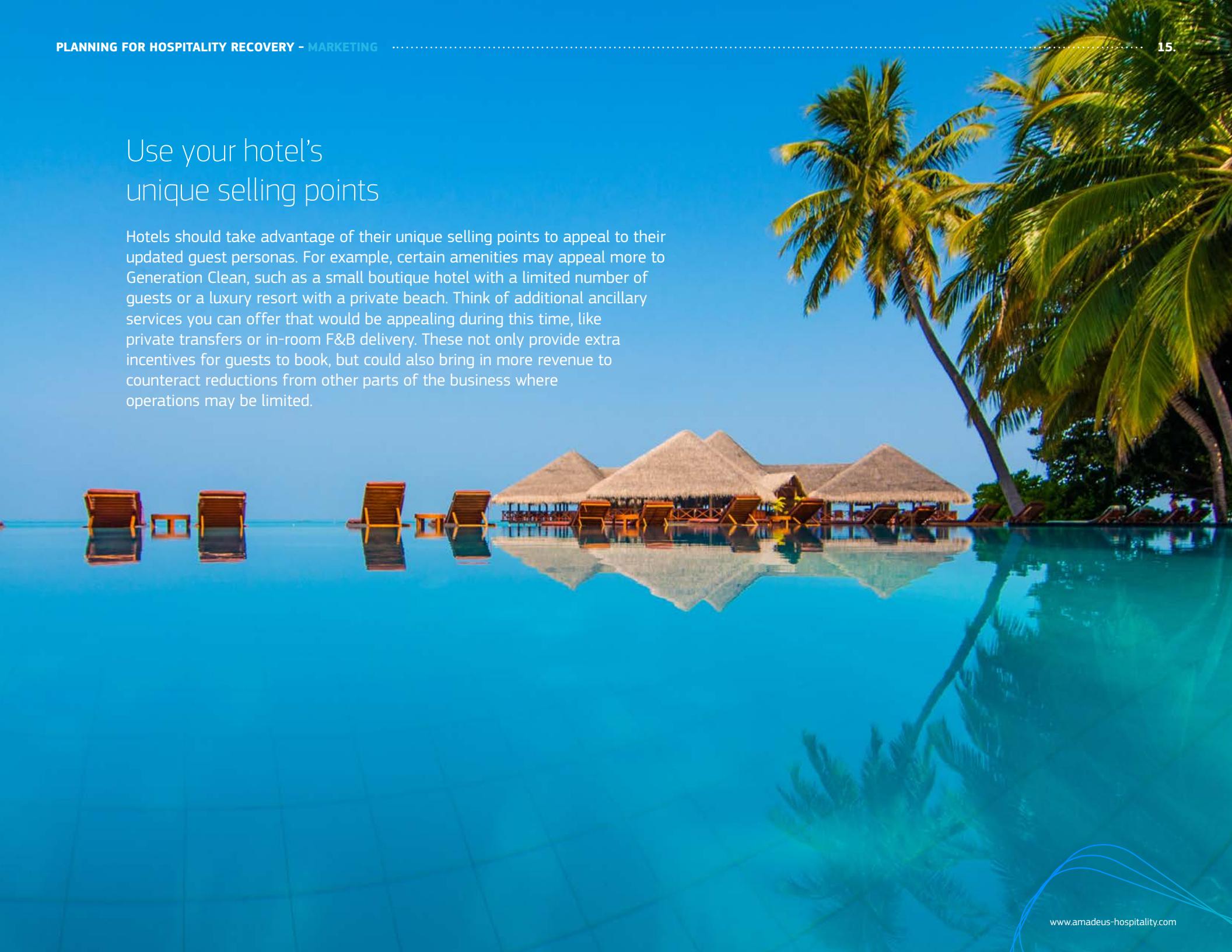


A woman wearing a large white sun hat and a black top is relaxing in a light-colored hammock on a sandy beach. She is looking towards the ocean. The background shows the ocean and some greenery. A blue curved line graphic is overlaid on the bottom right corner of the slide.

53% OF CONSUMERS ARE MOST LOOKING FORWARD TO RELAXING ON THE BEACH WHEN THEY FEEL IT'S SAFE TO DO SO.

Use your hotel's unique selling points

Hotels should take advantage of their unique selling points to appeal to their updated guest personas. For example, certain amenities may appeal more to Generation Clean, such as a small boutique hotel with a limited number of guests or a luxury resort with a private beach. Think of additional ancillary services you can offer that would be appealing during this time, like private transfers or in-room F&B delivery. These not only provide extra incentives for guests to book, but could also bring in more revenue to counteract reductions from other parts of the business where operations may be limited.



Update key materials

Once you decide on your key messages for each phase of recovery, it's essential to convey them clearly across all channels.



This includes:

GDS content: Update your hotel's description (HOD) with any changes to your cancellation or rebooking policy, as well as any post COVID-19 related amenities or services that may appeal to guests.

Website content: Your website influences 97% of a client's purchasing decision, so it's more important than ever to keep it updated and relevant for your audience. Create an FAQ page to address your audience's concerns and continue to refresh this regularly. Guests want to know what your sanitization procedures are and how often the pool, gym, bathrooms, and spa are being cleaned daily. Include the same information in your app if your property has one.

Website pop-ups and banners: Draw the eye with a prominent, caring message and links to an FAQ or a more details landing page.

Google My Business: Update your profile to reflect any modifications to your hours of operation.

Automated emails: Ensure any automatic emails that are sent pre, during, or post-stay include relevant updates.

Social media: Pin a link to your FAQ page on your Facebook and Twitter pages. Share posts that show the different measures you are taking. Make sure to update any changes to your operating hours if your property previously suspended services.

Remember to connect and align with your sales counterparts

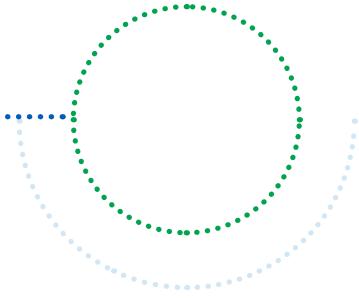
Much of their work was previously managed through face-to-face meetings and beautifully printed pamphlets. Partner with them to rethink the best way to market new packages and offerings in a more digital and contactless format.

**“ Don’t make your guests think.
Make it easy for them to find
what they want to know. ”**

- Michael Goldrich
HSMAI Marketing
Advisory Board Member
the Americas



| 5 |



Retain guests with responsiveness and flexibility

| *How you interact with customers amid change*

and stressful situations can make or break your brand reputation. Studies indicate that consumers will remember how [brands reacted during this time](#), creating trust that can lead to future bookings.

To continue relationship building for each phase of recovery, you should:

- _ Leverage your CRM and let your audience know any updated health and safety measures and that you are open for business. Maintain flexible cancellation policies as recovery continues, and include any specific offers (seasonal/holiday promotions, special events, etc.) to incite bookings.
- _ Pay special attention to guests with upcoming bookings and communicate frequently with them. If possible, use surveys to understand any additional measures you can put in place to reassure them during their stay. Once they leave, send follow-up emails with offers rewarding their loyalty and links to surveys to assess their perception of your property from a health/sanitation and experience perspective.
- _ Reach out to any guests or groups yet to rebook and think of ways that you could encourage them to repeat their business.

**PAY SPECIAL ATTENTION
TO GUESTS WITH UPCOMING
BOOKINGS AND COMMUNICATE
FREQUENTLY WITH THEM.**



| 6 |



Capture demand in a COVID-19 aware culture

Recovery won't happen overnight,

so hoteliers need to develop short and long-term strategies that cover a wide variety of channels. In order to maximize revenues, rate parity and a strong direct booking strategy should be a key focus.



Build a variety of promotions

Resist the urge to lower your Average Daily Rate (ADR) in favor of offering inclusions and bundles. Keeping these promotions limited to the audiences most likely to book enables you to capture existing demand and future bookings, while protecting your long-term rate strategy.

- Build geo-targeted promotions:** In the early stages of recovery, leisure packages will attract travelers eager to get out and about as soon as they are allowed. Create demand locally by targeting those that can reach your property through car or ground transportation with special offers.
- Create value-based offers:** Add additional incentives to book (free breakfast, free parking, late/early check out, etc.) to increase guest satisfaction and perceived value without impacting rate strategy.
- Build stay-based promotions:** Maximize incremental revenue from potential and booked guests. Create enticing offers such as “Book three nights, get the fourth free” to extend length of stay and subsequent stay-based revenue opportunities.
- Emphasize flexibility:** Promote relaxed cancellation fees, rate guarantees, and rebooking policies. Learn about the different types of promotions you can employ to support overall revenue strategy in our eBook, [“The Hotelier’s Guide to Loyalty.”](#)

THE HOTELIER’S GUIDE TO LOYALTY



“ Due to the uniqueness of this crisis, it is imperative hoteliers look beyond short-term ROI expectations; and focus on longer-term objectives to protect and grow loyalty from prior guests while generating incremental business from new clients post COVID-19. ”

- John Hach
Senior Industry Analyst
Amadeus

Drive direct bookings with paid search, display, social, SEO, and metasearch

Use any available advertising spend on assets that will incite guests to complete their booking. This includes pay-per-click (PPC), display and metasearch. And with cost-per-click prices lower now as a result of the crisis, it's also a good time to invest in longer-term campaigns to maintain your brand awareness, before prices rise.

- _ Own your name with brand ads:** Don't let competitors show up before your property in organic results for branded searches.
- _ Emphasize remarketing:** Generate more bookings by using display and social ads to target people who have recently visited your website and engaged with your content. Remarket to travelers that canceled during the crisis.
- _ Use metasearch wisely to drive direct bookings:** Maximize this channel by including quality content such as images, videos, and traveler reviews. Learn more about driving direct bookings in our ["The Direct Bookings Playbook."](#)
- _ Review your SEO strategy and keywords** to increase visibility of your property across search engines.
- _ Use data** to maximize your marketing spend and target the right audiences at the right phase of recovery.

[THE DIRECT BOOKINGS PLAYBOOK](#)

IT'S A GOOD TIME TO INVEST IN LONGER-TERM CAMPAIGNS TO MAINTAIN YOUR BRAND AWARENESS.



Target business coming from the GDS

Travel agents are a captive audience with high booking potential as they only search for hotels if they have a client who is planning to travel. Ad spend on Global Distribution Systems (GDS) is only used when an impression is delivered to a travel agent actively searching for a property in your market.

Once bookings pick up, GDS advertising will be a valuable channel to help build visibility and show agents why they should book your property over other hotels in the area.

- _ Focus spend** on the markets that can travel to your property and on screens that make sense for that phase of recovery (for example car during local recovery).
- _ Utilize different response screens** across the traveler journey to blanket market your updated messaging through an impression-intensive blast across GDSs.
- _ Target countries and cities** rather than specific travel agencies. Corporate travel may not occur in the same way as before, so you may miss new opportunities by narrowing your promotion to a limited subset of agencies.
- _ Promote value adds** for specific stay dates (i.e. free breakfast).
- _ Incentivize travel agents** with bonus commission to reward them for each booking.



Focus on offer quality. Two thirds of agents will book because of an ad with a great offer, regardless of screen type.

2019 Global Travel Agent GDS Report

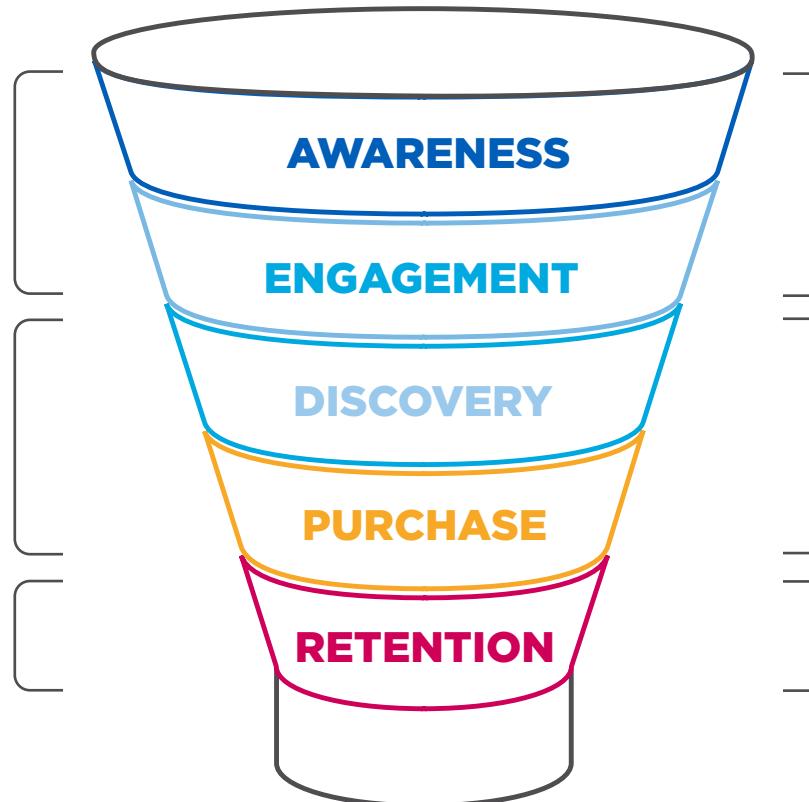
Summary of actions to consider covering the different stages of the funnel

Short term strategies (local/domestic)

- _ Mix of **paid search, display & social** media select local/domestic markets. Highlight updates to hygiene & amenities.
- _ **Email campaigns to existing CRM contacts;** focus on empathy and traveler concerns (health, wellbeing & cancellation).
- _ **Website updates:** new protocols, banners for local promotions.
- _ Continue visibility from **meta GDS advertising** using blanket messaging for target countries/cities.
- _ **Targeted email communication** to priority groups (loyalty, groups & those yet to re-book).

Long term strategies (continental/global)

- _ Mix of **paid search, display & social** media in wider identified markets. Mix hygiene messages with the ones that focus on motivation.
- _ **Email content** for identified prospects with relevant offers.
- _ Continue to **update website content** with up-to-date messages.
- _ **GDS advertising** across all screens with offers for travelers & agents.
- _ **Targeted email communication** rewarding past guests and loyal customers.



It's important to remember that the current situation is new for everyone, and deserves patience, understanding, and flexibility. Dedicate enough time to map out your current and future marketing plans and continue to revisit and revise campaigns as needed. Now may be the perfect time to try new advertising channels and strategies. Expect changes along the way, but keep communicating – with your teams, colleagues, and customers - to inspire their return to travel.



To learn more about Amadeus and the series of recovery eBooks on sales, revenue management, and operations, [visit the Amadeus recovery hub here.](#)

To learn more about HSMAI and their global network of hospitality. Thought leaders and industry advisors [go here.](#)

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We would like to thank all of those involved in building these eBooks. This includes the HSMAI Organization and the many members who gave up time to provide insight through our surveys and interviews, as well as the additional industry experts who provided their valuable perspectives:

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Add HSMAI Certification To Your Professional Playbook



Created by hoteliers for hoteliers, the Certified Hospitality Digital Marketer, CHDM, recognizes digital marketing professionals for their expertise in leveraging digital channels to maximize online revenues. CHDMs are the digital marketing experts hotels need today.

Get the new study guide:

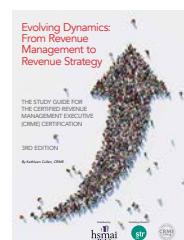
Hospitality Digital Marketing Essentials: A Field Guide for Navigating Today's Digital Landscape



The Certified Revenue Management Executive certification offers you the chance to confirm your knowledge, experience, and capabilities in the field of revenue optimization.

New study guide now available:

Evolving Dynamics: From Revenue Management to Revenue Strategy



NEW! HSMAI and the Russell Partnership Technology announce a new option for the CHBA Business Acumen course and certification: the Individual CHBA, which will allow professionals to proceed through the course at their own pace without an instructor, while still benefitting from the experience of using the hotel simulation. Five-week instructor lead group course also available.

50% COVID-19 Crisis Discount on individual program through 7/31!

Visit hsmaicertifications.org to Press Play



A photograph of a woman with long brown hair and a young child with blonde hair, both in a swimming pool. They are looking out over a city skyline at night, with illuminated buildings and lights reflected in the water.

AMADEUS

Through times of great change

the hospitality industry continues to demonstrate remarkable resilience. Together, we will learn, adapt, and grow towards a new future. As we look towards better days, Amadeus stands ready to help hoteliers worldwide manage the present and plan for the future.

Let's
shape the future
of hospitality

For further information, visit
<https://www.amadeus-hospitality.com/crisis-management-resources/>
or speak to an Amadeus representative today.

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