



VENTANA
RESEARCH

Supercharge Hospitality Industry

Maximize market and product investments

Embrace strategic guidance and market education



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Ventana Research: Who We Are

About Us: We are a market advisory and research services firm in the technology industry.

Vision: To illuminate the value of technology through our unique insights.

Mission: We pride ourselves on delivering uniquely insightful independent research and services through a tailored, trusted and empathic client experience.

Advocacy: We stand behind equality, diversity and inclusion that is a human right for everyone.

Values: **Excellence. Independence. Innovation. Reliability. Research. Teamwork.**

20

Years
Strong

800+

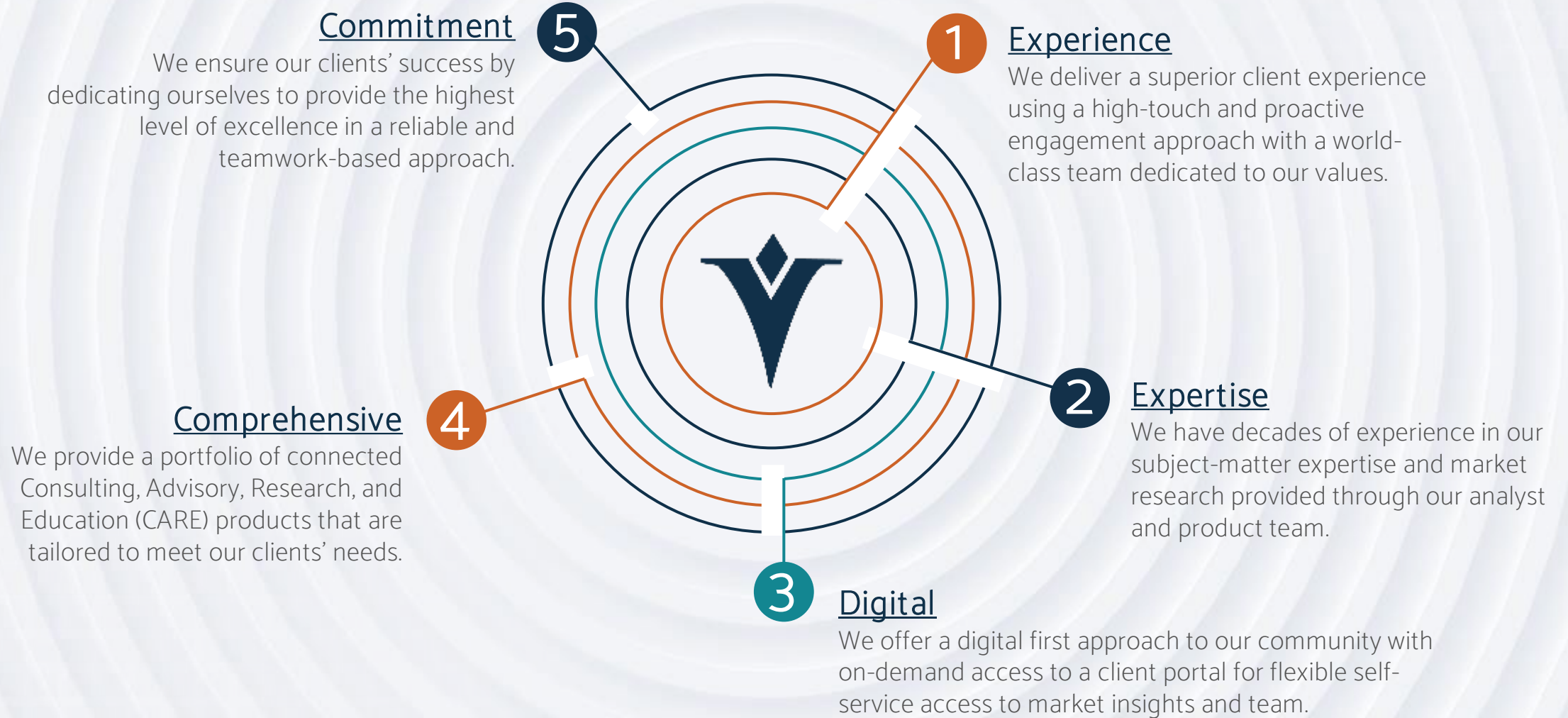
Technology
Vendors in Coverage

100k

Community
Members



The Ventana eXperience Difference



Ventana Research: Market Research Excellence

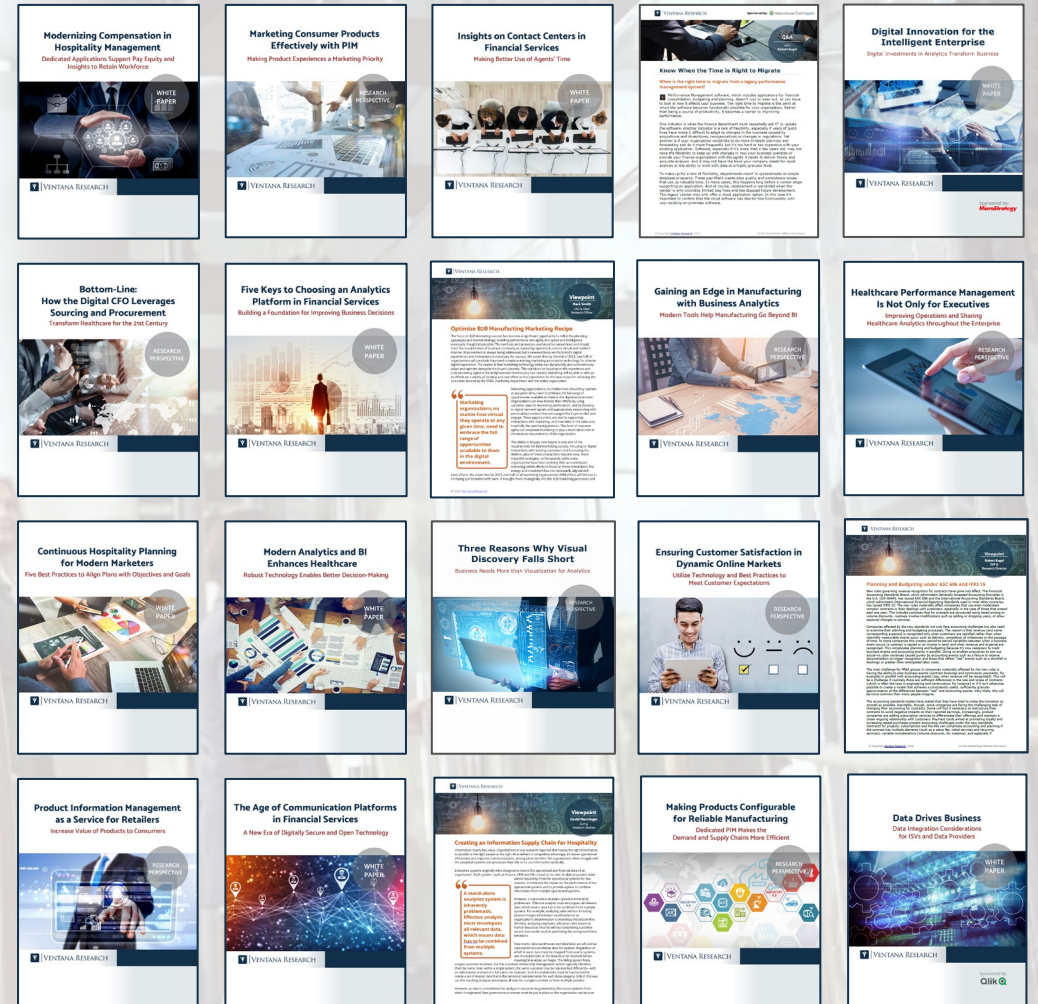
- **Market Agenda:** We provide an annual and continuous plan to our research direction.
- **Analyst, Industry & Market Perspectives:** Firm and subject matter authored written or presented insights on topics and vendors.
- **Benchmark Research:** Continuous in-depth primary research on market and trends in over 25 topical areas of focus.
- **Dynamic Insights:** Continuous self-service research providing digital guidance to participants for their potential actions.
- **Value Indexes:** In depth vendor and product research built on an RFI/RFP format that categorizes and ranks technology vendors.



Ventana Research Community of Educational Content

- **Community:** A digital environment of 100k members gaining value from thousands of educational insights in many mediums and types of education and research.
- **Analyst, Industry & Market Perspectives:** Our subject matter and firm authored written and presented insights on topics and vendors guide path on use of technology.
- **Educational Insights:** Continuous publishing of research perspectives, white papers and presentations on the technology industry.
- **Market Research Insights:** Library of market research insights in form of reports, insights and best practices on technology and vendors.

Community of Educational Content



Our Areas of Hospitality Industry Focus

Our areas of expertise help hospitality organizations examine how to innovate and transform their organization and processes.

Analytics

Data

Customer Experience

Digital Business

Digital Technology

Human Capital
Management

Marketing

Office of Finance

Operations and
Supply Chain

Office of Revenue

Expertise Alignment to Industry Processes & Technology



Hospitality

Industry Assertion

By 2024, only one-third of organizations in hospitality will realize the importance of branding a superior customer experience as a strategic corporate value that can attract and retain customers.



Keith Dawson
VP & Research Director



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Hospitality Industry

Modernize digital computing environment requires business and technology investments that can innovate and streamline its processes. To ensure your digital effectiveness requires insights to how the entire set of customer processes provide the most effective engagement through marketing channels and utilization of the workforce at every location. Effective digital environments that maximize technology investments and provide the digital experiences desired by consumers for optimal engagement at every interaction. Unify revenue and monetization of customers and locations at every touchpoint requires insights from data.

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Challenges For Hospitality Industry



1. Portfolio of investments just beginning to have impact
2. Effectiveness in using technology for hospitality
3. Modernization of applications for guest and operations
4. Differentiated services to retain loyalty and patronage
5. Expected efficiency in digital guest experiences

Business Trends in Hospitality Industry

- 1. Business Leisure Travel**  Appealing to workers on business pleasure vacations by offering packages with stay length to amenities.
- 2. Corporate Sustainability and ESG**  Food and materials from restaurants to rooms can lower their environmental and energy impact.
- 3. Personalization and Digital Experiences**  Personalize the hotel and guest experiences digitally from home to checkout and return gains loyalty and return patronage.

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Hospitality

Industry Assertion

By 2024, over one-half of organizations in hospitality will have invested into newly formed digital platforms to unify collaborative and conversational technology to simplify the work experience.



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David Menninger
SVP & Research Director

Technology Trends in Hospitality Industry

1.

Staffing and Workforce Management



The shift in housekeeping and amenities has impacted the staffing and workforce management and interactions.

2.

Cloud and Mobile Computing



Utilizing digital technology requires cloud and mobile enabling infrastructure for platform that enable applications.

3.

AI & Location for Personalization



Establishing use of intelligence and location is required for personalized guest and hotel experiences.

Our Portfolio of Services for Industries

We provide a portfolio of services called CARE designed to help organizations in the following areas: helping with their business technology needs across processes, guiding evaluation and selection activities related to the technology industry and assist specific investments in technology industry to reach full market potential.

Consulting



Strategy & Planning

Consulting where we deliver expert guidance with our experience, expertise and market research through workshops and assessments for better business outcomes.

Advisory



Decisions & Guidance

Advisory through our proactive and informed expert advice and insights for optimization of decisions through our Ventana On-Demand service designed for value every month of the year.

Research



Observations & Insights

Research enables insights from our industry analyst team and market research with our Benchmark Research, Dynamic Insights and Value Index research products that provide facts for decisions.

Education



Knowledge & Power

Education in a range of business, technology and vertical industry topics through our publishing of digital content in mediums and styles for impactful insights across an entire organization.

Education and Insights on Hospitality Industry



Modernizing Compensation in Hospitality Management

Dedicated Applications Support Pay Equity and Insights to Retain Workforce

WHITE PAPER

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Creating a Hospitality Information Supply Chain

Information clearly has value. In the hospitality industry, having the right information accessible to the right people at the right time delivers a competitive advantage, increases operational efficiencies and improves communications, among other benefits. Yet those in hospitality struggle with the analytical systems and processes they rely on to use information optimally.

Enterprise systems originally were designed to record the operational and financial data of an organization. Each system—such as finance, CRM and HR—stood on its own. Analytical systems were added separately from the operational systems for two reasons: to minimize the impact on the performance of the operations and to provide a place to combine information from multiple operational systems.

However, a stand-alone analytics system is inherently problematic. Effective analysis must encompass all relevant data, which means data has to be combined from multiple systems. For example, analyzing guest segmentation without including loyalty across property lines can undercut a hospitality organization's determination to maximize the bottom line. Similarly, analyzing property workforce utilization rates based on human resources and work records without considering guest service needs could result in promoting the wrong workforce behaviors.

Data lakes are all used as repositories to consolidate data for analysis, and data must be mapped from source systems, and inconsistencies in the data must be resolved before meaningful analysis can begin. The billing system likely examines guest portfolio, but the entirety of guest stays should be considered. Even within a single system, the same guest could be represented differently—with varying stay records from a variety of booking systems, like Expedia or those systems used by credit card point travel systems. Such inconsistencies must be harmonized to create a set of master data that is the canonical representation of the guest for each data category. Only in this way can the resulting analyses encompass all data for a single guest or patron from multiple systems.

However, as data is consolidated for analysis it ceases to be governed by the source systems from which it originated. New data governance processes for hospitality must be put in place so the

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Viewpoint
David Menninger
SVP &
Research Director

Continuous Hospitality Planning for Modern Marketers

Five Best Practices to Align Plans with Objectives and Goals

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