

Creative Lodging Solutions Operationalized Marketing Plan



We provide business process solutions and tools enabling you to achieve and sustain measurable growth and profit through execution of holistic positioning strategies and tactics.

We partner with you to uncover and analyze best practices and tools for growth, profitability and sustainability. Then we work with you to create the tools for optimizing effective implementation, and train your team to use them effectively.

We operationalize marketing.

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Using This Plan to Operationalize Marketing and Sales

Using This Plan to Operationalize Marketing and Sales > Starting Out

Operationalizing Sales and Marketing is the method by which you create repeatable actions to achieve a sustainable desired outcome that is self maintaining and self correcting.

There are two sides to operationalizing marketing and sales: process and practices. Processes are made efficient by making as many components of them systematic and automated as possible. Practices are what people in the business do with the results of the processes. For example, automating a press release system is a process that makes the practice of circulating selling news about the company work optimally by sending the most releases, to the most recipients every time, and doing so frequently, while actually investing much less time in on more effective communications than pre-operationalization.

Effective operationalization requires that the company develop processes systematically, for example

- determining target markets
- identify customer needs
- create motivating messages
- model (and monitor in the market place) and the entire marketing mix

in order to enable the practices of

- developing advertising that delivers motivating messaging to target consumers
- make adjustments to the messaging in response to the ongoing market modeling/profiling

Or a systematic approach to pre-qualifying may look like this:

Determine the key attributes of tier 1 and tier 2 clients

- Length of stay
- Type of hotel
- Travel policy in place
- Other

In order to enable the practice of

- Identifying and profiling the best prospective clients
- Scripts for gathering the data needed
- How to find the data quickly and easily
- Barriers to success
- How to overcome the barrier
- Test, validate and correct till the system works perfectly every time.
-

Starting Out

As CLS's Chief Marketing Office, MetaOps will work team-to-team with CLS:

- Document the current state to effectively develop and implement systems that operationalize CLS marketing, sales, operations and employee internal communications by connecting Voice of the Customer and Voice of the Process (the data indicating process performance)
- To create strategic tools that enable each department to refine, meet and even surpass its goals
- To work alongside the CLS team to integrate the tasks supporting CLS strategic business objectives
- To transfer knowledge to CLS management and teams to sustainably utilize and evolve these tactics and tools indefinitely
- To empower CLS to be a marketing-driven sales machine that business growth and expansion goals require

Before this plan is implemented, there are a number of elements of operationalizing marketing that must be integrated into the CLS operationalizing process. The pre-work and plan are implemented in a multi-phase process designed to maximize both the processes and practices the plan affects. These elements include, but are not limited to:

- Establishing and prepping an operationalization steering committee
- Establishing the timeline for each phase
- Holding a workshop to review kaizen findings and further evolve the current state and future state vision
- Holding mini training workshops after each key component of the plan is ready to be implemented
- Ongoing information analysis and recommendation

What This Plan Needs To Accomplish

This plan is designed to be a plug-and-play for CLS. This means that, if followed completely by the company, its employees and contractors, it will put CLS in a position that makes it possible for the company to achieve its growth and profit goals. This plan incorporates the “SMART” approach to repositioning CLS for growth and profit by ensuring that all elements are:

- Specific—They are precise actions that are supported by rationale, justification and outcome
- Measurable—They can be tracked and evolved for improving the marketing and sales modeling
- Achievable—They can be done within a prescribed budget and timeframe by anyone assigned to execute them
- Realistic—They are rooted in operationalized, results-driven strategies and tactics that are both necessary and executable

- Timed—They are on an easy-to-monitor timeline so they can be tracked, controlled and used in modeling for next steps

Among many other deliverables, this plan must:

- Learn from the Voice of the Customer (VOC) to ultimately develop solutions that maximize CLS's value
- Profile target markets to identify their needs, respond to them and communicate that CLS has what they need
- Qualify targeted companies—even enable them to self-qualify—through precision profiling to expedite conversion through customized Solutions Portfolios
- Align VOC and Voice of the Process (VOP)
- Learn from the Voice of the Customer (VOC) to ultimately develop solutions that maximize CLS's value
- Profile target markets to identify their needs, respond to them and communicate that CLS has what they need
- Qualify targeted companies—even enable them to self-qualify—through precision profiling to expedite conversion through customized Solutions Portfolios

This plan makes it possible for CLS to achieve its immediate and long-term growth and profitability goals.

How To Use the Plan to Get the Desired Results

Phase by phase, step by step, action by action, implementing the tactic outlined in this plan will position CLS to be an in-demand industry leader and business travel solutions innovator.

For the most part, the plan sections are in the order of execution, although there is plenty of latitude for expanding and shuffling timelines based on changing priorities, investment over time, manpower, etc. It is also fluid in its ability to serve as a template for additional growth projects many years out; all that needs to be changed are markets and technology because the operationalizing process is evergreen.

To maximize effective use of the plan, first become very familiar with how the **step-by-step** checklist section in the first few pages map out an effective process and make it easy to account for all the steps having been done. The step-by-steps lend themselves well to being indefinitely added to as CLS needs, goals and technologies—both the company's and tools available for marketing—change.

Use the **operationalizing section**—in which CLS and MetaOps teams work together to gather all essential information—to:

1. Start building revenue almost immediately from lapsed and existing customers by adjusting to their needs and selling/up-selling effectively
2. Build the foundation for penetrating new target markets and companies that yield the highest profit potential
3. Determine the best possible way to package CLS and its products and services to appeal to the greatest number of tier 1 and 2 companies

The **information assets** section guides CLS in determining what share of the corporate housing/business travel lodging market they want to pursue based on profitability, services and products, and aligns those elements with the company's goals. This section also serves as the foundation for information gathering and profiling systems because it brings to light all the components that are critical to CLS's position in the marketplace and what to look for in target industries and markets. This section also establishes guidelines and direction immediately for maximizing sales into a few pre-selected industries, thus allowing for increased revenue generation long before the plan is executed in its entirety.

The **marketing the company** section of the plan is used for positioning CLS for swift growth and optimal profitability. It is a tool and actionable pathway for making decisions about how to position CLS overall to appeal to the greatest critical mass of potential customers the greatest amount of the time. Use this section to put the right face on the company through communicating its superior value through every possible vehicle from terms and phrases communicating superiority to exuding a culture that makes decision makers from potential client companies really want to be part of the CLS business travel management sphere.

Once the repositioning is in place, use the **corporate marketing campaign** section to re-launch CLS with sizzle and superiority, in a sustainable way. Every step in this section can be replicated indefinitely so that CLS can easily keep its corporate achievements, improvements, new services and technologies, benefits and solutions at the forefront of the overall marketplace and on the lips of business leaders across the nation.

The **target market marketing section** is the infinitely replicate-able system by which CLS penetrates each individual industry subsector identified as an excellent prospective market through the VOC and profiling processes. It outlines every marketing component CLS should utilize in reaching the bulk of decision makers in each market with the best possible, most compelling, customer-facing targeted messaging and loyalty building methods.

The **sales plan** outlines solutions and steps for training the sales team—and the rest of the CLS team—to use all the tools, tricks and past triumphs of the marketing program as part of their operationalized approach to making the biggest sales, as quickly as possible, and fostering brand loyalty from the clients that makes them happy to buy additional services.

The **operations plan** section addresses all those elements of operationalization that aren't exactly marketing or sales functions, but make sure that marketing and sales functions return

Using This Plan to Operationalize Marketing and Sales > How to Use This Plan to Get the Desired Results

maximum ROI. These last two sections will be fleshed out from kaizen and VOC processes and can be used indefinitely for training purposes and ongoing process improvement.

Each section and subsection of the plan further explains how to use the section and maximize its effectiveness.

Operationalizing Sales and Marketing Step-by-Step

The following step-by-step directions serve as another way to look at the tactic required to successfully operationalize CLS sales and marketing. These are especially useful for accountability; when used as checklists throughout the process, they give the steering committee a snapshot of what's been done and what's ahead and what resources to deploy. Furthermore, they can easily be added to timelines for planning purposes and tracking of processes.

1. Perform a kaizen workshop to obtain:
 - a. Determine the current state of the company's client acquisition process (pre-qualifying, selling, onboarding, ramp-up, retention).
 - b. The marketing and sales goals of the company
 - c. What the systems will look like—the future state—once the process has been operationalized and improved
 - d. Tools to support processes
2. Perform Voice of the Customer (VOC) Profiling of existing clients (see CLS_VOC project outline.doc), that looks at the *inside* of the company's successes and failures
 - a. Existing clients
3. Simultaneously profiling the industries with potential for penetration and profit, which is looking *outside* the company to determine where the marketing and sales effort should be directed
4. Align sales process with VOC findings
 - a. Reposition sales strategies based on
 - i. Lessons learned
 - ii. VOC
 - iii. Team-to-team sales tactics
 - iv. Utilizing web conferencing
 - v. Incorporating all relevant features of the company repositioning (i.e. everything in the marketing plan)
 - b. Establish team goals
 - c. Identify and develop essential elements of the sales team toolkit, i.e.
 - i. Events
 - ii. Technology use
 - iii. Communications and marketing
 - d. Identify a sales training plan and trainer
 - e. Oversee and evaluate training
 - f. Research target markets and develop tier ½ leads lists (hunters)
 - g. Implement effective lead-tracking system
 - h. Sales research team profiles target industries and companies
 - i. All departments contribute information to profiles based on historic data and other insights; profile resides on the intranet and includes process tracking
 - j. Sales management assigns teams to companies based on profiling/team member strengths
 - k. Management facilitates team-to-team selling via web conferencing
 - l. Effectiveness debrief shared with management and research to improve system

5. Align operations with VOC findings
 - a. Combine the operations strategic planning objectives and task with the marketing initiative to support the Brand Ambassador program.
 - i. best practices
 - ii. Leverage highest potential tasks
 - iii. Weave into the processes consistent and continual improvements
 - b. Identify operations elements to leverage for sales growth and expanding markets
 - c. Create timeline of operations improvement, augmentation, addition of systems, etc.
 - d. Train departments on growth strategies and tactics as part of the Brand Ambassador program.
 - e. Train departments on streamlining and efficiency processes as appropriate.
6. Revise employee internal communications to support marketing, sales and operations optimally
 - a. Determine key objectives and responsibilities for this department
 - b. Identify communications strengths and weaknesses
 - i. SWOT
 - ii. Team brainstorm
 - c. Design improved communications system
 - i. Identify best practices
 - ii. Use as an aid to foster “brand ambassador” mindset in every employee
 - d. Utilize intranet technology extensively
 - i. Currently the intranet set up is not user friendly for those working off-site (i.e., sales)
 - ii. Identify ways that technology can be leveraged to facilitate improved communications
 - e. Identify and respond to communications training needs
 - i. Internal marketing/communications to work hand-in-hand with HR
 - ii. Within each department and across the company
 - iii. How do new employees get trained?
7. Evaluate CLS’s competition (direct and indirect), and communicate and market differentiator-based superiority
8. Develop press database for automating CLS and target marketing initiative publicity (ongoing)
9. Develop and advertising database based on corporate goals and industry profiling/analysis
10. Develop associations/organizations database of:
 - a. CLS industry related (corporate housing, business travel, etc.) organizations CLS should join to leverage their marketing value,
 - b. And organizations target market industries use for industry wide communications that CLS uses for industry penetration
11. Create a database of online marketing services, pathways and affiliate sites (ongoing)
12. Review and refine branding
13. Evaluate company name; does it fit the company’s new direction?
14. Redesign logo to be appropriate, memorable, evergreen, reflect the culture of the company, etc.
15. Refine core messaging

16. Create the "CLS: industry expert" profile and integrate it into all aspects of sales and marketing
17. Identify and acquire or create a spokes-person or –creature/character/expert based on the expert profile
18. Create communications platform, strategy and tactics
19. Refine core dependencies (i.e. web site, collateral, etc.)
20. Develop specific and relevant core dependencies (i.e. webinars, videos, etc.)
21. Develop corporate-level:
 - a. Marketing affiliate list
 - b. Direct sales leads lists (for CLS sales team)
 - c. Advertising lists (traditional and digital)
 - d. Outreach and awareness resources (i.e. speakers, event calendar, etc.)
22. Launch corporate-level publicity campaign (note: a corporate-level advertising campaign is not recommended; advertising revenues should be allocated to target market advertising only)
23. Develop industry-level target industry prioritization (ongoing); this creates an
24. Industry and target markets/niche profiling program to enable sales team to customize sales program to each multi-million dollar client and close the sale
25. Develop target market leads database based on target industry profiling, and profile the target companies within the market sectors
26. Create target market penetration timeline that include market test programs followed by publicity and advertising campaigns if warranted
27. Plan and implement sequential target market implementation based on industry research and profiling:
28. identification of target markets based on profiling, identification of target market leaders to sell to, timeline and market test results; includes:
 - a. Target market profiling
 - b. CLS profiling per target market
 - c. Target market branding
 - d. Target market messaging
 - e. Evaluate target market competition (direct and indirect), and adjust messaging appropriately
 - f. Identify target market associations and organizations CLS will benefit from joining and facilitate membership benefit acquisition
 - g. Target market direct sales leads lists (for CLS sales team)
 - h. Target market affiliate list
 - i. Target market publicity/press lists (traditional and digital)
 - j. Target market advertising lists (traditional and digital)
 - k. Awareness and outreach resources (i.e. speakers, event calendar, etc.)
 - l. Development of target market dependencies (i.e. focus pieces, print and digital)
 - m. Development of target market tools and tricks (i.e. html click-through email campaigns)
 - n. Launch target market publicity campaign
 - o. Launch target market advertising campaign
 - p. Launch target market outreach and awareness campaign

- q. Track results
- r. Adjust program based on tracking data
- 29. Repeat step #24 indefinitely with improvements
- 30. Research and identify new target markets (ongoing) and add them to timeline
- 31. Review, identify and implement new marketing and sales strategies, tools, tricks and lead/traffic generators (ongoing)
- 32. Continually market CLS on the corporate level (in-the-news)
- 33. Review marketing plan quarterly to evaluate and improve it

Operationalizing Marketing and Sales

Operationalizing Sales and Marketing is the method by which you create repeatable actions to achieve a sustainable desired outcome that is self maintaining and self correcting.

Key attributes of a successful program are:

1. Create a system
2. Make it repeatable
3. It must owned by the team
4. It contains clear metrics
5. Objectives include a time line with an established desired outcome
6. Processes include steps to evaluate effectiveness of the system
7. Processes include steps to improve and continually innovate based on Voice of the Customer and Voice of the Market over time.

To successfully operationalize VOC, marketing and sales it must be guided by a cross functional team of stakeholders known as a steering committee. The steering committee is responsible to steer the overall planning and implementation with initial objectives and governance, followed by supporting execution. MetaOps role is to train the steering committee to effectively guide the development of a system that is repeatable, sustainable, self maintaining and self correcting.

After establishing a steering committee the current of state of operations is clearly documented through a pre-work cycle including a workshop with the steering committee to design the VOC investigation tactics. This is followed by conducting the VOC investigation and compile findings which is reviewed and validated by the steering committee.

MetaOps then collaboratively with the Steering committee develops the future state vision and tactical actions to implement a system that supports the desired outcome and is repeatable, sustainable, self maintaining and self correcting for marketing, sales, operations and human performance

The sales-focused areas of this plan address improvements to the sale process that aren't necessarily marketing functions, but will achieve sales, retention and profit goals, and can be leveraged for marketing purposes. The plan also introduces new products and services for the client that require marketing.

Not yet detailed out, the following section lists issues to be addressed, operationalized and modified through sales training.

Client Sales

Operationalizing the sales functions of CLS is a result of the VOC. Following are elements of the process and strategy-based tactics for improving sales process results.

Processes/Products Required

- VOC

- Kaizen
 - Sales consultant – what has been done – what process has been document –
 - What do they say now – what questions do they ask?
 - What pre-work is being – what pre-qualification is being done?
 - Best sales practices? Trade shows, individual sales goals
 - How are they selling – on rates or solutions?
 - Are they tracking process/progress?
 - How is the CRM system being used? What data do we gather? What do we do with the data?
- Develop team of hunters, and a team of gatherers (researchers)
- Target market industry and company research
- Profiling
- Team-to-Team Sales
- Review, adjust, improve leads and sales tracking
- Different sales strategy/tactic programs for each tier
- Hand-off to customer relations team strategy, benefits, tactics, marketing
- Qualifying and self-qualifying program
- Profiling on intranet everyone contributes to and can review
- Prospect info on a regular basis
- Profiling
- CLS Benefits Package/Portfolio
- CLS Solutions Package/Portfolio
- Training
 - Faster ramp-up/onboard
 - Get to decision maker quicker
 - Prequalifying correctly, completely
 - Scripts and messaging
 - Standardized lead generation system

Tactics

Profiling

Systematically profile potential target industries to create a prioritized industry marketing penetration game plan; elements include:

- Industry scope
- Domestic corporate housing requirements
- Industry growth/expansion trends

Systematically profile potential target client companies within prioritized industries to formulate marketing/sales penetration plan and client-specific sell sheets reflecting *their* savings and benefits; including but not limited to:

- Annual corporate long-term investment
- Government contract potential (theirs, reflects corporate housing needs potential)
- Subcontractor customer potential
- Decision maker and long-term housing team (for team sale/close)
- (Requires adding a research/profiling team to the sales team)

Profile CLS by industry and client—CLS features, services and qualifications by industry/target company—for maximum selling/partnering connection.

Profiling Template Items:

- CFO
- Procurement officer
- Other
- \$50,000 spend – Zero results
- offered free analysis but no follow up
- who conducts analysis?
- what does it look like?
- who is point of contact?
- Need analysis “package” conducted by “independent” consultant
- Get intelligence before meeting
- Set meeting with CFO and Controller with VP New Bus Analysis
- Process
- what you get
- Timing
- benefits
- Meet with CFO
- goal is to get introduction to VP or procurement person
- CFO endorsement/support

Team-to-Team Selling

(Sales Trainer said you need 4 pitches to CFO, Operations, IT person)

Rather than a sales rep selling to a CEO when the CEO makes the decision but doesn't implement the process, have at least three CLS sales rep tag team each client team of, say, CEO/CFO/Corporate Travel manager/Operations Manager (this also improves salesperson capabilities through exchange of knowledge/tactics/training).

Use intranet as home of interactive/online sales “programming” (also sales force training/ongoing).

Establish team relationships with clients in order to progressively build service shares and obtain access and referrals to clients' subcontractor networks.

Miscellaneous Tactics

- Having the right scripts that can be personalized
- Pre-qualifying the right leads
- Understanding how to use resources like social media to network, connect with right leads
- More team communication in order to benefit from other's best practices
- Getting to the right person
- Comfort selling at high level
- Using social media to build relationships
- Sales and Marketing/Operations as a cohesive unit
- Utilization of salesforce.com to build database, track leads, activity, etc.
- Assessing skills sets (farmer vs. hunter)
- Leverage tool kit (declined savings report, analysis, understanding tax laws/savings)
- Identify the Analysis feature – detail process, what is it?
- Integration of lodging management need messaging (opt-ins, animated flow chart, cost analysis)

Training

the following that was identified during the fact finding interviews:

- Barrier to selling as a program vs option
- Lack of confidence to sell at the higher level
- Deep understanding of the program - the Sales people minimize all the services CLS provides
- Haven't been trained on the value
- What is the training program - how are they trained
- Spend a few days in corporate - with operations
- Sent off to sell
- Need to be role playing the different value at CLS
- Need help understanding the statistics provided by the software so that sales can really understand the roll of CLS with the client. The value of what they provide.
- SP are not using the tools available - Corp doesn't know what they think about

Prequalifying Process/Self-Qualifying

Comment [S1]: Kim or Roz, can you please write a few words about these two topics

Waste Seminar(s)

Intranet

Sales team website

- Share and record best practices using online wikki
- Place to collaborate
- Tool kits
- Follow up process
- Train sales people to think like an owner
- Uncover the barriers
- “own” the process

Sales Tool Kit

A comprehensive “bag of tricks” that can be used by sales and marketing to talk about CLS. Easily updated to include new materials. Becomes a “go-to” place for all things CLS that can be customized depending on who reps/teams are talking to

- Tool kit for current/existing clients
- Tool kit for prospective clients
- Travel policy
- Quick start guide
- List of services and samples of reports, etc.
- Interactive tour of the website
- Description of hotel partners and scope
- Hotels for different types of projects and clients
- Introduction to CLS team with contact info (phone, cell, email, etc)
- Testimonials including examples of cost savings
- Current press release(s)
- List of awards/recognitions

Mobile Applications for Client Employees in the Field

- Messaging on the go
- Weekly tip
- What else can mobile app do?
- Database with services by zip/geo for field people
 - Grocery stores
 - Pharmacy
 - Restaurants
 - Movie theatre
 - Dry cleaner Show

Events Program

CLS needs a very clearly defined sale events program and calendar. The program must include goals for events, mandatory ROI, etc. These events must be researched and planned to be profitable every time. Currently considering:

- CFMA
- AGC- NY
- NARMS
- CHART
- STMA
- National Railroad Construction & Maintenance w/ REMSA
- AGC- CONEXPO
- National Asphalt and Paving- NAPA- CONEXPO
- NASTT-National American Society Trenchless tech
- GlobalShop
- Steel Erectors- SEAA.net
- Renewable Energy
- Electric Power Exhibition
- Windpower
- CMAA
- SEIA- Solar Energy Industries Association
- SEPA- Solar Energy Power Association
- Retech (Renewable Energy Technology)
- Clean Gulf or Clean Pacific

Hotel Sales

What's needed...

- Hotel needs and capabilities, "how to manage hotel partnerships" kaizen
- Strategic plan for bringing in hotels
- Relationship maintenance program
- Referral plan for hotel partners
- CLS in-network hotel partner system/program
- Hotel profiling for matchmaking
- Relationship maintenance – speaking, awards, event attendance, recognize hotel efforts
- Online tool for billing

Operationalization and Operations

The VOC will also result in changes and improvements to operations that will improve sales, customer service and profitability and can be leveraged as marketable features of CLS. This section lists areas in operations that need to be evaluated for potential improvements and adjusted accordingly.

Improvements needed...

- Travel policy samples to walk in and help a company with CLS written into their plan
- Key factors contributing to growth
 - Extended stay model
 - Web genesis
 - Consolidating billing
 - Ability to monitor productivity
 - Senior sales team with hotel/extended stay background
- Operations efficiencies get passed along to client
 - 43,000 checks to 52 checks
 - Accounting reconciliation savings
 - On boarding a client and finding out that CLS can't properly serve them (i.e., International travel needs)
 - Ramping up a client quicker
 - Need to understand scope of travel needs and size of business
 - Money being left on the table
 - Sell CLS as a package not as lodging savings
 - Tighter screening and information gathering needed before bringing a client in
 - Often the person who is sold to is not the one administering or using the CLS program
- Elevate Leadership to look at strategic direction – become strategic thinkers
- What are the VP's and Directors going to do to support the mission
- Consider teaming with international long-term housing provider as not to miss opportunities where both domestic and foreign are required.
- Use intranet as home of interactive/online sales “programming” (also sales force training/ongoing)

Department-by-Department Challenges to Solve

IT Solutions

- Add Dir of software develop so VP can focus on strategic issues
- Continue to tweak enhancement prioritization processes
- Use technology to decrease ramp up time
- Increase value of technology for clients – makes it harder to leave CLS
- Provide a technical tool kit for sales – review what they are currently using – how to improve, enhance
- Utilize tech tools and systems to whale hunt

- Reporting – what does sales need?

Finance Solutions

- Spend analysis
- What are white papers needed for whale process
- Identify what data would be useful for sales
- Pipeline analysis
- What data do other depts. Need from finance to help ramp up, retention, satisfaction?

Operations Solutions

- How do you organize the call center to provide the best services to the clients?
- Look at pre-work guidelines and also what declines represent – determine if declines are a problem
- Understand declines from a reservation type (single nights vs. multiple, long term)
- Web genesis – train all teams
- Get clients – incentives to internal staff – who/what
- Referral program
- Testimonials
- Onboard process – how to improve?
- Utilize technology for onboard
- Welcome packet???? What is this?
- Recruiting – can't find right people – are they selling the benefits of CLS?
- 30 60 90 day review process – who owns?

Billing Solutions

- What hotel agreements allow them to submit invoices later than 45 days?
- Billing onboarding process for clients
- Video training modules created

Transportation Trucking Potential

- Business that focuses on training – applies to multiple industries – airlines, for ex
- STMS – video
- Build trucking/transportation div with marketing support

Brand Ambassadors

There is only one thing your competitors cannot duplicate or reverse engineer in the short run. You and your people – the Brand Ambassadors of your business. A little-know secret is that your people are at the core of **creating a barrier to entry** in your market space.

In well-run businesses every employee's position is vital to the operations; or their position would not exist. It is this premise that is the core of the Brand Ambassador Program – we don't have resources to waste, so we must make sure each one delivers maximum value. But, it goes beyond just making stuff and providing services. It also means that every employee also helps the organization sell and market the organization and its brand. Peter Drucker said: *"Only two things in business make money. Marketing and Innovation. Everything else is a cost."*

This fact means every employee must be involved somehow in helping with marketing and innovation. Even your team members who have no client-facing activities contribute indirectly to the client/customer experience, marketing and innovation. A key to differentiation is turned in your favor when your team understands that their personal value is vital to each client. Better, they also must understand they are **personally responsible** for the top line as well as the bottom line of the company. Turn that key and your Brand Ambassadors are born.

By elevating each team member to a Brand Ambassador we acknowledge their importance and the role they play in acquiring clients and keeping clients which contributes to long-term success and profitability. A Programmer in the Tech department is an example of a non-client facing position contributing to client acquisition:

- They are directly responsible for existing clients (who give referrals and testimonials)
 - Create positive experiences
 - Develop new products and services that will excite new customers
 - continually integrate technological innovations that enhance client experiences and relationship with CLS

For example: A programmer in the Information Technology department is an example of a non-client facing position contributing to client acquisition. A Brand Ambassador program would result in their understanding that they are *directly responsible* for existing clients (who continue as customers, buy more, give referrals and testimonials) to make sure we are able to provide:

- Positive experience with 'customer friendly' applications.
- New features, functions, services that will excite new customers.
- A burning internal desire to continually improve every day when it's everyone's personal responsibility to find ways to do things better, faster, cheaper every day with the customer in mind.
- An intense interest in enabling the rest of the company's team to deliver exemplary service through recognizing that ultimately the ability of the organization to deliver results is limited by the weakest link in the chain.

A brand Ambassador program consists of several components that minimally include:

1. Identifying the key attributes about your company that are core to your value-added proposition to the market in simple, easy to understand terms **that customers and prospects care about.**

2. Effectively educating all employees on what customers care about while carefully helping them understand how what they do, on a personal level, affects what customers experience.
3. Developing simple and easy to understand metrics and measures on how we are performing as an organization against customer-facing metrics, and sharing that information every day.
4. Developing and implementing consistent business execution processes that everyone follows, because everyone understands why we do it the way we do and their role in maintaining it.
5. A built-in process to empower all team members to consistently and continually improve and optimize each process to improve the client experience while the same time improving quality, speed and lowering costs.
6. Communications strategies that weave in the importance of what is being taught with respect to our messaging to the market as part of the Brand Ambassador program.
7. Consistent processes that everyone follows
8. Processes that everyone understands why we do it the way we do
9. A built in process to empower all team members to consistently and continually improve and optimize each process to better the client experience while lowering costs
10. Training that reinforces the importance of the Brand Ambassador program and what it stands for
11. The Brand Ambassador program is unique to each client organization and customized within their central training programs.

As the Brand Ambassador program develops and evolves to become a systemic part of the organization, employees start to own their contributions as being important. With training and support they will also assist in client acquisition in innovative ways. You never know who knows who, or where a current customer or prospect is to be found. We want team members to powerfully communicate our company message to whoever they encounter consistently and powerfully.

Brand ambassador is

- Is woven into to everything a company does and is part of every training program
- It is a systemic behavior
- It isn't something that happens over night; it is a commitment to a way of doing business, a way of onboarding new clients, retaining them and upselling them
- And it is even a way to onboard the best of the best in new employees

An extension of the Brand Ambassador program naturally involves cross- functional teams in the selling process. This is where the program comes alive; CLS can dominate its markets forever when each employee knows, embraces and communicates the core company message to everyone they come in contact with; this supports the selling process.

The Brand Ambassador program will be a critical component of the Internal Communications plan. This program takes the corporate culture to a new level, places new demands and expectations on each employee and becomes a way of doing business that then translates to client facing communications.

So, the way employees speak about the company internally directly affects the face of CLS to the external business world.

Team-to-Team Sales and Service

In order to establish CLS as the go-to department for everything business-lodging related for each client company, MetaOps will develop a team-to-team sales and service system that:

- Builds the **human connection** between CLS and its clients creating person-to-person relationships for effective sales, better customer service, and sustainable retention and growth
- Utilizes **web conferencing team-building**, creating virtual communities between CLS teams and client teams
- Incorporates a strong **education component** that helps clients improve the way they manage their business travel

On-boarding Process

Through analysis and application of data acquired during VOC, industry and company profiling, and pre-qualification processes—combined with analyzing the on-boarding system assessment data—we'll develop a system by which all the steps required for on-boarding are streamlined, sped up and optimized technologically. This includes but is not limited to:

- Implement a client on-boarding process with a critical path/timeline outlined
- Create a series of communications that will serve as reminders to clients of efficiencies, total program advantages, etc.
- Develop a program that directly speaks to end user of program (client admin)
 - Show them the benefits, advantages,
 - Build relationships
- Identifying the best tools and systems to ramp-up quickly.
- Setting up the client's WebGenesis interface
- Getting them into the booking and billing system
- Identifying and assigning their sales, transition and customer service teams
- Training them to maximize CLS's services
- Consulting with them on customized services to add to their client portfolio
- Helping them improve their travel planning system especially as it relates to booking lodging
- Beginning the ongoing booking process

Process Deployment Methodology™

Through VOC and profiling, Process Deployment Methodology™ identifies all the intricacies of ramping up clients fast and developing solutions portfolios for each client. This portfolio may include items such as:

- External communications effort to clients to announce and enforce the new travel program
- Client retention and referrals
- Travel policy development and assurance
- Quality control guidelines for hosting hotels, motels and properties
- Meeting room booking
- After-hours team recreation planning
- Mobile applications customized with information specific to client/field destinations
- VIP treatment packages for team leaders

Overarching Considerations

Overarching Considerations

Marketing Plan Goal

Establish CLS as the go-to for domestic (U.S.) long-term business/corporate housing and lodging management.

Marketing Objectives

- Develop a multi-faceted plan that integrates the core CLS selling proposition and targets tier 1 and tier 2 clients
- Cultivate and develop CLS employees elevating each individual to brand ambassador status
- Establish credibility and awareness for lodging management solutions
- Forge deeper relationships with current clients to build and grow
- Shore up sales process and way to go to market that uniquely positions CLS to prospective clients

Marketing Strategies

- Leverage core strengths (knowledge, technological innovation, culture) to create a competitive advantage against multiple travel channels in order to attract the right clients
- Position CLS as *the* solutions provider and market “door openers” such as preliminary analysis to demonstrate need –result for client is ultimate cost savings
- Establish team relationships with clients in order to progressively build service shares and obtain access and referrals to clients’ subcontractor networks
- Develop ongoing communications/messaging to the pre-identified target audience that offers timely, topical information (i.e. BPI, SCM, etc.) that will create credibility for CLS and knowledge about lodging management solutions (and the need for them)

Positioning Statement

CLS is...

- A matchmaking company... connecting the right hotel partners to the right client companies
- A corporate travel management team partner for each client company
- A business process outsourcing provider
- An expense management division for client business travel divisions, and
- A company with the culture to care not only for client companies, but the people who work for them in the field

Above all, CLS is an innovative, consultative **solutions provider** with an expertise in the travel industry.

Observations

Overarching Considerations

This plan addresses marketing—targets, messaging, programs, tools, initiatives—for CLS. It takes a twofold approach:

1. Aggression marketing in which the plan elements such as direct sales and affiliate development are implemented by CLS sales and marketing team members, and
2. Progression marketing which, once in place and kept current—i.e. ongoing media campaign and social networking—builds upon itself and serves as CLS’s silent sales force.

This plan recognizes that marketing programs and tools are integrated based on a number of factors and estimates return on investment for prioritization of initiatives. These factors include, but not limited to:

- ROI
- Budget
- Personnel
- Timing

This plan supports CLS growth and profit-building strategies by identifying tactics, tools and tricks-of-the-trade for implementing these strategies. As such, it is recommended that tactical approaches to market sectors are tested and evaluated for ROI, then broad-scope implemented appropriately.

CLS is a B2B company with some B2C potential. This plan focuses on the B2B component with a B2C evaluation included for future evaluation.

Information Assets

CLS Information assets are the results of such processes as the VOC, market research and analysis, industry profiling, etc. These assets are used to guide decision making that includes but is not limited to:

- How to reposition CLS to be *the* industry leader based on what is and isn't working for CLS competitors
- When to make aggressive marketing and sales moves based on the health of the corporate travel industry
- When to make aggressive moves into a target market based on its growth and demand data
- Analyzing and responding to business travel and growth trends in order to optimize marketing and sales ROI

In the following sections, there are broad overviews of competition, industry status, target market potential, etc. These are to be used as the foundational first step of the CLS repositioning and should be referred to regularly during the rebranding and preliminary target market profiling, marketing and sales push.

Through industry intelligence, it's determined that

- There are no clear leaders in the extended-stay business lodging sector of the industry
- Travel-related businesses comprise the largest portion of internet commerce
- There are 90-million internet travel planners, 24% of whom use the internet for booking business travel
- 37-47% of corporate travel managers support taking travel management out of the employee's hands to improve processes and cost reduction/savings
- The restaurant-building industry is showing a healthy resurgence post-recession
- Commercial construction in general, while still also recovering, will see 16% growth in 2011 from 2010
- Roads and bridges construction is underfunded by the government at this juncture, but construction is only going to see a 1% decline from the previous year
- Potential in the environmental industry is virtually limitless between traditional energy development, alternative energy development and climate change science
- The turf installation industry may be transitioning to an artificial turf boom due to water-use management restrictions, and
- In 2011, the temporary, long-term staffing industry expects 22% growth in medical and health staffing alone

In short... the industry is primed for CLS's unique brand of project-based business lodging solutions.

Competitive and Industry Intelligence

The data in this section is essential to determining CLS's potential for growth and goal achievement (starting in 2011). It is also critically important for establishing a profile of the

corporate housing/lodging industry and how CLS wants and needs to reposition in order to be an industry leader with a lion's share of the market. Use this data to:

- Determine sales and profit potential
- Assess what service sectors CLS must add or modify to become an industry leader
- What industries are the best first bets for high ROI market penetration
- What potential client companies are looking for in corporate travel and business process/financial management outsourcing
- What CLS needs to do to do it all better than its competitors in the market—from using the internet effectively to putting on a customer-facing face that really sells and services clients
- Reaffirm that there is tremendous growth potential in CLS's industry, and great promise for success

Industry Overview

While there is little specific data on the extended stay business we looked at similar yet different business models like corporate housing for out-of-the-box thinking and best practices. This is a useful way to uncover innovations that CLS can leverage now and in future services.

The following is a recap of corporate housing and travel buying habits. The final observations section identifies future business services ideas to explore when the timing is right to expand service offerings or the need for the service is confirmed during the Voice of the Customer (VOC) program.

- Corporate housing is a \$2.47 billion a year industry
- The corporate housing average rate was 1.3% higher than in 2009, at \$115.88 in 2010.
- In 2010, the US corporate housing market is estimated at approximately 65,396 units.
- Corporate housing provider companies project a 3% increase in units in 2011.
- The Washington DC Metropolitan Statistical Area (MSA) remains the largest market with 5,962 estimated units including Washington DC and its sub-markets, followed by Los Angeles, New York and Houston, respectively.
- Overall occupancy in the US corporate housing industry increased to 89.2% in 2010, up from 88.1% in 2009.
- The average stay in a US corporate housing unit was 83 nights in 2010
- Corporate housing typically offers larger square footage, costs less than hotels, offers full customer service, and is used for stays averaging one month or more: residential housing versus transient housing
- Industry leaders say companies should work with a corporate housing service rather than set up their own corporate apartments because establishing a corporate

lodging is expensive, takes a large set-up time investment, and maintaining the property is time and investment intensive

- Corporate housing is not just about traveling business executives and relocated professionals, but also about:
 - 200,000 annual traveling nurses
 - 600,000 annual military personnel and their dependents
 - displaced homeowners because of insurance issues or divorce
 - professional athletes who get traded from city to city
 - theater professionals filming a movie or traveling with a show
 - consultants on a project
 - employees at training programs
 - people on extended vacations, on extended family visits, or having out of state medical procedures
 - elected government officials serving outside of their district
 - personnel involved in special events or large sporting events
 - traveling professors or graduate students; and many others
- According to the Workforce Mobility Association, criteria companies and individuals use to choose the right corporate lodging service include:
 - Rates. What does the monthly rate include? Are there preferred rates for larger accounts? Are there additional fees? These questions will help a guest enter into a corporate housing lease agreement more knowledgeable and confident.
 - Location. Is there a local office or on-site contact should the guest require assistance? If the company does not have a local office, ask how the company handles client requests and property issues.
 - Services. What additional services does the corporate housing company provide? For example, is there 24-hour maintenance service or other amenities that will make the stay pleasant?
 - Accreditation. Accreditations will enable a relocation manager to distinguish a quality corporate housing agent from the pack.
 - Experience. What percentage of the corporate housing company's business is involved in corporate relocations? Finding an experienced provider can be a bonus in this changing marketplace.
 - Protection. How are the company and its vendors insured? This is especially important to find out when working with management companies that manage properties offered by individual homeowners.
 - Policies. What is the company's policy when a guest does not like the property? Does it have other options available to accommodate that guest?
- According to the 9th annual Global Relocation Trends Survey Report 45% of corporate housing revenue was realized outside the home country by 77% of the companies surveyed that are U.S.-based multinational companies
- There are indications of a gradual down-trend in extended-stay (hotel) occupancy and up-trend in corporate housing (apartments, houses, condos)

- Relocation accounts for about one half of long-term “corporate” housing, government and military for 38% and insurance/disaster for only 6%, while 20% of the market is private/non-profit business or other travel

Methodology

Web sites and online industry articles were reviewed to create competitive profiles of three categories of extended-stay corporate lodging management companies; these were chosen to give a broad profile of the industry and for comparison of the primary business types:

1. Companies that affiliate with hotels and hotel chains for corporate lodging solutions (6 companies),
2. Companies that use apartments, condominiums, houses and non-hotel properties for corporate lodging solutions and charge finder’s fees or fees for service (10 companies), and
3. Companies that property manage apartments, condominiums, houses and non-hotel properties for corporate lodging solutions (10 companies)

A review of corporate travel buying habits was also made that took a close look at (9) online travel services (Priceline, Expedia, Travelocity, Orbitz, etc.) in the \$31 billion online travel industry.

The companies were reviewed based on this criterion set (where data was available):

- Annual sales
- Differentiators
- Web site functionality, look and feel
- Number of years in business
- Special features/expertise per the company
- Key selling message/hook per the company
- How they generate revenue
- Who their hotel partners or other accommodation supplier are
- Number of hotel partners or number of accommodations booked annually
- Whether they provide additional travel or specialized services
- The size of company (number of employees)
- Their social media presence

Overall, the vast majority of corporate lodging sites were regional/city-based, not national or international.

Also reviewed were dozens of key marketing messages from the corporate travel industry as a way to identify what the industry believes triggers customer acquisition and loyalty.

Note: research was deliberately focused on easy-to-find/accessible/well promoted companies as they are a bellwether of marketing effectiveness.

Individual vs. Corporate Travel Buying Habits

Travel is the internet's largest business. All recently published statistics on Internet sales, confirm that hotel bookings, represents almost 50% of all Internet transactions worldwide.

Following are the top 4 travel 2010/2011 mobile sites and apps gauged by unique monthly visitors, according to Nielsen:

1. Travelocity: 1.263 million (+32.3% compared to October 2008)
2. Expedia: 1.258 million (+4.7%)
3. Priceline: 1.2 million (+39.5%)
4. Orbitz: 1.12 million (+23.9%)

The Internet was used by approximately 90 million American adults to plan travel during the past year with 76 percent of online travelers planning leisure trips online; 24% used the internet for booking business travel. Most online travel planners are somewhat or extremely satisfied with their experiences in using the Internet to plan their trips. Importantly, most see the Internet as a very useful or essential tool for planning many/most aspects of a trip including where to stay overnight. The primary tools for travel planning are online travel agency websites, search engines, company websites and destination websites. Airline tickets, overnight lodging accommodations and car rentals are the dominant travel products and services purchased online by travel planners. (Source: U.S. Travel Association's Travelers' Use of the Internet, 2009)

The growing complexity of travel web sites in the past two years was cited as a major reason why more travelers would use a travel agent if they could find one, according to a Forrester Research study. In 2008, 23% of leisure travelers in Forrester's Technographics Travel Online Study agreed with the statement, "If I could find a good offline travel agent to work with, I would." That number increased to 28% in 2010. However, recent research commissioned by NCR found that 82% of consumers are more likely to use a travel company that provides online, mobile and self-service kiosk solutions over a company that does not. Consumers want to book, amend and confirm their travel plans when and where it suits them at any point on their journey.

By 2013 (Forrester Research), the number of travelers directly researching and booking part of their trip online will have grown, but only by a relatively modest 16%. The main reason that number won't grow faster, is that travel sites aren't good enough for many users, thanks to a combination of poor design, inflexible options,

and unclear security. They also predict that 46% of leisure and unmanaged business travel will be sold online and that 39% of managed business travel (the kind organized via a mandated company policy) will go through online channels.

The corporate travel market continues to grow while companies get more involved in their travel spending habits. In their 2008 Corporate Travel 100 Report, Business Travel News noted that corporate travel for the top 100 spenders reached \$11.2 billion in the U.S. And the Association of Corporate Travel Executives survey shows that many corporate travel budgets have been increasing (ACTE 2008). With the frustrations that businesses and their employees face while trying to book their own travel, there is a growing need for travel experts who can meet the special needs of this niche.

A 2011 Amadeus corporate travel managers survey indicated that:

- 47% wanted control of corporate travel for cost reduction, while 37% indicated improved management of travel processes as the reason to take business travel out of the hands of employees
- Only 3% surveyed though there was any need for reducing corporate travel
- 97% said managing corporate travel gives the company the ability to improve safety for their employees while traveling and being accommodated\

See also CLS_Competeror_Intelligence.xls

Competition Overview

Annual sales: The *2011 Corporate Housing Industry Report* makes it possible to extrapolate sales by region and city, and many competitors' annual sales are available, but not all. Ultimately, there is no clear indication that any of the direct and indirect competitors have a locked in lion's share of the corporate housing market, meaning industry leaders can be challenged and surpassed through effective marketing and client base development. (There is also very little indication of companies in the industry buying up smaller competitors to increase market share; there may be significant opportunity in this strategy.)

Differentiators: As the following data will prove out, the key differentiator in the corporate housing industry is how companies use software applications to manage aspects of their business and handling of client accounts. A half dozen competitors utilize software that appears to manage client contracts in the same way Web Genesis does; the indicator of this is that these companies promote many of the

same features as CLS (savings, no unauthorized billing, tax savings/refunds, etc.). Companies that do not use (or at least promote) these applications, generally focus their selling points on accommodation rate savings and experienced customer service. In regards to customer-facing technology use—interactive, online, frontline interfaces—Oakwood and Corporate Housing by Owner stand out on their web pages of having a good grasp of the tech tools of the corporate travel industry while almost all the other reviewed company sites appear to be fairly technology primitive.

Web site functionality, look and feel: The vast majority of reviewed sites were less than inspiring, in fact, they were almost all ho-hum; furthermore, most were company facing rather than customer facing, meaning they talked about what they do rather than what the customer needs, customer recognition. They also “spoke” more to an individual visiting the site than B2B, which makes the industry as a whole seem more B2C than B2B even when that is not the company’s market share; the sites specializing in government and military housing, however, spoke more to the whole than the part. By in large, the sites are brochure sites soliciting visitors to call a toll-free number or fill out a primitive web form for additional information. None had what seems to be an obvious solution and selling point: an interactive, customer-facing sales and booking research system wherein a corporate business travel coordinator could enter a location, accommodation needs, pricing and other requirements and be able to reserve an inventory. All this begs the question: should the largest competitor have a two-portal site: one for B2B and one for B2C?

Number of years in business: The industry buzz-phrase seems to be “combine years of experience,” especially in the property management sector. Some companies actually brag on their longevity—or, conversely, how much they’ve accomplished in a short period of time in business—but, for the most part, Oakwood’s 50th anniversary celebration doesn’t seem to be much of a selling point in the big picture of things. Longevity doesn’t appear to be a compelling customer-facing selling feature.

Special features/expertise per the company: A few companies do stand out as being “well established” in the industry; not well established by years in business, but they really seem to know who their customers are and have a significant market share. Oakwood, CLS, LJK and the military-focused sites stand out in this regard; essentially, they splash their clients on their home page or near the “front.” This establishes credibility at the onset and helps the visitor feel like “hey, I’m in the right place... these people service my industry.” Other “bragging rights” include:

- The features CLS promotes on its site
- “We come from the real estate industry and know our stuff”
- “We come from the hotel industry and know our stuff”

- And endless list of on-site amenities right down to the number of place settings and sheet sets
- “We have dozens/hundreds/thousands (fill in the blank) of the best properties available”
- “We work hard for you...”
- “Services available 24/7
- Etc... probably 80% of what is on these sites is talking about the properties, services and amenities, indicating that the companies believe they are selling accommodation style rather than savings

Key selling message/hook per the company: None worth repeating. Not one, single logo, slogan or key messaging set stood out, accurately described the company and its services and edge, or sold the company. The only one worth noting at all is the Temporary Housing Directory which focuses on disaster relief and basically says “we can make you at home when you lose yours.” Indications are that specific, compelling, customer-facing sales messaging could put a company out in front pretty quickly.

How they generate revenue: A significant majority of businesses in the industry own or manage these properties and collect the rents. Others receive fees from the property owner/management as well as the client. Across the board, almost no one publicizes how their revenue-generating structure is set up, with the possible exception of the private property management sites that post annual listing packages.

Who their hotel partners or other accommodation suppliers are: All the biggest and most prominent hotel/motel chains appear on the lists of those companies that use hotels and publicize their properties: Microtel to Hilton, Best Western to Carlson, Extended Stay to Marriott. Non-hotel companies run the gamut from complexes built specifically for long-term housing, to management of privately owned units.

Number of hotel partners or number of accommodations booked annually: Some of the companies boasted about the number of customers they serve and units they book, but most didn’t publish these figures. The *2011 Corporate Housing Industry Report* breaks down volume by region/city which is ultimately more useful as it answers the question: what regions are seeing the highest need for corporate housing which sets the foundation for looking at the prevalent area industries/companies as potential clients.

Whether they provide additional travel or specialized services: A few do. One company affiliates with limousine companies to serve their guests, a few will assist with all travel and transfer arrangements. In the direct and indirect competitors

categories, additional services were not prevalent; however, the corporate-focused travel agencies are all full-service, many with specialties. Travel services as a value-added may be a viable differentiator.

The size of company (number of employees): Almost impossible to tell. Companies like Hoovers and list companies like USAdata may have this information listed, but with a few rare exceptions, one cannot glean from the web site how big the company is. Arguably, internet-based companies, or companies that use the internet to communicate with their constituency, can be any size, and if the marketing and functionality of the site work effectively, size is irrelevant to the customer.

Their social media presence: Very few competitors have an active presence in social media. Many of those who do have social media links have not created their presence at those link destinations. A couple do have some dialoguing going on between sales reps and customers, but, for the most part, social media is relatively un-tapped as a marketing tool in the direct competitor market.

Final Observations

Overall, the web-based marketing in this industry is soft and relatively ineffectual at best. As the global trend continues to be growing dependence on the internet for doing business, there is considerable opportunity here for CLS to have *the* go-to corporate lodging site, as only a couple exist and they aren't extraordinary.

Messaging in the industry is also cloudy. A few competitors have case studies and testimonials posted that are quite compelling, but they are buried on the site. Hitting customers up with hard-hitting messaging about what CLS does for them and proving it with numbers and a customer-facing/specific savings/benefits calculator would put CLS out in front right out of the gate.

Overall, the industry's web sites look like afterthoughts. They don't sell well, they minimally have useful online services, and they are company-facing not customer-facing.

Essentially, the internet-based competitive intelligence for CLS indicates nothing but good news. Corporate lodging may have a few well-established, profitable competitors, but they aren't tapping into most marketing tools and tricks, the vast potential of the internet, and their messaging isn't selling. It can be extrapolated that their sales teams are effective, however, so CLS is in a good position to leverage marketing to advance share as the first step in market dominance.

New Services Opportunities:

With extended stay in gradual down-trend and an up-trend in corporate housing, CLS may want to consider partnering with corporate housing providers to pass leads as they arise. A 2 to 5% referral fee for passing a lead is like free money, as there is no cost to service the account – just the effort to capture, qualify and pass leads. The potential investment in this vertical service opportunity is:

- Automation into WebGenesis – the corporate housing company would enter the invoicing directly into CLS software for invoicing to the client
- CLS wouldn't touch the process except for sending a payment to the corporate housing provider

Many large companies who are tier 1 and tier 2 prospects already have an entrenched travel department or travel company handling all travel (i.e. American Express, Carlson Travel). We know they don't handle the extended stay program effectively and with the efficiency that CLS can offer. The opportunity here is:

Actions:

- Private label the CLS services for extended stay lodging to these corporate travel partners
- The travel partner now has a new value to provide to their customers
- All the efficiencies and benefits of the CLS program can be leveraged
- They will tie into the CLS network, WebGenesis and other technology at a very low transactional cost
- CLS charges 7% for this value (the Corporate Travel Companies are used to working on 1 to 2% margins)

Benefits:

- CLS now has a built in sales force in a new vertical
- CLS increases their real and perceived value as a 'one-stop' solution for lodging – now the customer only has one provider to deal with, instead of two.
- CLS realizes a new, profitable stream of income and may be able to make money even if the overnight stay is for 1 to 2 nights with this scenario

The 2011 Amadeus corporate travel managers' survey definitely supports the future vision of a self-booking tool available for tier 3 and below business travelers.

Target Markets

Industry Trends that Impact How CLS Does Business and Who CLS's Markets Are... See also: CLS_Target_Markets.xls

Following is the high level analysis of a few target markets already on the CLS radar, as well as some information about the fastest growing U.S. industries and how they might show good potential for CLS marketing and sales penetration. Use this information:

- As a jumping off point for deep-dive analysis of high-potential target markets
- To access resource links that list companies that are and will be deploying field workers for projects and have a stated requirement for business travel housing/lodging
- Prioritizing industry and industry sub-sectors to profile based on growth trends (or lack thereof)
- Determining what data is needed for target industry and target company profiling that is critical to steering marketing and sales efforts in the highest ROI directions
- Developing and understanding of and process for recognizing and responding to industry/market news bites that indicate opportunity and urgency
- Learning how to take and industry—i.e. “environmental”—break it into manageable and logical sub-sectors, and analyze them for client/sales/profit potential

Industries CLS Considers Priority

Following are snapshots of the industry sectors CLS intends to develop a market penetration for in the immediate future. These snapshots are broad overviews of opportunity and trends in the sectors; the first two are specific sectors, the latter four have subsectors that need to be evaluated and prioritized.

This is the basis to provide insights to the future profiling department to effectively and efficiently target the right companies for tier 1 and tier 2.

Restaurant Construction

Restaurant Industry Stats: Restaurant industry sales are expected to reach a record \$604 billion and post positive growth in 2011 after a three-year period of negative real sales growth, according to the National Restaurant Association 2011 Restaurant Industry Forecast. Sales are projected to advance 3.6 percent over 2010 sales, which equals 1.1 percent in real (inflation-adjusted) terms. Quick-service restaurants are projected to post sales of \$167.7 billion this year, a gain of 3.3 percent over 2010. Sales at full-service restaurants are projected to reach \$194.6 billion in 2011, an increase of 3.1 percent in current dollars over 2010.

AFC Enterprises (dba Popeyes Louisiana Kitchen) is targeting a number of markets for growth in 2011, including Tampa and Orlando, FL, San Diego and Los Angeles, CA, Phoenix, AZ, and Philadelphia, PA, among others. The goal is to open 120-140 new restaurants, about 60 of which will be located outside the U.S.

Restaurant Industry Growth/Construction Projections:

- The top 50 fastest growing chain restaurant operators have, and continue to see, growth rates from a highest of 836.4% (103 locations) to 125% (27 locations); a list of these establishments is available at http://www.chainstoreguide.com/static_content/pdf/50-Fastest-Growing-Chain-Restaurants-Operators-2010.pdf
- A list of the top 500 fastest growing domestic food service companies is available at <http://www.inc.com/inc5000/list/industry/food-beverage>

Current Restaurant Construction Opportunities:

- Applebee's plans to renovate 25-30% of its locations each year over the next several years.
- Baristas Coffee Company Inc. announced that it has begun to franchise its business model and that its first franchise agreement has been signed for territories in Texas that will result in 10 locations over the next three years with an option for 20 additional units over the next eight years.
- Café Rio Mexican Grill is planning nine locations in the DC metro area.
- Covelli plans to open a new Panera restaurant every two months in its FL market over the next several years.
- Del Taco announced a major growth initiative for UT with the signing of a development agreement which will result in the addition of 13 new Del Taco locations in the state.
- Dunkin' Donuts announced the signing of a multi-unit store development agreement for five restaurants in North Kansas City. The first restaurant will open in 2012 and the remaining four units will be developed by 2016 in the suburbs of Liberty and Gladstone. In addition, Dunkin' Donuts is seeking new and existing franchisees to develop restaurants throughout MO in Columbia, Jefferson City, Springfield, St. Joseph, Joplin and Pittsburgh. Opportunities also exist in Ottumwa and Des Moines, IA.
- Firehouse Subs has announced the signing of nine area representative development agreements set to add 429 restaurants within IA, LA, MA, MI, MN, NE, OH, PA and TX; the company has set goals to open 2,000 locations by 2020.
- Francesca's Restaurants is targeting Minneapolis, St. Louis and Indianapolis for growth, in addition to new locations under construction in AZ, CA, and NC.
- Gosh Enterprises (dba Charley's Grilled Subs) introduced a new brand, Charley's Philly Steaks in a company-operated location in OH. More re-models are expected but not all existing restaurants will be converted.
- Mama Fu's Asian House recently signed a franchise deal for six new restaurants in NM and El Paso, TX.
- Native Foods Café plans to open three restaurants in Chicago this summer.

- Newk's Express Café will add five new restaurants in northeast FL in the coming years; they are among the 24 new units expected to open throughout the South.
- OSI Restaurant Partners LLC said it planned to remodel as many as 150 Outback Steakhouse units and focus new unit development on the Bonefish Grill brand.
- Panchero's Mexican Grill plans to open about 20 new locations each year for the next several years, expanding to NY, NJ, Boston, the Phoenix area and Sioux City.
- Sizzler will soon be opening its first new restaurant in more than three years, in addition to remodeling and reopening two closed locations. The new restaurant will open in Salt Lake City in July, and two newly reopened units are in CA. Sizzler also plans to open 12 to 15 stores in the San Diego area in the next two to three years.
- Wingstop plans to add 20 additional locations in Atlanta over the next several years.

Construction

Construction Industry Statistics

Construction spending increased 1.4% in March with the housing, nonresidential building and heavy sector all improving. Heavy construction activity dropped 7% over the same period. The Reed Construction Data spending forecast now projects a 2.3% decline in 2011 although spending will be rising steadily before mid-year. The delayed recovery early in 2011 pushes some work into next year raising the gain to 13.7%.

Construction Industry Growth/Construction Projections

The Associated Builders & Contractors 2011 construction outlook predicts nonresidential construction spending for 2011 to be 0.1 percent less than 2010 levels, and privately financed construction levels are projected to decline 0.2 percent while publicly financed construction levels are projected to be virtually flat. However...

According to the Associated general Contractors of America, 27 percent of construction firms report they plan to add staff in 2011 while only 20 percent report plan layoffs. Contractors are most optimistic about the hospital & higher education market, where 32 percent expect growth and the power market, where 29 percent expect growth.

According to McGraw-Hill, New construction of multifamily housing is expected to rise 24% to \$23.6 billion next year, extending gains from 2010 as a growing number of renters enter the market amid the housing crisis. Meantime, commercial buildings—which include offices, stores, hotels and warehouses—will improve with a 16% gain to \$44.9 billion, but that comes after falling 17% in 2010 and 43% in 2009. In 2010, construction starts hit a 50-year low.

The green construction industry is an emerging market to be explored.

- The top 400 U.S. contractors list is available at <http://enr.construction.com/toplists/Contractors/001-100.asp>
- The top 100 construction management firms list is available at <http://enr.construction.com/toplists/CM-Fee/001-100.asp>
- Top 100 green contractors: <http://enr.construction.com/toplists/GreenContractors/001-100.asp>
- Top 600 specialty contractors; <http://enr.construction.com/toplists/SpecialtyContractors/001-100.asp>

Current Construction Opportunities

- Twenty major upcoming courthouse and jail/prison construction projects: <http://www.reedconstructiondata.com/construction-forecast/news/2011/06/twenty-major-upcoming-courthouse-and-jail-prison-construction-projects/>
- Twenty major upcoming residential and transportation terminal construction projects: <http://www.reedconstructiondata.com/construction-forecast/news/2011/05/twenty-major-upcoming-residential-and-transportation-terminal-construction-/>
- National listings of commercial construction opportunities available at: <http://construction.com/ProjectCenter/> (as of 6/3/11 There are 680,731 projects in the Project Marketplace - 5,425 projects updated today)

Bridge Building

Bridge Building Industry Statistics

The value of new transportation contract awards in year to date April 2011 was down 14.6 percent compared to April 2010, to \$18.7 billion. \$2.1 billion of federal highway funds were obligated during April, bringing the year-to-date total to \$11.23 billion. This is the smallest year-to-date total since FY 2004. Employment by highway and bridge contractors in April 2011 rose 0.3 percent over a year ago, according to the latest data from the U.S. Bureau of Labor Statistics.

Bridge Building Industry Growth/Construction Projections

A reduction of 1% is expected for public-works construction, closely related to the shortage of ARRA funds and budget reduction from state governments. This is directly related to the construction of highways, bridges and related construction projects.

Heavy construction market drivers remain misleadingly positive due to long time lags for many projects from assignment of public funds to construction. Similar to the institutional market, the flow of public funding has turned down. This will reach starts

later this year and construction spending in 2012. The level of federal highway funding is uncertain beyond September 30th. Congress may budget by continuing resolution again which will delay any increase in highway funding. State highway funds will suffer from the current 2% drop in gasoline sales during the period of high prices which is expected to persist into next year. (Source: Reed Construction Data)

Current Bridge Building Opportunities:

- Accessed through membership with the American Road and Transportation Builders Assn. (ARTBA) <http://www.artba.org/>
- U.S. road and bridge construction contractors (621) here: <http://www.thomasnet.com/products/contractors-road-highway-construction-1240-1.html>

Environmental

Environmental Industry Statistics

Environmental technologies, products and services have, in 20 years, grown to match the aerospace and pharmaceutical industries in size to US\$ 450 billion global market in 2000 and to US\$ 640 billion in 2010. Developing and emerging markets represent over 15% of this total.

Environmental services, as distinct from the equipment or resources market, account for about 50% of the total market: solid waste management accounts for 22.6%, water treatment services for 14.3%, consulting and engineering for 5.9%, and remediation and industrial services, 3.3%. Given the increasing demands on industry to improve its environmental management, this whole sector is expected to grow by 7% to 10% a year.

Environmental Industry Growth Projections

The environmental and green industries are vast and complex. They also offer tremendous opportunity for CLS's project based corporate housing solutions. Following are the industry categories and sub-categories to be analyzed, profiled and penetrated.

Air and Climate

- Air Quality Sampling/Testing
- Climate Change Studies/Greenhouse Gas Abatement = \$55M annually for 20-plus years
- Emissions Monitoring and Management
- Environment Monitoring and Testing

Environmental Management

- Environment, Health & Safety
- Environmental Assessments and Audits

- Environmental Management and Management Systems
- Environmental Modeling and Planning
- Environmental Risk Management
- Environmental Science
- Green Building
- Green Business and Cleantech
- Sustainability

Environmental Health and Safety: The United States generates about 80% of worldwide hazardous waste, and is therefore the largest market for hazardous waste equipment and systems.

- Decontamination
- Emergency Management
- Environmental Containment
- Environmental Toxicology and Decontamination
- Hazardous Materials
- Spill Control
- Workplace Safety
- Waste Management and Recycling: The recycling market has been growing at 7% to 13% a year over the last decade and this rate is expected to continue.

Soil and Water

- Water and Wastewater Management: Accounts for up to 40% of the total environmental market, depending on the market definition used — the strongest demand is expected to be for automatic systems, secondary and tertiary treatment facilities, and waste-water technologies, particularly computer monitoring systems, aerobic systems for removing contaminants, and air injection for groundwater clean-up systems.
- Bioremediation
- Erosion Control
- Geology
- Geophysics
- GIS
- Hydrology
- Plant and Soil Science
- Site Remediation
- Soil and Groundwater Monitoring, Sampling, Testing and Treatment

Current Environmental Industry Opportunities

- Top 200 environmental construction and remediation firms:
<http://enr.construction.com/toplists/EnvironmentalFirms/001-100.asp>
- U.S. environmental industry data packs are available at
http://www.ebiresearch.com/Environmental_Industry_Data_Pack_2010 and track trends in the industry
- 9000-plus environmental industry leaders with combined revenues of \$13 billion at <http://www.hoovers.com/industry/environmental-consulting/1862-1.html>
- Biofuels: Biofuels will account for 5-10% of total global fuel production by 2017; Commercialization of 2nd & 3rd generation of Bio-fuel energy is expected to generate 800,000 new jobs – 610,000 indirect new jobs and 190,000 direct new jobs – by 2022 in the U.S.
- Energy Consulting
- Geothermal Energy: In 2011 there will be 500 to 700 MW of new geothermal projects in the country.
- Hydropower: Currently 400 GW of hydropower remains untapped
- Ocean Energy
- Solar Energy: For 2011, the number of jobs available in the solar industry is expected to increase by 26 percent
- Waste-to-Energy
- Wind Energy: Fastest growing renewable energy sector at 25% growth increase per year
- Transportation

Turf Installers

Turf Installer Industry Statistics

Although industry statistics are hard to come by, one company (Turf Installers of America) installs 18 million square feet per year nationwide in sports fields, golf courses, and commercial-residential landscapes. Florida's combined turf installation and maintenance market is a \$72 million a year industry.

With the onset of widespread water rationing, synthetic turf grass installation is an emerging market: the Association of Synthetic Grass Installers estimates that in 2009 more than 60 million square feet of synthetic turf lawns was installed in the U.S., up 20% from 2006; in 2009, nearly 1,000 synthetic turf fields were installed in North American schools, colleges, parks and professional sports stadiums. In contrast, just 400 fields were installed in 2003; About 5,500 synthetic turf sports fields are in use in the United States.

Sports turf statistics indicate that Parks and recreation makes up \$480 million in annual purchases while schools are at \$685 million, college/universities \$71 million, and

professional facilities spend approximately \$52 million. It is estimated that there are approximately 16,000 schools, 2,200 colleges/universities, 13,000 parks, and 800 professional facilities.

Turf Installer Industry Growth Projections

Indications are that many existing grass turf fields will be replaced with artificial turf. Golf courses and other sports fields (natural turf) typically need replacing every 20 years.

Turf Installer Industry Current Opportunities

- Turf-need businesses include sports fields, golf courses, parks, schools, institutions, airports, roadsides, and commercial parks.
- Links to industries that utilize commercial volumes of turf can be found here: <http://www.syntheticturfcouncil.org/displaycommon.cfm?an=1&subarticlenbr=61>

Temporary Medical Staffing

Temp Medical Staffing Industry Statistics

- The top twenty temporary healthcare staffing companies generated \$5.3 billion in sales in 2008.

Physicians

- Eight-five percent of healthcare facilities managers used locum tenens (temporary) physicians to supplement existing staff in 2010, up from 72 percent in 2009.
- Forty-five percent use four or more locum tenens physicians in a typical month, compared to 43 percent in 2009 and nine percent in 2007.
- Forty-one percent of are currently seeking locum tenens physicians

Nurses

- The nurse temporary staffing industry decreased by 44% in 2009 from 2008, and it did not recover in 2010; however...
- Travel-nurse staffing revenue account for 21 percent of total healthcare \$2.5+ billion healthcare staffing revenue; and
- Temporary healthcare staffing is solidly on the rise, according to a recent report from Staffing Industry Analysts. In fact, the research firm projected an overall 4 percent increase in 2011 followed by another 9 percent rise in 2012.

Pharmacists

- Pharmacist staffing agencies are growing as the demand for temporary pharmacy professionals continues to rise.
- Pharmacists and pharmacy technicians are projected to be part of the 16th fastest-growing occupation in the nation, according to the U.S. Bureau of Labor Statistics
- The industry estimates a more than 100,000 pharmacist shortfall by 2020
- More pharmacies and pharmacists are now using staffing agencies to help secure the employee or career they desire

Temp Medical Staffing Industry Growth Projections

- The temporary healthcare staffing industry is forecasted to grow 22 percent through 2016, in comparison to 11 percent for all other industries.

Note Temp Medical Staffing Industry Current Opportunities: Google keyword search “healthcare temporary staffing jobs”

Temporary Staffing, General

In 2010, the 10 hardest jobs to fill, creating demand in temporary staffing, were:

1. Skilled trades
2. Sales representatives
3. Nurses
4. Technicians
5. Drivers
6. Restaurants & hotel staff
7. Management/executives
8. Engineers
9. Doctors, other non-nursing professionals
10. Customer service representatives, customer support.

Top 50 Fastest Growing Industry Sectors in the U.S.

	Industry	Employment		Percent Change
		2008	2018	
1	Management, scientific, and technical consulting services	1,008,900	1,844,100	83%
2	Services for the elderly and persons with disabilities	584,700	1,016,100	74%
3	Offices of physical, occupational and speech therapists, and	251,300	392,100	56%

Information Assets > Press and Media, Marketing Services and Affiliates

Industry	Employment		Percent Change
	2008	2018	
audiologists			
4 Data processing, hosting, and related services	261,600	399,400	53%
5 Home health care services	958,000	1,399,400	46%
6 Specialized design services	143,100	208,700	46%
7 Computer systems design and related services	1,450,300	2,106,700	45%
8 Offices of mental health practitioners (except physicians)	59,100	84,400	43%
9 Other general merchandise stores	1,490,100	2,096,800	41%
10 Medical and diagnostic laboratories	218,500	305,500	40%
11 Offices of all other health practitioners	94,300	129,100	37%
12 Veterinary services	296,500	399,300	35%
13 Lessors of nonfinancial intangible assets (except copyrighted works)	28,200	37,900	34%
14 Waste treatment and disposal	100,900	135,400	34%
15 Offices of physicians	2,265,700	3,037,900	34%
16 Personal care services	621,600	819,100	32%
17 Facilities support services	132,700	173,600	31%
18 Other information services	133,600	174,700	31%
19 Offices of chiropractors	117,900	153,900	31%
20 Software publishers	263,700	342,800	30%
21 Support activities for road transportation	85,600	110,900	30%
22 Support activities for air transportation	167,200	216,600	30%
23 Plumbing, heating, and air-conditioning contractors	982,900	1,267,100	29%
24 Independent artists, writers, and performers	50,400	64,800	29%
25 Offices of dentists	818,800	1,052,200	29%
26 Research and development in the physical, engineering, and life sciences	558,000	709,000	27%
27 Landscaping services	669,400	848,400	27%
28 Wholesale electronic markets and agents and brokers	850,100	1,075,900	27%
29 Fitness and recreational sports centers	510,300	642,200	26%
30 Forestry; all jobs	9,300	11,700	26%
31 Vocational rehabilitation services	402,800	504,000	25%
32 Jewelry and silverware manufacturing	36,000	44,900	25%
33 Nursing care facilities	1,613,700	2,007,200	24%
34 Security systems services	116,000	144,000	24%
35 Sporting goods stores	250,300	309,500	24%

	Industry	Employment		Percent Change
		2008	2018	
36	Cable and other subscription programming	84,800	104,800	24%
37	Electrical contractors and other wiring installation contractors	909,800	1,122,700	23%
38	Museums, historical sites, and similar institutions	131,800	160,700	22%
39	Legal services	1,163,700	1,416,800	22%
40	Remediation and other waste management services	118,700	144,500	22%
41	Waste collection	140,600	171,100	22%
42	Other heavy and civil engineering construction	109,300	133,000	22%
43	Community food and housing, and emergency and other relief services	138,100	168,000	22%
44	Offices of optometrists	106,200	129,000	21%
45	Accounting, tax preparation, bookkeeping, and payroll services	950,100	1,149,200	21%
46	Pharmacies and drug stores	742,900	898,600	21%
47	Logging	57,000	68,900	21%
48	Beer, wine, and distilled alcoholic beverage merchant wholesalers	160,600	192,800	20%
49	Office administrative services	403,300	483,300	20%
50	Other specialty trade contractors	661,600	792,800	20%

Press and Media, Marketing Services and Affiliates

Getting the news out is the single most effective way to advertise a company, its products and services, and its superiority, with very little expense. In order to maximize media penetration—hence market penetration—it is essential that CLS has a news-making machine in place. The first step in building this machine is to develop a comprehensive database of news circulation pathways that will ultimately run all CLS’s mass and targeted information circulation campaigns.

The CLS press and media development project is multi-phase. The database development will have features such as:

- Automated email capability; internal tool or outsourced service
- Publicity and advertising program tracking
- Advertising budgeting and financial reporting
- Other tools added on to streamline the publicity and advertising campaigns as needed

In the first phase, a database of press/media for corporate publicity is developed. This database is connected to the automated press release and newsletter distribution system on the web site.

All corporate news will be distributed to this database—everything from new branding to new services and beyond. This database contains, but is not limited to:

- National/Global newspapers
- General interest, business, travel, technology periodicals
- Online publications of general news and industry news interest
- Television news programs
- Radio news programs
- Online news circulation services
- Companies that can be outsourced for managing online/email campaigns
- Affiliate companies that have reciprocal newscasting privileges

In the second phase, press and media by target market are added to the database and coded appropriately. For example, if the target market is construction with a subset of commercial buildings, press releases and other information can be frequently and regularly sent to these targeted communication channels when the industry penetration program is in effect, and beyond the targeted campaign to apprise the industry of relevant add-ons and changes at CLS. The media outlets are the same types as in phase 1. The database will also contain advertising contact subsets.

The online marketing database includes companies that do mass emailings, social networking sites, affiliate sites, etc. It also includes online advertising program companies and contacts, and any other online companies CLS utilizes for publicity, outreach and advertising.

Ongoing phases will be developed as technology leads to new communications channels, emerging markets evolve additional channels, etc.

See also: CLS_Press_Media.xls and CLS_Online_Marketing.xls

Organizations and Associations

As with the press, media, online services and affiliates database, this database will initially focus on associations and organizations CLS needs to be a member of, and industry organizations for general news circulation, event calendars, etc. As target market penetration campaigns launch, organizations that are used as marketing and communications channels for each industry will be added for news circulation and advertising purposes.

When profiling target industries and target markets, gather information on all the organizations that impact and are important to the industry, industry subsector, and target companies within them. This process provides the marketing and sales teams with important tools such as:

- Calendars of events CLS may need to attend or sponsor
- Networking opportunities to take advantage of
- In-industry newscasting opportunities
- Industry-specific trends that impact CLS's sales potential
- Opportunities to maximize give-back promotions
- Strategic alliance potential

See CLS_Membership_Associations.xls

Business Trends That Impact CLS's Marketing and Sales Strategies and Tactics

Trend hunting is essential to CLS's ongoing growth and profitability. Following are just a couple examples of business trends that impact how CLS is positioned in its industry and how it should present itself—both operationally and in marketing—to be responsive to what consumer companies expect from and demand of their business affiliates.

On an ongoing basis, as part of industry profiling, CLS research must include trend hunting and analysis. Doing so brings to light opportunities—in technology for example—that give the company advantage by being on the leading edge, innovating and staying out ahead of the competition. Operational decisions and targeted marketing campaigns need to be responsive at all times to relevant trends.

Top 10 Business Tech Trends for the 21st Century

1. Managing the convergence of 21st-century tools--computers and networks --will create the highest yield market opportunities for business.
2. Shaping customer relationships and enhancing customer satisfaction through the use of technology innovation will be business-critical for every enterprise.
3. Every business that wants to survive in the future must learn to evolve into an E-business: communicating, servicing, distributing, and marketing on the Net.
4. The convergence of the TV, computer, Net, and telephone will result in new business models, markets, and electronic channels that will revolutionize business.
5. The social impact of leading-edge technology on a longer-living, digitally savvy, globally connected marketplace will provide many new opportunities.
6. Real-time agility-how fast an enterprise can embrace leading-edge technology-will determine the efficiency, speed, and cost-effectiveness of its operations.
7. High-performance education about leading-edge technology solutions will become a central strategy for all companies.
8. Managing rapidly emerging technological change within an organization will be one of the central capabilities for everyone across the enterprise.

9. Technology-enabled products and services that incorporate deep customer contact, on-demand choices, and intuitive interaction will drive business success.
10. Learning to celebrate technology innovation, risk taking, and out-of-the-box thinking will be business-critical for the 21st-century enterprise.

Top eBusiness Trends for the 21st Century

1. E-business is a critical competitive strategy.
2. Managing customers' relationships by virtually serving their needs "24 x 7"-24 hours a day, 7 days a week is essential.
3. E-business that enables customers to personalize and customize products or services flourish.
4. Using the Net to find new customers and to better target customer preferences is a critical practice.
5. Producing, marketing, and distributing products or services online is a key cost-effective strategy for business.
6. Learning to develop and serve online communities with niche interests is essential to building customer loyalty.

Marketing the Company

In this category, the multiple, diverse tactics that comprise the strategy- and information-based processes are explained, justified and laid out as actionable steps. Together, each of these components—from the VOC to the results analysis of each target market campaign—make up the core of CLS’s comprehensive, operationalized marketing program.

VOC, Marketing, and Sales System Development

Fundamental to the information gathering in the first phase of repositioning CLS, is the *inward*-looking VOC process. Unlike the target industry analysis process, which looks outward to evaluate CLS’s potential market, the VOC determines what CLS clients need, want, and desire and how CLS can profitably deliver against this.

VOC needs to be constant and continuous to identify changes in the market and challenges in execution immediately for prompt response and correction.

The VOC process translates into more benefits for clients (selling opportunities and retention tools), and increases business for CLS.

VOC reporting utilizes client feedback to provide data to each department that’s charged with onboarding quickly and increasing company revenue. VOC:

- Reveals how CLS can increase revenue
- Shows how CLS can maximize profit
- Reveals processes and tactics for retaining customers
- Brings to light operational opportunities for improvement and cost savings
- Indicates ways to improve customer service
- Unearths practices that drive costs down
- Identifies client messaging
- Identifies key reasons for slow and fast ramp-up so they can be aligned for consistent and predictable ramp-up

VOC is, in fact, a *profit center* not an expense because it takes the labor- and time-intensive guesswork out of the selling process, and increases first-time success rates.

It asks, among many others things, for current clients to answer the question “What have we done for you, or not done for you, lately?” From the response to these questions, CLS will be able to:

- Create a benefits portfolio customized to each prospect
- Develop relationship building programs
- Introduce the program via sales calls
- Create opportunity for a web-ex
 - Sharing current benefits and offering up something new
 - Opportuning asking about other divisions, points of contact, etc.
- Show what CLS has uncovered and how CLS can improve bottom line, offer solutions, employee benefits

Create an online, password protected, custom benefits/solutions portfolio for each prospect. The key to operationalizing CLS's marketing is to get to the core of how all the CLS teams sell, work with, and service the clients and prospective clients—ultimately improving CLS's value and selling power. Getting started with the VOC process:

Forming Steering Committee and Kick off meeting

A steering committee is made of 6 to 10 key stakeholders who have a vested interest in the success of sales and marketing for CLS. The steering committee is responsible to steer the overall planning and implementation with initial objectives and governance, followed by supporting execution. The steering committee is chaired by a senior executive who owns the VOC, Marketing, and Sales System Program.

The team will include a cross functional representation from all disciplines and levels within CLS.

The initial meeting will review the current plan and objectives and to clarify roles and responsibilities for the life cycle of the project.

Timing: Week 1

Current State Development

To develop a robust system that is repeatable and sustainable we must first know where we are as a starting point so that the team can clearly see the opportunities for improvement, change or remain the same. Decisions are made based on fact and not on opinion or “this is the way we’ve always done it”.

To create an effective current state picture we will first conduct a series of activities including data collection to document and gather supporting data for the existing processes known as pre-work.

The methodology MetaOps will use consists of gathering existing documentation of existing processes. Where documentation is limited MetaOps will use tally sheets and other methods (interviewing; creating process maps, etc.) to assist the team in gathering data to build the current state picture.

The result of the Current State Development will be a clear picture of each of the following processes:

- Prospect Pre-work
- Sales Process
- On-boarding process
- Client Ramp-up
- Client Penetration

Once the current state development is completed a report with the detailed findings including process maps, metrics, current performance data, anecdotal observations and initial VOC investigation plan will be presented to the Steering Committee and other key executives during a workshop. The key deliverables in this workshop will be a sign-off indicating agreement with the current state starting point and the initial design for the VOC investigation plan.

Timing: Week 1-3

VOC Investigation

In order to implement effective and efficient processes and practices, CLS must first understand how its objectives, processes and practices align (or are misaligned) with their customers' opinions and usage of CLS services (VOC). Where gaps are identified between CLS Sales, Operations and Customers, improvements can be implemented to align the three groups.

The VOC investigation will consist of one-on-one, Executive Interviews conducted by telephone among a representative sample of CLS customers based on the outcome of the Current State workshop. Some typical things we may want to understand are:

- Their perceptions of CLS services and the source of those perceptions
- Their on-boarding experience
- Their current usage levels and patterns of use of CLS services
- Reasons for current usage segmentation (CLS vs. other services)
- Barriers to using CLS for all long-term stay opportunities
- Opportunities for increasing penetration

Analysis involves the comparison of VOC perceptions and practices against CLS Current State Sales and Service, processes and practices. Subject to data not yet revealed the analysis will:

- Provide summary interpretation of the data.
- Provide a thorough understanding of the dynamics that contribute to customer perceptions of CLS and reasons for not fully utilizing CLS services
- Their on-boarding experience
- Provide areas of opportunity and improvement for increasing penetration and reducing on-boarding time
- Summarize data using charts and graphs
- Provide documentation of each interview.
- Provide anecdotal comments that provide more insights whenever possible.
- Identify key marketing messaging and potential marketing strategies.

- Identify improved on-boarding methodologies

Timing: Week 4-6 – This process will take approximately 3 weeks depending on the ease of reaching the key client contacts.

MetaOps will report out to the steering committee after each of the 6 interviews to allow for redesign of the VOC investigation. Early findings may reveal the need to gather more or different data.

After the analysis is completed, MetaOps will present the findings and recommendations in a half to full day workshop.

Future State of VOC, Sales and Marketing System

This is where the magic occurs. From the foregoing activities and actions a new future state system is developed and implemented that is repeatable, sustainable, self-maintaining and self-correcting.

MetaOps will work alongside the CLS Steering Committee to create the new future state processes for:

- Prospect Pre-work including the new company profiling process.
- Sales Process with supporting tools such as the Prospect Cost Benefit Analysis Assessment.
- On-boarding process that aligns sales and operations for superior client experiences.
- Client Ramp-up with tools to engage the client quickly and enforce a travel management program.
- Client Penetration with tools and techniques to penetrate each client for increased bookings.

From the future state process MetaOps and the Steering Committee may identify services or tools that need to be created to support the future state vision/process.

Key functions that will be included in the future state processes are:

- Specific methods and steps for each process that clearly identify who does what, when, how and where documented in a standard operating procedures.
- Methods implemented to continually measure, analyze effectiveness and adjust the system.
- Training workshops to onboard all stakeholders responsible for sustaining the desired outcomes of the future state process.

Timing: Week 7 to 11

The timing here will depend on scheduling with the CLS team.

Approved Deliverable is a new process and tools for pre-qualifying, sales, on-boarding, ramp-up and penetration.

Numerous tools, not initially budgeted for because they are unknown until after the VOC and profiling processes, will be added. Following is an example xample of a tool:

Total Lodging Cost Assessment – a free assessment that will

Total Lodging Cost Assessment – a free assessment that will

A free one day site analysis at tier 1 and some tier 2 prospects. This analysis is conducted by one of the CLS financial executives to reveal the real and hidden costs of doing an in-house travel program. The analysis will look something like this:

- Review of hotel bills with documentation of:
 - Overpaid taxes
 - Incidental charges
 - No show charges
 - Other costs that can be better controlled

- Interviews with key employees who service the lodging to identify:
 - Do employees get points
 - Do they have a travel policy
 - What are the issues they have around travel bookings
 - What are the visible and hidden costs associated with current practices
 - Why would we change / not change things
 - What's the benefit to each stakeholder group to change
 - Identify barriers to the future sale such as:
 - Admin loves negotiating
 - Admin loves the glamour of dealing with travel
 - Employees are very attached to their points / rewards programs
 - Feeling that this is a loss of 'control' by those accustomed to handling their own travel arrangements
 - Etc.
 - You'll capture anecdotal comments that can be used in future sales presentations.
 - Cost Base Analysis prepared during the TLC workshop that Identify the wastes:
 - Employees / admin doing the lodging setup process – what are they doing?
 - Uncover the degree of inefficiencies due to lack of expertise – excessive activity costs

- Uncover the likelihood of money on the table; not getting the best rates or packaged product
- Degree of distraction from core value-add activities dealing with lodging
- Etc. (see worksheet of 'activity costs' as a concept)
- During the workshop they will be involved with validating
 - The current state of the lodging processes
 - Pain points for each stakeholder group
 - Understanding areas of opportunity
 - The benefits of making changes
- A mini version of this assessment will be online as the benefits and savings calculator that can be used in an expanded form for specific prospect TLC assessments. See attached concept worksheet "TLC Worksheet".

The interim report will be a written report that is crafted at the office and presented in a webinar. MetaOps can train the team to engage the executives around the waste being consumed by doing it in house.

The goal is to develop an automated report where all the data inputs are created during the site analysis using your iPad. At the end of the workshop all the executives are called in to report out the findings.

If possible the program will spit out all the key data points into a deliverable PowerPoint type presentation.

See also Total Lodging Cost Assessment.xls

Sample report outputs:

1. Roll-up of data reflecting the current state environment and associated costs.
 2. Comparison of this to other companies in similar industries – benchmarking comparison.
 3. Specific recommendations for change.
-

Target Industry and Company Profiling

Optimal ROI is completely dependent on CLS selling and servicing the right clients (tier 1 and tier 2). Profiling and identifying the core attributes that will make the best clients is a critical aspect of the CLS marketing and sales plan. The profiling will provide sales the needed details and identify the specific companies for sales to hunt and close.

It makes sense that a critical component to profitable sales, such as the profiling, will become a core competency of CLS. Developing a profiling department (possibly part of Liz's department) that is consistently feeding sales the right prospects will align succinctly with the sales process, on boarding and ramp-up.

The CLS profiling program creates a system by which CLS:

- Identifies target industries
- Identifies target industry subsectors
- Identifies tier 1 and 2 target companies within industries/subsectors
- Determines how to customize a benefits and solutions portfolio for each target company that will
 - Accelerate the selling process
 - Ensure closing the sale in most cases

Profiling

This is a system by which profilers—CLS's "gatherers"—use an intranet interface/CRM to collect and database a comprehensive "picture" of each potential client from their specific needs as voiced to the gatherers to historic data contributed by other CLS departments that helps the hunters put together a customized sales packet that illustrates exactly what level of savings and benefit the client company can expect. Gatherers will, on an ongoing basis:

- Build a comprehensive profile of each industry that's been deemed a viable target industry
- Build company-specific profiles of target companies (Tier 1 and 2) to enable precision customization, conversion, on-boarding, and quick ramp-up
- One outcome; good information to create a mini marketing campaign (plan) within client companies to facilitate quick ramp-up
- Require each CLS department to contribute relevant information to the profile via the intranet, such as:
 - Fiscal success stories from similar clients
 - Industry-specific solutions used successfully for other companies
 - Savings and benefits calculations based on historic data

Pre-qualifying and Self-qualifying

As part of the profiling process, this tool is an outcome from the current state VOC work. An integral part of each potential client profile, this tool will ask questions such as:

- On average does your team stay 7 or more nights in one location?
- How many employees typically are staying 7 or more nights on the road?
- How many hotel nights do you purchase on average each month?

- How many administrative staff are required to manage your lodging requests?
- How many hotel invoices do you process per month?
- How many lost work days do you have due to lodging issues?
- Much more will be identified during the VOC program when the pre-qualifying process is developed.

Resulting data provides information to sell the right companies, accelerate the close effectively and generate ever-improving industry profiling.

Branding

As CLS is repositioning itself in its industry and rolling out strategies for aggressive growth, it's essential to look at how its brand, key messaging and digital and print look and feel are perceived by potential clients. Ideally, *every* aspect of CLS's marketing packaging needs to inform and compel.

In making determinations about the CLS brand, this plan section provides a road map is designed to ask and answer the questions that enable ideal decisions about how CLS needs to look and feel to its markets, and how it embraces and services them as the industry expert and best go-to for business travel housing solutions.

Once the current-state, and inward and outward research is complete, the MetaOps and CLS teams will have the data to make a very informed decision for the future brand. Asking and answering the following questions will generate design and messaging concepts that are the foundation of the CLS presence to its constituency, and its first line of sales force to its target markets.

Company Name

Consideration of a name change is based on the fact that CLS is repositioning itself, and that the positioning statement-- CLS is an innovative, consultative **solutions provider** with an expertise in the travel industry--indicates that a name change might strengthen the brand.

1. Is it *short* enough?
2. Is it specific to and *reflect* the specialized business?
3. Is it *unique*?
4. Is it *creative*?
5. Is it an easy name to *say, spell, and remember*?
6. Does it have all the *qualities* of the logo (below)?

Revision Possibilities

“Corporate Lodging Source” (“Solutions” is taken): Broadens the market, speaks the industry vernacular, doesn’t change the acronym used in the URL.

“Corporate Lodging Services”: Broadens the market, in vernacular, same acronym

“Business Travel Lodging”: Departs from the term corporate which can be construed as suit and tie-ish, says exactly what the company does, the slogan could retain the original acronym for the URL (i.e. your corporate lodging source/solution/service)

“Long-Stay Lodging”: A complete departure as an example of potential sweeping changes
















Logo (and other graphic identifiers)

1. Does the CLS logo *capture the essence* of CLS’s services, and expertise differentiators?
2. Is the CLS logo *eye-catching*: does it compel viewers to look at it? Does the CLS logo create an instant *impression*: does it make the viewer want to know more?
3. Is the CLS Logo *describable*: will people reference it as an identifying element when they recommend CLS?
4. Is the CLS Logo *memorable*: will customers who see it, like it, enjoy it and talk about it?
5. Is the CLS Logo *effective* in color and black and white: will everyone know instantly that it’s the CLS moniker every time?
6. Is the CLS Logo *scalable* (staying effective): is it beautiful, compelling and sexy in its simplicity?
7. Is the CLS Logo *relevant* to the corporate housing industry: will CLS’s competitors envy it and wish they’d thought of it, and will the customers know they are in the right industry because it obviously represents.
8. Is the CLS logo *evergreen*: is it perhaps already locked into a style that was trendy in the 90s but won’t inspire interest and buzz in the 21st century?
9. Is the CLS logo *unique*, anything special?
10. Is the CLS logo used *consistently*: are there a number of variations of it and levels of resolution?
11. Is the CLS logo *appealing*: does it have an overall likability factor?
12. Does the CLS logo have equal *impact* in digital and print media?
13. Is the CLS logo *comprehensible*: does it look like what it represents?
14. Is the CLS logo based on *target market research* or the individual aesthetics of a designer?
15. Is the CLS logo entirely *original* or is it a borrowed concept?
16. If it includes fonts, is it *easy to read* at any size?

Sample Concepts

Following are examples of effective, contemporary, evergreen logos. Many have nothing to do with this corporate housing industry. Note: it is very important not to use an acronym in the logo for CLS because the acronym has no meaning and will just use valuable imagery

real estate. These logos incorporate company identity with graphic impact; they are appropriate concepts for CLS to follow because of the length of the name and need for an accompanying descriptive slogan in most cases.



Slogan/Tagline (and other key messaging/branding phrases)

The slogan and other key statements need to have all the characteristics of the slogan; this means it should even have an assigned font that makes it visually compelling. Also:

1. Is the CLS slogan *unique*: is anyone else using it or something very much like it?
2. Is the CLS slogan *concise*: does it say exactly what it needs to and quickly, cleanly?
3. Is the CLS slogan *memorable*: will readers remember it as part of CLS's branding because it's catchy and cool?
4. Is the CLS slogan *honest*: does it really say what CLS is and does?
5. Is the CLS slogan *consistent*: does it always appear with the logo and key messaging?
6. Does the CLS slogan *identify and communicate* one or a number of qualities of CLS that are top selling points?
7. Does the CLS slogan *sell or inform* (sell is the preferred answer)?
8. Is the CLS slogan *evergreen*; will it appeal/inform/sell to its intended audience equally well in 2050?
9. Is the CLS slogan written in a *tone* appropriate and compelling to its intended audience?
10. Is the CLS slogan a 100% *enhancement* to the logo and overall branding?

Possibilities (these depend on whether CLS has a name revision)

Your high tech, personal touch business travel team

Extended-stay housing solutions

Business lodging solutions

Your business lodging partner (team)

Your corporate lodging provider

biz-housing at its best

Lodging for traveling workers

Biz-lodging for everyone

Extended-stay one-stop

Your business travel solutions source

Look and Feel

High tech, personal touch.

The overall look and feel of all elements used to promote, communicate and sell CLS, need to maximize their potential to achieve their goal. So... does the look and feel of the company reflect CLS's goal-based marketing and sales strategies:

1. Does the web site, letterhead, print collateral, key messaging, deep messaging, graphic enhancement, etc., etc.... leverage core strengths, i.e.:
 - a. Knowledge
 - b. Technological innovation
 - c. Culture
2. Do these communications tools and tactics establish CLS's competitive advantage?
3. Do they position CLS as *the* solutions provider in the project-based niche of the corporate housing industry?
4. Are they "door openers" in the market; and are they deal closers?
5. Do they communicate that CLS's goal is to add its team to the corporate travel team of each client?
6. Do they inspire potential clients to form team relationships with CLS in order for CLS to
 - a. Progressively build service shares?
 - b. Obtain access to clients' subcontractor networks?
 - c. Inspire existing clients to refer CLS to other company decision makers?
7. Do they communicate
 - a. CLS's differentiators and value?
 - b. That CLS offers timely solutions based on an understanding of each client company's unique challenges?
 - c. CLS credibility and knowledge?

- d. That CLS is the only company in the industry that knows what clients need both for their profitability and the health, happiness and overall travel wellness of their deployed employees?

Concepts

Because CLS is a housing provider, in the corporate travel industry, that differentiates itself from many because it uses hotel/motel properties (as well, ultimately as other types), and is also differentiated by technology, knowledge and its corporate culture, the company will do well to establish a look and feel that reflects this. Here are some *look and feel* sample home pages (and URLs) from hospitality industry and business travel sites also noted for their technology, knowledge and corporate culture (some are also known as being thoroughly high tech). Use these to evaluate a list of likes and dislikes, for example, colors, functionality, amount of information per page, etc.:



<http://www.yeshotels.gr/node>



<http://www.thepodhotel.com/>



<http://www.starwoodhotels.com/element/index.html>



https://axptravel.americanexpress.com/consumertravel/travel.do?us_nu=subtab&inav=menu_travel_book



<http://www.orbitz.com/>



<http://www.tandt.com/>



<http://www.oakwood.com/>

Communications Platform and Core Messaging

This section of the plan is used for defining CLS's corporate attributes in ways that sell, sell, sell. Then using the best communications vehicle to get the messaging to the people who have the influence to contract with CLS. Use the communications platform and core messaging plan section as a pathway from defining CLS as the go-to to utilizing messaging for sales.

The communications platform is two-fold:

- Corporate Core Messaging and Communication Tactics/Vehicles (addressed in this section)
- Target Market Messaging and Communication Tactics/Vehicles (addressed in the target marketing section)

Overarching Messaging

CLS's positioning statement is: CLS is, above all, an innovative, consultative solutions provider with an expertise in the travel industry. However, the company is actually multi-positioned. It fills five critical business niches that need to be maximized in operations and sales, and communicated to target industries and companies.

1. Matchmaker = types of hotel partners need to match up to client company types/needs

Operating under the premise that outdoor labor business travelers are most comfortable in more spare, easy to clean budget hotels and movie stars on a set prefer high luxury, CLS needs to serve as a matchmaker for the clients and hotels by utilizing profiles to determine the best lodging types for clients as a selling tool, and communicating to potential hotel partners that CLS clients match their accommodations so they have a sure market with CLS.

2. Services to the Field Provider for brand loyalty and retention (no one else does this)

This program builds a bridge between CLS and the end-user/field operative for the purpose of improving CLS's understanding of client needs while increasing brand loyalty and client employees reporting back to their travel managers positively, increasing sales.

Programs can include:

- Quarterly drawings – every hotel night booked = one entry
- Department/field pizza parties
- Coffee and bagels/doughnuts
- Electronic welcome pack with details of their new area
- Database of employee contact and preferences – such as prefer text message or email message.

3. Corporate Travel Management, and entire industry

The solutions benefit pack will be reviewed and analyzed and developed based on ROI and VOC, but the corporate travel management industry gives CLS opportunity to create and/or offer solutions for client companies in the areas of:

- Customized technology solutions like online booking changes
- Travel Policy Development and enforcement (online software)
- Ongoing travel management process improvement consultation
- Quality control of properties, pricing, services
- VIP and concierge services
- Group travel planning services like
 - Site Selection
 - Supplier Negotiations and Contracting
 - Group Airline Contracting

- Hotel Contracting
- Ground Transportation Contracting
- Group Air Coordination and Reservations
- Hotel Coordination and Reservations
- Ground Transportation Coordination
- Hotel Rooming Block Management
- Onsite Travel Staff
- Customized Reporting
- 24-Hour Travel Assistance

4. Business process outsourcing

CLS offers services that clearly fit into the category of business process outsourcing and need to be marketed at such. Most companies are quite accustomed to outsourcing services like accounting, legal, IT, manufacturing, etc. Their comfort with these types of outsourcing need to be leveraged for overcoming barriers to sales such as reduction in travel management staff.

5. Travel and Entertainment (T&E) Expense management (i.e. Concur.com)

Typically a company's second largest controllable expense (according to American Express), CLS can greatly reduce that expense for clients. Marketing the company as an expense management solution cuts right to the quick of what is most important to CEOs: cutting costs and maximizing profits.

Core Messaging

In this section of the plan, each of the following categories of CLS differentiators must have core messaging that explains, extrapolates the nugget and sells in the most concise, specific and wildly compelling way. The core messaging will be used in sales letters, email messages, voice mail messages, sales team scripts, website copy, press releases, white papers, speeches and other communications. Then, these core concepts will be ready to use as seductive selling tools because they will reach potential clients on an emotional level that speaks directly to both their needs and wants.

The differentiators come in these categories:

- Services and products: Each of CLS's bragging rights services and products will be sellingly described and messaged out in the best possible way for consistent use in all marketing and sales communications
- Currently utilized messaging: These are the differentiators that CLS already uses in communications; they will be reviewed and revised to add sizzle and sell-factor

- State-of-the-market messaging: This messaging responds to discoveries made in the 2009 survey, VOC, profiling, etc.
- How CLS makes the client feel messaging: from the brand essence wheel exercise, the emotions compiled will be messaged out to add the personal touch to the CLS high tech
- Deemed important from industry surveys: research has and will continue to uncover business travel housing wish lists that will be responded to by CLS and messaged out—developed from data collected for seductive selling—accordingly
- Company personality: also from the brand essence wheel exercise, messaging the CLS personality out adds the personal touch and embraces the markets
- WIFMs: In direct response to the requests of clients and potential clients, this messaging (ideal for FAQ situations) will tell the customer exactly what is in it for them, and make sure that demand is created
- Barriers to sales: It's critical to anticipate resistance and cut it off at the ground before it has a chance to grow; this messaging does that

Buzzwords of CLS's Marketing strategies in action: Profiling, partnership, interactive online, team-to-team sales, savings and benefits calculator

Concepts

Solutions that benefit you.

- CLS does the heavy lifting so you don't have to
- CLS solutions tailored to your needs
- Expert solutions bring bottom line benefits
- Expert solutions = calculated benefits
- Expert solutions = tangible benefits
- Delivering expert solutions that make a difference

Core Messaging Differentiators, etc.

Following are services, benefits and differentiators CLS currently has/uses to set themselves apart in the corporate housing industry, key differentiators found important to corporate travel managers not yet implemented in CLS's messaging, and the CLS WIFMs and barriers to closing clients. For each differentiator, there needs to be a one-byte message and a short paragraph of explanation. These messaging components are for use on the web site, in printed collateral, in press releases, in sales team scripts, etc. They are designed to communicate the product, service, benefit, solution, or differentiator in the most succinct, compelling and memorable way possible. Core messaging topic categories include:

Services and Products

Currently, CLS markets its services and bases its sales strategies on these differentiators:

- Stat Pack

- Distance tracker
- STMS
- iPhone application
- Declined Reservation Report
- Efficiency
- Software - customization
- Web Genesis
- Billing
- Organization - Separation by job code
- Values
- Guarantee - no unauthorized charges
- Analysis - find charges they shouldn't have charged
- Timely
- Billing within 45 days or stay is FREE
- Tax Expertise
- Innovative
- Efficiency Expertise
- Tech Savvy
- Solution Provider
- Flexible
- Easy to Use
- Employees are best of the best
- Nimble
- Customer/Client Driven
- Analytical

Currently Utilized or Considered by CLS for Messaging and Sales

Currently, CLS uses or considers using these phrasing for marketing purposes:

- Reduces supply chain costs
- Optimizes client's use of the scarce time resource by performing the rate/billing/accommodation availability research
- Consolidates billing, streamlining/simplifying and speeding up client travel accounting and reconciliation
- Keeps employees focused on their business, not the business of their business travel
- Automates spending, payment and reservation activity tracking with WebGenesis online
- Eliminates unauthorized charges
- Guarantees rate savings through corporate rate comparisons and accountability and allows client verification of same

- Assures client's lodging policy is in force and enforced (i.e. preventing unauthorized charges, doubling up guests, etc.)
- Eliminates client's wasted time fighting no-show charges and pursuing tax reductions
- One call complete service
- Processes billing during the billing cycle, no late bills
- Prevents employees from making their own reservations thus mismanaging per diem
- Provides detailed analysis to improve spending control, budgeting and increased savings
- Eliminates need for multiple direct billing and company credit cards
- CLS is not about best rates
- CLS is a total solution package
- Different "titles" within an organization have different goals and plug into the process at different points
- Need to build relationships at multiple levels
 - Grows the business
 - Establishes credibility
 - Firmly immerses CLS within a company
- Clients need education and knowledge about total solution
- Simplify
- Partnership 1+1=3
- Improved profitability (savings)
- Provides Knowledge
- Smarter
- Improves process
- Provide a consultative point of view/service
- Find solutions to problems they didn't know existed
- Increase my stock at my company
- Provides innovative thinking = savings
- Offers solutions
- Personalized Service
- Technology/innovative
- Service driven
- Knowledgeable
- Expert Travel Consultants
- Innovative
- Partners
- Efficient
- Skin in the game
- Savings genius
- Ninja negotiators

- Solutions Guru
- Best Places to work - #3 rank
- Innovation award
- \$2MM investment in growth of company
- iPhone app
- Charitable giving
- Installation of generator – plan for disaster recovery – minimizes down time
- Expanded hotel partnership (6000 hotels)
- Deepest discounts
- Average rank by customers 9.6 out of 10
- V card – fraud protection credit card system

MetaOps State-of-the-Market and VOC Data (current customers of CLS 2009)

- 35% of travel managers are administrators followed by operations manager, travel manager and office manager; 6% are controllers
- Construction and restaurant industries have traditionally been CLS's best customers
- 60% of companies contacting CLS wanted to reduce lodging and lodging admin costs
- Half wanted to focus on their business, not the travel
- 60% wanted to pass on the hassle of travel arranging
- 73% wanted to reduce lodging expense
- 50% wanted detailed reporting
- 81% wanted to reduce expenses of time/labor
- 73% wanted consolidated billing
- 80% wanted to increase travel policy control
- 38% wanted an unlimited hotel list
- 51% wanted custom solutions
- 73% wanted timely resolution of billing and issues
- Their concerns in order of priority:
 - Receiving timely resolution of problems
 - Couldn't see benefits clearly
 - Hotel choices limited
 - Loyalty rewards/points loss
 - Signing a contract
 - Traveler resistance
- 62% want a guarantee against unauthorized charges
- Roughly half also wanted 24 hour emergency response, air, car and meeting room reservations

- 71% use the internet to research business travel
- 100% use trade associations for communicating industry news

Deemed Important from Industry Surveys

Based on industry surveys, key differentiators also need to be end-user focused; the end-user is the client-company employee who does the traveling. In addition to the employee's access to on- and off-property amenities, it is important to these client companies that:

- Their employees are safe
- It's possible for them to make last-minute reservation and room changes without incurring penalties
- The properties really do offer suite accommodations when requested, not just rooms with a microwave, desk and WiFi marketed as suites
- Employees don't lose their travel points and perks because the booked accommodations aren't on their plan

These considerations indicate that it is essential to CLS that its marketing and sales communications are employee-centric as well as client-company-centric.

How CLS Makes the Client Feel

- Like a hero
- Expert
- More knowledgeable/smart
- Creative/Innovative
- Organized/ efficient
- More Fiscally responsible
- In control
- Like I have it together
- Valued
- Relieved
- Buttoned-up – in control
- Validated –
- Confident in a decision
- I made the right decision
- Approved of
- Knowledgeable

Company Personality

- Company Personality

- Casual - curvy
- Friendly
- Sense of humor
- Funny
- Competitive - strive for the best
- Savvy
- Persuasive
- High Energy
- Professional
- Intelligent
- Respectable
- caring
- Family
- Work hard - Play hard
- Appreciative
- Kind
- Positive
- Ethical - honest CLS

WIIFMs

CFO WIIFMs

- Control costs
- Save them money on rates and soft costs related to making reservations and processing invoices.
- Stream line the entire operation
- Free up more time for their staff to work on other things.
- Control, savings, reporting
- Ease of billing and real time data of what is actually spent weekly, monthly, yearly and in one simple bill to read.
- To determine what's slipping through the cracks and comprehensive approach to cost control. Provide them more time to focus on revenue producing activities and core of business. Ability to monitor /track all your payment and reservation history 24/7 –comprehensive snapshot of their total spend, hotels rented in a year, detailed lodging expense by location and job. Direct & Indirect savings and a quarterly report w/statistical analysis. IRS compliant.
- CFO-Improve trackability, true savings, and true efficiencies that you can present to the board of directors, and never pay unauthorized charges.
- greater control/knowledge/savings
- Saving money increased productivity
- saving money for the company, consolidated billing, cost control, streamlining

- Savings via no unauthorized charges etc.. Stat packs and tracking

Influencer or Operations WIIFMs

- Detailed paperless expense. Streamlining their billing process efficiently-custom coded invoices and the ability to track everything 24/7. Cut down on payroll. Ensure correct billing
- Able to track your guys in the field, able to consolidate the bills, never pay for unauthorized charges
- information/efficiencies/savings
- Influencer or Op's you can focus on operations and what your primary responsibilities are.
- saving time and money, support for field so they can focus on core business, no DB set ups or cc authorizations needed, 24/7 emergency services
- Make them look good by implementing the program.
- Showing cost savings to CFO
- Be able to use the admin for additional projects
- Happy travelers at good or better properties, simple system, less paperwork for travelers, no credit cards
- Ease of what situation they are in now and letting CLS do everything for them. Less work for this position to handle. This person will also look like a Hero for influencing our product to the CFO
- No more time wasted negotiating rates and dealing with hotel turnover rate changes

Administrative WIIFMS

- Freeing up more time for he/she to be able to really focus on their job and insure each person he or she supports is supported to the best capability.
- Ease of making reservations
- They don't need to be setting up direct bill with every reservation
- And they don't need to be spending so much time processing invoices
- Looking good to the management
- Consolidated invoices, one call reservations are made. Discrepancies with hotel bills, now shows , cancelations etc all handled and resolved by CLS. Piece of mind knowing the efficiencies are in place and you can focus on other administrative duties
- Still provides you the control of the field personnel, you are able to make the best decision without all the leg work and worrying if you really received the best rate. This cuts down on your time spending going through the bills to see if the rate has changed, if there are unauthorized charges, and provide savings and efficiencies to improve the company bottom line. -

- Allows them to be more efficient – save time and resources /quick resource options for projects separately. Eliminate the need to research hotels, and more-reduce their work load.
- More time, analyze options, proactive vs. reactive, they have complete control
- One invoice not 50.

Barriers to Sales

- Terms of the Agreement –Payment terms – credit card back up
- Outsourcing – Travelers complaint of mandate and loss of control for them
- Changing the way they do business – Comfortable in the old process
- Putting all their eggs in one basket
- We already have someone in place
 - Taking away a position within the organization
 - Billing
 - Out if network hotels
- Use a TA or have a dedicated travel dept. already in place.
- Concerns about implementation.
- Not compelling enough.
- Think they can negotiate just fine on own.
- Companies that do not want the billing (Rooms Direct would be great if we could offer all the properties they need and make money)
- Companies use per diems and will not change (again Rooms Direct)
- Company using credit cards and getting points
- We have it all under control internally
- We use another similar company
- Not interested
- We're not large enough to use your services
- No One wants to control or be in charge of the program
- Can't get to DM without using influencer who is not motivated
- They already have a Policy and Procedure and do not want to make the change
- Receiving the correct information from the contact in order to really see if we are a fit
- The client understanding that we are not a travel agent
- Getting the client to understand this is not Expedia or any other online travel agency
- We are already doing this, I don't see the value that you would be able to give
- We already receive the best available rate
- We do not want to take the time for our people to be on the phone and have options sent back and forth
- Our guys are on per diem

- We need a company that also can do airlines and rental cars
- We just signed an agreement with a travel agency and we don't want to branch off the extended stay as its too much trouble for us to differentiate or identify.
- We have training but nothing 7 nights or more. (typically training is 3-5 day classes max)

Corporate-level Communications Platform

The CLS communications campaign is based on CLS services/products all about the client – “Solutions that benefit you.” The communications platform drives sales by target-focused translation of CLS's unique service suite, for example

- Expert solutions like how CLS's client profiling delivers unsurpassed service package customization resulting in benefits to the client such as expansive business travel savings, all delivered in a customized Benefits Portfolio
- CLS Differentiators, i.e. online technologies that deliver 24/7 and are explained in individualized Solutions Portfolios
- Services and Products—like WebGenesis—illuminated in such a way it's perceived as a must-have without letting the technology-design cat out of the bag
- One-byte, sales-closing messaging about each CLS client WIFM, for example: “I need to control costs” = “Last month, CLS saved 10 companies \$3 million in housing costs, \$1.2 million in taxes and \$.7 million in travel department overtime. We can save you a few hundred thousand next month.”
- Impactful, concise, compelling core messaging on CLS value to clients and against barriers to sales, i.e.: when the client says “but if we use you, we'll have to lay off travel department people,” we've already said “CLS will save you so much money you can promote-transfer your booking staff to other positions you need filled by experienced people.”
- Brand essence wheel findings which are the foundation of CLS's high tech personal touch
- Industry research findings that help keep messaging responsive to market changes, relevant and current

One example of a component of the corporate communications plan is the use of white papers: The purpose of disseminating “white papers” on a range of topics is to deliver smart thinking to key individuals within a target audience.

Rationale: Demonstrates CLS knowledge and positions key people as thought leaders

Sample topics:

1. Demonstrate the value of technology
 - a. Show how CLS' leading edge IT department delivers reporting, saves money, etc.
 - b. Show case studies that clearly outline significant cost savings to clients
 - c. Share the value of systems and tools that enable a company to increase business (whale hunt)

- d. What CFO's need to know about cyber security
- 2. Streamlining operations
 - a. Show the value of outsourcing
 - b. The importance of operationalizing business to include sales and marketing
- 3. Keeping employees happy
 - a. How to create a desirable workplace, attract top talent and empower employees to be brand ambassadors
 - b. What motivates employees: understanding that it's not always financial rewards

Another example is using effective messaging in speaking engagements. This component of the communications plan Demonstrates thought leadership, positions key execs as subject matter experts (SMEs) which enables CLS to connect with decision makers in target industries and begin to build relationships.

Possible opportunities:

- 1. CFO conferences
 - a. Key note engagements
 - b. Break-out sessions
- 2. Target industry conferences
- 3. Trade shows – topics may be similar to white papers and also include subjects like:
 - a. Streamlining travel management expenses; how to replace travel rewards points with other employee benefits.
 - b. Growing your business – doing more with less
 - c. Know when to call the guy – understanding when outsourcing makes the most sense and how to profit

See Corporate Marketing Campaign and Target Marketing Campaigns sections for additional communications campaign vehicles.

CLS = Industry Expert/Brand Ambassadors = The Face of the Company

The employees of CLS are its face. This plan evolves the operationalized Brand Ambassadors program (see Operations section for more on this) beyond its being an integral part of daily sales and operations to being the face of CLS to the market and clients.

The rationale for this is multifold. The employees love CLS and believe in it unwaveringly; who better to show the value of CLS off than them? The employees, through their interaction via vidChat and web-based videos, sell companies on the merits of doing business with CLS. Through team-to-team sales, they establish themselves not as contractors or outsourced labor, but as members of each client company's business travel team.

The brand ambassador employees will:

- Man the live video chat interface on the new web site
- Explain and educate visitors to the site in videos
- Be featured in YouTube Videos
- Circulate Jing-styled video messages
- Be featured in team bios on the site and in print campaigns
- Star in the print collateral
- And much more

Brand Ambassadors Messaging Example: “Who I am and what I deliver - I deliver billing in 30 days or it's free.”

Brand Ambassadors don't just speak the same language – they know how they contribute to the mission and the measure of their personal success to that mission.

Use the following qualities of demonstrating CLS expertise as the foundation for everything these brand ambassadors do in carrying out their duties as the public expert face of CLS:

CLS Expertise

Establishing CLS as the leading expert in long-term business travel housing/lodging is key to achieving the overarching objective as well as the market-by-market objectives; execution of this plan establishes CLS as the industry and client services expert. Characteristics of an industry expert as determined by customers and competitors due to execution of this plan are:

- Clarity of Vision

i.e. “we know what our customers need, and we know what we can deliver”

CLS's vision is to have the lion's share of the project-based, hotel-utilizing corporate travel industry sector. This is achieved by evaluating who the largest buyers in the CLS niche are, how to close sales with them, and how to identify markets and client companies based on how to acquire proven buyers who are currently working with other housing providers and identifying new ones based on industry trends and emerging markets.

- Knowledge of Industry

i.e. “Voice of the customer and industry/client profiling makes sure our industry niche meets their industry needs”

CLS is very clear on what their industry sector is and what the corporate housing (and travel) industries look like overall. CLS's marketing approach analyzes what services and marketing thereof work (and don't) in these industries and leverages the best practices. Additionally, it analyzes industry growth trends, changing project deployment policies,

corporate travel evolution and many other aspects of these industries to determine how CLS communicates and sells their superior differentiators to prospects.

- Reliability and Quality of Service

i.e. “our employees are our brand ambassadors—they know what they are doing and *own* their capability delivery”

A CLS differentiator, reliability is a key marketing concept because it allows corporate travel planners/managers the time-saving, stress-reducing “luxury” of handing over corporate lodging management to CLS, worry free. CLS recognizes that its operations and customer service teams are second to none, and these are key concepts to market to potential clients.

- Leadership in the Industry

i.e. “there was no clear leader until CLS leveraged its technology and VOC/profiling to leap out in front”

While prominent, CLS is not yet an earnings leader in the market. However effective niche marketing and team-to-team sales will change that. Market research indicates that there is ample cross-industries opportunity, and preeminence is a matter only of effective marketing and sales.

- Integrity and Fulfillment of Promises

i.e. “our clients are our partners, and we protect our partners”

CLS prides itself on business and personal integrity—being hands on and high touch, partnering with its clients. Marketing must reflect that CLS is an invested member of its clients’ corporate travel teams.

- Anticipation of Client Needs

i.e. “through VOC, profiling, team-to-team service and ongoing needs assessments, we’ve established CLS as a client-driven service provider”

CLS has established that it well understands the financial and lodging logistics needs of its client companies and their CEOs/CFOs/travel managers; however, industry surveys show that the clients company teams worry about the comfort, safety, convenience, amenities corporate housing offers their employees. Communicating the relevant value-added of CLS corporate lodging solutions to the deployed teams is currently not part of CLS’s marketing strategy and is considered essential to it.

- Precise and Compelling Communication

As with most industries, the corporate housing industry has established vernacular and jargon. Terms that may be intended to be differentiated—like “lodging,” “housing” and “extended stay”—are used interchangeably in the industry. This poses a messaging challenge for CLS: how to not only make the terms used to describe the company and its services accurate and precise, but moreover to make them stand out in industry marketing, have sex appeal, and sell to all target audiences. If most customers and potential customers assume lodging and housing mean the same thing, then the terms have ceased to be differentiators and CLS needs to either re-establish the distinction and its value, or invent a new, unique and more effective distinction.

- **Adaptability to Industry/Market Changes**

Currently, it appears the CLS sales team is not optimizing trends and emerging market research. Doing so is essential to CLS meeting its growth and expansion goals. The corporate housing industry as a whole markets itself in large part on the platform of individual companies establishing brand loyalty from their clients; the lowest hanging fruit for CLS may well be new markets rather than competing in existing markets where other corporate travel services have established that loyalty.

The CLS Book

To further establish CLS as an industry expert and to align with, and borrow equity from other leaders in business a book is an instant credibility builder. As a service to CEOs and CFOs, this book is designed to establish CLS as a thought leader, expert and provide CLS with a connection to tier 1 and tier 2 decision makers that is collaborative, helpful and friendly. It will be disseminated to companies of 1,000 or more employees and billion-dollar sales volume that are in businesses proven to be in key target markets for CLS.

The book will offer critical business process improvement advice in the areas of Bottom line improvements, streamlining the process, efficiencies across the board, six tricks the CFO can leverage this year to improve the bottom line and many others. The book will focus on areas of business where increased efficiencies and cost reduction are of interest

- Supply chain
- Total cost of ownership – hot issue
- Sales and Operations Planning
- Marketing Effectiveness
- Lean Accounting
- IT effectiveness
- Business Process Outsourcing
- Business Process Management
- Business Process Reengineering
- Change Management

Marketing/Sales Operations manual or eManual

This manual will evolve as the consistent elements of CLS marketing are decided upon and created and implemented. It is not a selling tool but a brand management tool for CLS employees and contractors that will record the specifications of and specifications for use of:

- Marketing Processes such as:
 - Pre-qualifying
 - Sales process
 - On-boarding
 - Client Ramp-up
 - Client penetration
- Corporate Identity
- Color Palette
- Fonts
- Name Usage
- Logo Usage
- Slogan Usage
- URL(s)
- Messaging Standards
- Web CSS
- How to Edit and Incorporate Photographs/Imagery
- Stationary Specs
- Communications Rules
- Process training
- Brand Ambassador training

Leveraging Technology

The leveraging technology project evaluates technologies available for CLS to use via the internet and intranet that will:

- Further enhance CLS's position as a technology giant in the industry
- Entice and sell potential clients
- Educate potential and existing clients
- Increase productivity and process speed and efficiency
- Make available the best tools possible for connecting people with people for team-to-team sales and service at the lowest cost

This section of the plan is to be used as a jumping off point for ongoing evaluation of smart technologies, analysis of their potential for increasing CLS's bottom line, and decision making about if, when and how to incorporate into CLS's technology suite.

For example, when determining what degree of social networking CLS should engage in, using the medium would be evaluated thusly:

1. Will social media marketing work for CLS?
2. What are the best practices and tactics for CLS to incorporate:
 - Social media datamining and customer listing/buzz monitoring
 - Blogging, micro-blogging and Twittering
 - BuzTweet.com – automated tweet service
 - 1.6 Billion Twitter searches – SSO (social search optimization.
 - low cost business travel – 18 hours ago
 - corporate lodging – 13 hours ago
 - Client itutorToday.com – 19600 website visits in 30 days
 - Social networking sites like Facebook and LinkedIn
 - Video sharing
 - Email campaigns and autoresponders
3. How does CLS measure the effectiveness of its social media campaign?
4. How does CLS respond to campaign results to manage the best social balance and messaging?
5. How does CLS find and attract its target audience?
6. Does CLS need mobile marketing?
7. Etc.... See: Marketing Tactics, Tools and Tricks of the Trade/Dependencies section of this document.

Benefits and Savings Calculator

This technology is something CLS IT can design based on the target company profiling system. It would allow potential clients to enter specific data about their corporate travel habits, then generate an instant report on the benefits and savings they would receive from utilizing CLS's services and products.

Jing-styled (video mail)

Jing is free software used to make a narrated video showing how to do something on the computer. It records the mouse activity, and everything shown on the screen. It can be used for instruction, power-benefit voicemails/video mail, and much more.

Cloud services

Cloud computing specifically refers to incorporating software as a service (SaaS), platform as a service (PaaS), and infrastructure as a service (IaaS). Users do not need to have knowledge of, expertise in, or control over the technology infrastructure in the "cloud" that supports them. This is essentially what CLS does with WebGenesis and it is an indefinite viable option for service add-ons.

eLearning

Corporate training is an element of eLearning that could build brand loyalty and the customer base for CLS. Periodically, CLS may need/want/benefit from holding WebGenesis or other application training sessions to improve the customer experience.

Mobility

Using mobile device apps may well give added value to CLS's services. For example, surveyed corporate managers said they'd like to see location-specific apps they could have their business travel employees download that would help them navigate transportation and amenities at their destination.

Podcasts

Audio-only podcasts could be a good way to connect with the employees who are deployed on projects; for example, CLS might consider building brand loyalty from the bottom up as well, by offering the free cool-tool of a newsy bit about the hotel's community and "what to do in your spare time."

Webinars

For example: waste in travel management

When CLS signs a new hotel chain, for example, a webinar introducing client companies' travel managers to its features, amenities, locations, etc. could be a good, regular way to stay in touch team-to-team. No indication was readily found that anyone else in the industry is doing this.

Flipping books/e-Books

These could be a great resource for the travelers... information and photo online books focusing on destination areas and what they have to offer. Resources for these are available free from Chambers of Commerce, municipalities, etc.

Listening

Used primarily within the context of social media, "listening" is the study of naturally occurring conversations, behaviors, and signals that may or may not be guided, which brings the voice of people's lives into the brand. This means that when a business "listens" they are studying people's authentic, unfiltered thoughts, feelings and emotions that take place through interactions with brands or companies in an open, noncoercive manner (as opposed to market research). Listening solutions fit into five groups: search, media monitoring, text analytics, private communities, and full-service listening platform vendors.

Business Association Site Ad Banners

Traditionally, ad banners have been the most common unit of advertising on the Web, and cost anywhere from FREE to \$5,000 to more than \$150,000 per month depending on the amount of traffic and page views the Web site receives, or the CPC or CPA the advertisement receives. It is called an ad banner because it is in the shape of a banner, usually placed at the top or bottom of a Web page. Now the term “ad banner” loosely refers to any form of online ad, including small rectangular boxes known as buttons and large vertical boxes known as skyscrapers. CLS’s presence on business travel/housing association sites, the sites used for communications by target industries, etc. could be a very cost effective way to maintain prominent recognition.

Behavioral Targeting

Behavioral targeting is when the online advertiser places the message in the path of the user, based on the user’s past behavior. That’s opposed to traditional targeting, where the online ad is placed against content the advertiser assumes the user will be interested in. This is not inexpensive and few companies offer it; however, it could be an essential tool for CLS, used in the business travel arena, in a couple years.

Contact Center/Customer Interaction Center

A new kind of customer service call center that offers not only telephone support for customers but also e-mail support, chat support, and other Web-based inquiries. This is an essential feature for CLS; it connects the CLS team to the client team in real time and space 24/7.

Affiliate/Kickback Marketing

A revenue sharing arrangement between online advertisers or e-commerce merchants and online publishers or Web site owners, whereby payment is based on performance measures, such as the number of sales, clicks, or registrations that the affiliate refers. In other words, two companies agree to link to one another; if someone clicks from site A to buy something at site B, site A gets a commission on the sale. Affiliate marketing is a marketing channel used to generate leads or sales, whereas affiliate software provides the tracking and reporting of these commission-based activities (the sales, clicks, or registrations). This could be a good way for CLS to generate additional revenues from its partner hotels.

Point Listing

A database of popular Web sites that direct users to specified areas of interest. It is considered prestigious for a web site to display a “top 5 percent seal,” indicating that it has been selected for excellence in content, presentation, and overall GUI experience. No competitor sites reviewed had this designation. It is a lead generator.

Target Market Data Mining

A data mining technique in which marketers assemble computerized databases of customer information to create profiles of users who will be most receptive to their messages. Ideally, CLS's site should collect data from every visitor through a number of unobtrusive, fun and interesting mining solutions.

Value Chain Management

The development of an optimized series of interactions that delivers maximum value to the end-user at the least possible cost. This is the root of systems by which site visitors are converted to customers and facilitated to completion of the business they came to transact.

Video Conferencing

Team-to-team sales... bringing people together virtually is key

Multi-point video conferencing allows three or more participants to sit in a virtual conference room and communicate as if they were sitting right next to each other. Software programs such as CUSeeMe have brought video conferencing to the Internet and are easy to use. These tools could—and should—transform the way CLS sales rep teams communicate with client corporate travel teams, expediting the conversion process.

Webinars/Podcasts

The ROI on virtual meetings, presentations, etc. is superb. Really well done, entertaining, informative, friendly and fun webinars and podcasts are every bit as effective as in-person presentation minus the travel and lodging expenses, and time out of the office. Again, it's important that the presenters are top-notch so the audience members don't tune out.

A/V Presentations (Live and Digital)

See speakers: same rules apply... make sure these are really entertaining and topical, visually stimulating and leverage CLS's technological edge; professional production is worth the expense in most cases.

Web Site

This section of the plan serves as the roadmap for developing web site technology that puts CLS out in front in every aspect of sales and service, and establishes CLS as a technology innovator while increasing efficiency, closing more sales and building profit. Moreover, this section serves as the foundation for wire-framing, designing and programming the website rebuild, as it is a checklist for essential elements and how/why to incorporate them.

Interim Site

Overhauling the CLS website is a complex, longer-term project that requires a dedicated team. This team would include CLS staff/resources and MetaOps resources. Functionality, branding, sales, messaging and communications need to come together to create a web interface that is a digital brand ambassador that offers immediate solutions and information, and drives sales and inquiries in an interactive, technologically savvy platform.

In the short term, this plan puts a “new face” on the CLS website.

Reskinning options include:

- Changing colors to align with new logo and color palette
- Incorporating new logo
- Updating messaging
- Creating new “landing” pages that deliver brand sales and marketing messaging with a specific call to action. Additionally, pages can be created to appeal to selected target industries. This way, when communications is pushed out, the audience is driven to the specific page. Of course, this links to the home site and/or a page with key CLS contact info/bios, etc.

New Site

This imagineered a web site has a front-story that will connect people to people through live vidchat interfaces, and a back-story that will create team-to-team collaboration through video conferencing and webinars. A few highlights of the site include:

- A splash page that makes the visitor say “wow, I need to be doing this!”
 - After you submit the form
 - Liveonpage.com
 - [YourCLS.com](#)
- A fully automated media/press campaign area
- A resource center for SEO articles, blogs and vlogs, YouTube based videos, webinars, etc. that make CLS the industry go-to for improving business travel practices
- Live Chat – Ability to Co-browse and give prospects a tour.
- A persistent-cookies enabled dashboard that ensures the site and its handlers always know who is visiting to facilitate superior customer service
- Any and all ajax—IM, newsgroups, RSS, downloadables, etc.—needed for optimum performance
- Front story: live person, right there, ready to talk to visitors... a designated desk in the call center, shown live 24/7
- Back story: videos of the department brand ambassadors

New Site Elements

- Showcase innovation/technology on website

- Exclusive client-only area including high-value tools free to existing clients;
- Reporting online – client can see # of nights to date, spend, savings, etc.
- Webinars, white papers, tax law
- Create a simple 3-step process that is easy to demonstrate the analysis tool to clients
- Deliver a “trouble-shoot” tool or “quick-start” tool/guide
- Benefits calculator
- Client only space – make it exclusive;
- Webinars, white papers, tax law
- Education component > information about waste in travel management
- Analysis/Profiling component

Live Chat/ Call 24/7 (vidchat enabled)

Nobody who still has a job in middle management—i.e. corporate travel managers—works a 9-5 job anymore, and even if they did, the U.S. time zone can make it difficult for real people to connect in real time. A 24-hour customer sales center online where a sales rep can walk a customer through booking the lodging they need and explain benefits/answer questions could be a true benefit to sales—especially for those tier 3 clients who aren’t solicited directly. Only a few corporate housing site have this feature currently so it is a technology differentiator.

Splash Page (Part of Sales/Tour Pathway)

Message: Everyone is doing this—everybody uses lodging companies, we’re the leader, why aren’t you using us? “Wow, I need to do this too” messaging. Also, “we’re expecting you to sign up... everyone else does” (creates impression the CLS is the biggest, best...

When a customer or potential customer comes to a web site, the site needs to recognize them as existing or new, help them get to where they need based on that information, and database the their journey for market research. I splash page that says “Hi _____, where do you need to go today,” or “Nice to see a new face here, how can we help you?” can go a long way to processing newbies to sales and clients to efficiency.

Custom Site Media Area

Automate relentless PR...

Based on the way media works today and for economical reasons, there is no better way to interact with the media than online. CLS can send thousands of digital press releases with click-throughs to a media center, customizing areas for particular press initiatives. Furthermore, if CLS writes compelling and interesting articles about its services, case studies, etc., internet and second-level media will publish it because it saves them the cost of hiring a writer and formatting the news bit for their print or online publication.

SEO/SEM

Make CLS THE authority on business travel housing...

Enough cannot not be said about CLS becoming THE resource for corporate housing and travel information on the web. With a couple good writers turning out well-researched and well-written articles daily and databasing them on the site for SEO, CLS will become not only the authority but the first company people find when they are looking for corporate travel solutions.

Blog Posts

See SEO. Also, this is a marvelous way to connect the CLS spokes-people with his/her/its fan base and build loyalty.

Online Tour

In the world of virtual sales and service, nothing beats an engaging, quick, actionable online tour. Again, the spokes-people can be utilized to move a visitor from splash page to end result as an engaging and memorable digital sales force of one.

Backlinks

Not particularly sexy compared to many internet tricks, backlinks are simply links from other sites to yours, used to drive traffic. Investigating and establishing a network of backlinked sites has merit. Effective backlinking includes:

- Ensuring CLS has a high quality Web site to which site owners can feel comfortable sending their visitors;
- Creating content worth linking to (articles, how-tos, games, lists, etc.);
- Focusing on acquiring links from sites with related content;
- Avoiding artificial link building and link farms (a black hat SEO technique);
- Getting listed in industry directories, association Web sites, etc.;
- Creating side project sites that can link to your main business Web site.

Dashboard

If CLS wants brand loyalty, having a site that recognizes existing and new customers is essential. A dashboard, or personal portal to the site, a dashboard allows the user to customize their experience and accumulates marketing data for the company. Dashboards are essential to sites that have an online user technology element (i.e. WebGenesis) and/or sell products or service to repeat customers.

Vlog

A “vlog” is a blog that provides a video journal on a subject rather than just text entries. Basically it is blogging using video, and can best be thought of as an online video diary. CLS vlogs could be used effectively for showing customers how to use enhancements to WebGenesis for example.

Rich Media

By definition, rich media is interactive, enhanced media that offers more than one element of video, sound, or data, giving the user a new media experience (as opposed to older, mainstream formats). As a company that differentiates itself from the industry based on technology, interactive video experience is almost essential as a way to communicate technological superiority and give the user an enhanced experience.

Interactive Applications (ajax)

Elements of ajax are discussed individually, but all of its incarnations—online chat, IM, email, blogs, newsgroup postings, RSS feeds, etc.—are useful tools for increasing outreach, ROI and market superiority.

Persistent Cookies (Beacons)

Persistent cookies are files that stay in one of your browser’s subfolders until you delete them manually or your browser deletes them based on the duration period contained within the persistent cookie’s file. These are essential to a site that recognizes users when they log on.

YouTube Video Integration

Not only is YouTube a great free way to show the world features of the company, if the videos are interesting, fun and popular, they will generate Google ad revenue as a bonus.

Collateral

In this section of the plan, the guidelines for developing a suite of print and digital collateral and how to use these elements is outlined.

Corporate/Media Kit (print and digital)

Enough cannot be said about having a foundational information kit that is 100% modular and can be built upon to target any audience. Although there is necessity for print, print is inconsistent with CLS’s technology edge—the focus of CLS information packets should be digital with a print option (short- and specific-purpose-runs only). The core should be as evergreen as

possible and all add-on components for any purpose should be personalized whenever possible. Following are essential foundational components of a core kit:

- Folder
- Digital “folders” are the skin—highly targeted—opening and closing the online presentation of the kit’s information.
- Introduction Letter/Flyer (Who We Are/Why the Best)
- Business Cards
- CD/DVD (includes logo artwork, copyright-free images, general sales video, radio show, and any other digital media available)
- Add-ons/Value-added
- HTML Email Brochure with Links to
- Digital Media Kit on Web Site and FTP/Downloadable Files

Sales Kit (print and digital, use media kit foundation)

See corporate info kit above. No components of a sales kit should ever be generic; they should always be personalized and based on intimate knowledge of the audience. While core materials from the corporate kit are generic, they should be sublimated by very personal and relevant communication pieces. These include:

- Sales Video on MK CD/DVD
- Custom Sales Flyer/Promotions
- Target Specific Brochures
- HTML Email Brochure(s) with Click-throughs (every promotion/initiative)

Click-through HTML Emailing

The highest ROI marketing tool for direct sales, effective use of click-through email campaigns has changed financial profiles for the better for every company that has used them well. The sales team should use them at every opportunity to introduce CLS to broad targeted lists, communicate through closes of sale, and keep prospective and current customers closely connected with CLS and its brand and services.

While email campaigns haven’t worked in the past, we’re suggesting campaigns that are education, support your industry expert persona and will nurture prospects and move them along the buying continuum until they are clients of CLS.

Corporate Marketing Campaign

Marketing CLS Corporate

In the first phase of launching a communications-based marketing campaign, the focus is on CLS's "grand re-opening." Introducing the company to the nation's business people by leveraging its repositioning in the marketplace (new name, messaging, services, look and feel, technologies, etc.). Use this section of the plan to map out CLS's grand re-opening launch and all the components that must be included to maximize coverage, awareness and potential client response.

TIMELINE:

The timeline is used to schedule periodic campaign initiatives of all types (to follow). For example, the re-opening launch should include a four to six month outreach blitz followed by monthly corporate outreach campaigns which go on indefinitely. Not limited to these examples, in the very least the first few months will include:

- Bimonthly press releases on topics such as new name and face, new web site, new services, new technologies, announcements/calendar of events CLS is attending or hosting, etc.
- Events calendar with goal events and assignment of attendees
- Launch of special promotions

After the preliminary blitz, the timeline will list ongoing "reasons" to send out press releases, announcements and invitations based on the implementation of new technologies, production of webinars, and anything else newsworthy that will compel interest in CLS and increasing put the CSL name on the nation's mind map.

CORPORATE TACTICS

Marketing Objectives

Although the company's objectives and goals are well established at this point, every time the company performs and outreach, that outreach must have an established goal or goals and ways to measure the component's effectiveness so the campaign element's effectiveness can be measured, and lessons learned applied to future campaign components.

Ask and Offers

Every outreach effort must include an ask and offer; for example, if CLS is announcing their name change and new look, the ask might be "please take a tour of our services at this URL," and "receive a set of travel-size toiletry containers." Note that the offers should always be apropos to what it is the CLS does; in this case, CLS is recognizing airline restrictions on container sizes and giving a gift of CLS branded solutions. Note also, that these offers are a great opportunity for CLS to play the green card by choosing environmentally friendly options and saying so.

Direct and Affiliate/Strategic Alliance Sales Incentives Program

These can be part of the offer and often will be; they are also newsworthy in and of themselves. As CLS develops strategic alliances with partner hotel chains, for example, an opportunity for borrowed equity, like weekend getaway vouchers, may well present itself; if not, it should be broached and fostered. These can be used in many ways, from gifting preferred clients in the retention program to building relationships with workers in the field and encouraging people to take an online tour of CLS's services and fill out the online prequalification.

Direct Sales

During the corporate campaigns, there will be opportunities for direct sales. For example, as CLS builds relationships with editors of global news publications, opportunities to pitch the news companies on using CLS's services for their travelling reporters and teams should be fostered. This is where team-to-team practices come heavily into play; at least one CLS sales person should be on the communications and outreach team at all times in order to develop a relationship with such contacts and get a foot in the door.

Promotions

Promotions are both part of the asks and offers as well as standalone news items. If, for example, CLS signs on a new hotel chain that has special features worth broadcasting, this is newsworthy. Furthermore, because this is a new relationship and both CLS and the chain want to maximize that, the hotel and CLS may throw in tickets to area attractions for the first x-number of companies that use CLS and lodge their deployed teams with one of their properties.

Resource Program

When the timeline for the corporate campaign is being developed, it is time to create the resource program for the campaign. This may include speakers and their presentations, audio/video presentations, webinars, etc. Any tools that will be used to enhance and support the mission to make CLS a corporate "household name" are part of this resource program. The program is designed to have instantly deployable add-ons to the campaign efforts that can be utilized at a moment's notice.

Events

Note that integrating events in a campaign is almost always essential, but they are usually expensive and require quite a lot of manpower, so it is especially important to establish ROI goals for them and hold participants accountable for reaching those goals. These events may be ones that CLS attends, events CLS hosts, and online programs. When developing the timeline, if/then scenarios will dictate how to select appropriate

and high ROI events. For example, if the campaign timeline item is “CLS Introduces its Online Benefits and Savings Calculator,” then the events to consider may include an online tour of how it works, and attendance at a business process improvement trade show. Events may include, but are certainly not limited to:

- Speaking Engagements
- Online Q&A Programs
- Webinars
- Video Series
- Retreats
- CFO Summits
- Trade and Consumer Shows
- Networking Events
- Event Sponsorship Presentations

Online Sales

It is important that the web site be ready to move visitors towards becoming customers, as expediently as possible, when the web site or its components are the topic on the timeline. If the ask and offer for the campaign component are effective, there will be a spike in site visits that need to be captured and maximized by the sales team. Internal communication and training will be a vital aspect to maximize the ROI. No assumptions that team members will know what to do when these spikes occur.

It must be assumed, even though this marketing campaign is focused on CLS not target marketing, that every element of every campaign’s purpose is to generate sales; as such, that is part of the component’s goal and the site must be prepared to facilitate, at the very least, quick, easy, rewarding online pre-qualification of the visitor.

Publicity

Generating publicity is predominantly a press/media campaign function. Remember that every action, event, new technology, etc. is newsworthy if presented in the right context to the right media. Free publicity and advertising work exactly the same: by repetition. Whether CLS buys expensive advertising or distributes scintillating news, relentless repetition is the secret to recognition. The timeline incorporates test mixes, and ultimately highest ROI mixes of, for example:

- Bimonthly Press Releases
- Human Interest Stories
- Radio Interviews
- Newspaper Interviews and Stories
- Magazine Interviews and Stories
- Television Interviews

- Online Broadcasting
- BlogTalk Radio interviews

Grass Roots/WOM Campaign

Ask for referrals and incentivize them. An effective corporate-level WOM campaign component integrates great asks and offers in building personal relationships with members of the media, other communications directors and CEOs, etc. Don't say "I'll give you a perk if you refer us," but assume that the referral has already been made with periodic dispersal of "thank you for your referrals" gifts. For a company like CLS, this is a high-level component that targets decision-making contacts only.

Business Social Networking

After a comprehensive review of social networking potential for CLS—which includes researching what is being done in the business travel industry to effectively utilize sites like AllBusiness.com and SixSigma.com—and how to message out to reach that potential in the business social networking arena, social networking should also be on the timeline. It serves as one way to steer potential customers towards components of the campaign that will interest them and be useful to them. These opportunities include, but are not limited to:

- Social ads
- Social bookmarking
- Weekly Blog Articles
- Bookmark Articles
- YouTube Videos

Internet Advertising

As with social networking, a comprehensive evaluation of Search Engine Marketing (SEM)/Online Advertising potential needs to be performed before extensive investments in this arena are made; this will require some test investments; run small paid campaigns to quickly determine if the message and media are effective. It's advisable to utilize paid advertising online whenever possible in such a way that the advertising campaign itself is newsworthy; paid partnerships with online affiliates for example that have a benevolent feature. Begin the analysis of potential by reviewing these core vehicles:

- Google Adwords
- Ad Serving
- Online Networks
- Rich Media
- Search Engines

Corporate Marketing Campaign

- Streaming
- Site Banners
- Facebook and other Social Media Sites
- Blog Ads

E-marketing: For the corporate marketing campaign, all the news and asks and offers should also be incorporated into:

- Click-through eCampaigns
- Wireless eMarketing Campaigns
- Affiliate Sites
- eNewsletters
- Personal Direct Email

Marketing Existing Clients for Retention

Use this section of the plan to set up a system by which existing clients are monitored, pampered and thus retained, while upselling additional services for expanded profits.

Through VOC and profiling, Process Deployment Methodology™ identifies all the intricacies of deploying and accommodating work teams in remote locations. The methodology then develops solutions portfolios for each client; these portfolios are part of the new-client acquisition process, but also are effective for client retention because they include such paid value-added, add-on services from CLS as:

An example of a solutions package for a consulting group may look like this:

- Documented quality control guidelines for hosting hotels, motels and properties (The properties mostly already have something – we can just market it as something special.)
- Travel policy development and assurance
- Meeting room booking
- After-hours meeting and dinner delivery service.
- Mobility applications specific to deployment destinations
- VIP treatment packages for team leaders

Additional retention strategies to incorporate include:

- Contacting top customers or clients quarterly, at least
- Personal dinners or other outings with the best ones periodically
- Events, i.e. brown bag webinars, webcast coffee and conversation
- Keeping the CLS name in front of all customers through *regular* news, newsletters, webinars, networking, etc.
- Bonus deals, perks, bennies and promos tailored to best customers
- Doing something special and unexpected: gift, tickets, card
- Tracking system kept up-to-date and used to stay in touch, make offers, etc.

Corporate Marketing Campaign

- Asking questions, opinions, for advice
- Publicizing client stories for them using our automated PR news distribution system
- Asking them to beta test new software
- Leveraging strategic alliances/borrowed equity to give them value-added... discounts for air fare, free limo services, etc.

Target Market Marketing

Target Markets and Marketing the Client Companies

In this section of plan, the processes for evaluating target markets are mapped out, as well as the ways to penetrate and maximize company acquisition in these markets. This phase of the marketing process begins *after* the first four to six months of corporate level marketing, and it is ongoing, systematically penetrating market after market based on profiling data that includes:

- Market scope, growth patterns, percentage of project-based business travel
- How to reach the decision makers in the market
- Database of leads/companies/organizations

Following is a list of industries and industry subcategories that need to be profiled because they have significant amount of business travel management needs:

General

Expanding Businesses (new headquarters/branches)

Emergency Response

Disaster Relief

Disaster Recovery

Search and Rescue

Wildland Fire Crews

Agriculture

Agriculture Inspection Teams

Agriculture Specialists

Mobile Processing Units

Commercial Fishing

Trapping

Buyers and Purchasing Agents

Labor Contractors/Crew Leaders

Equipment Operators

Crop Dusting/Aerial Spraying/Pest Control

Transplanting Services

Machine Crop Harvesting

Forestry and Logging

Timber Tract Operations

Forest Nurseries/Gathering of Forest Products

Logging

Oil and Gas

Oil and Gas Extraction

Drilling Oil and Gas Wells

Natural Gas Distribution

Pipeline Building

Mining

- Coal Mining
- Metal Ore Mining
- Uranium-Radium-Vanadium Ore Mining
- Stone Mining and Quarrying
- Sand, Gravel, Clay, and Ceramic and Refractory Minerals Mining and Quarrying
- Phosphate, Potash, Soda, and Borate Mineral Mining

Infrastructure, Utilities

- Electric Power Generation, Transmission and Distribution
- Utility Line Construction
- Hydroelectric Power Generation
- Fossil Fuel Electric Power Generation
- Nuclear Electric Power Generation
- Solar, Wind Electric Power Generation
- Water, Sewage and Other Systems (Pipeline Building)
- Water Supply and Irrigation Systems
- Water Supply and Irrigation Systems
- Utility System Construction

Construction

- Commercial Building Construction (i.e. restaurants, chain stores, etc.)
- Residential Building Construction
- Multifamily Housing Construction
- Operative Builders
- Industrial Building Construction
- Institutional Building Construction
- Heavy and Civil Engineering Construction
- Highway, Street, and Bridge Construction
- Foundation, Structure, and Building Exterior Contractors
- Poured Concrete Foundation and Structure Contractors
- Structural Steel and Precast Concrete Contractors
- Framing Contractors
- Masonry Contractors
- Glass and Glazing Contractors
- Roofing Contractors
- Siding Contractors
- Building Equipment Contractors
- Electrical Contractors
- Plumbing, Heating, and Air-Conditioning Contractors
- Building Finishing Contractors
- Drywall and Insulation Contractors
- Painting and Wall Covering Contractors

Target Market Marketing

Flooring Contractors
Tile and Terrazzo Contractors
Finish Carpentry Contractors
Other Specialty Trade Contractors
Site Preparation Contractors

Trade – Wholesale

Wholesale Trade Agents and Brokers

Trade – Retail

Regional Managers All Industries
Travelling Reps All Industries
Store Opening Teams All Industries:
Automotive
Recreational Vehicle
Motorcycle
Boat
Parts and Accessories
Furniture
Home Improvement
Electronics and Appliances
Computer and Technology
Law, Garden and Outdoor
Food and Beverage, Grocery
Convenience Stores
Health, Pharmacy and Personal Care Stores
Gasoline Stations
Apparel, Shoes and Accessories
Sporting Goods Stores
Hobby, Toy, and Game Stores
Hobby, Toy, and Game Stores
Book, Periodical, and Music Stores
Department Stores
Warehouse Clubs and Supercenters
Florists
Office Supplies, Stationery, and Gift Stores
Pet and Pet Supplies Stores
Art Dealers/Buyers
Electronic Shopping and Mail-Order Houses
Auctioneers

Transportation and Warehousing

Air Transportation
Rail Transportation

Target Market Marketing

Water Transportation
Truck Transportation
Urban Transit Systems
Charter Bus Industry
Scenic and Sightseeing Transportation
Shipping and Handling
Couriers
Warehousing and Storage

Benevolent, Charitable and Non-profit Organizations

Social Advocacy Organizations
Human Rights Organizations
Environment, Conservation and Wildlife Organizations
Civic and Social Organizations
Business Associations
Professional Organizations
Political Organizations
Habitat for Humanity
Teach for America

Information, Advertising and Creative Services

Press and Media on Location
Photographers and Videographers
PR Junkets
Translators and Interpreters
Translation and Interpretation Services

Finance and Insurance

Insurance Claims Adjusters (Disaster Relief)

Professional, Scientific, and Technical Services

Attorneys on Case Locations
Tax Auditors
Non-profit Auditors
Temporary Help Services
Temporary Nurses/Physicians
Temporary Pharmacists
Bounty Hunters
Investigation and Security Services

Architectural and Engineering (Major Projects)

Architects
Landscapeers
Civil Engineers
Surveying and Mapping Services
Testing Laboratories (on-site)

Interior Design Services

Management, Scientific, and Technical Services

Management Consulting Services

Process, Physical Distribution, and Logistics Consulting Services

Environmental Consulting Services

Environmental Remediation Services

Scientific Research and Development Services

College/University Research Teams

Event Planners

Convention and Trade Show Organizers

Meeting Planners

Function Planners

Fairs and Festivals

Educational Services

Guest/Visiting Faculty

Rural Education Services

Field Training Programs

Flight Training

Apprenticeship Training

Sports and Recreation Instruction

Onsite Safety Training

Entertainment and the Arts

Movie/Show Crews on Location

Musicians, Entertainers and Comedians

Recording Studios

Travelling Theatrical Troupes

Travelling Art Show Crews

Fashion Shows

Film Festivals

Theater Companies and Dinner Theaters

Dance Companies

Musical Groups and Artists

Sports Events

Sports Training Camps

Location Television Shows (i.e. DWTS, Idol)

Carnivals

Pageants

Travel, Tourism and Hospitality

Food Service Contractors

Caterers

Mobile Food Services

Guides
Tour Operators

See also CLS_Target_Markets.xls

Target Market Penetration Plan Elements

In order to effectively launch successful target market campaigns, the following systems and assets must be in place and fully functioning:

- Profiling: The system by which CLS determines the potential in the target market and how much to invest in penetrating it
- Target Market Competition Intelligence: A review of what type of hold the competition has on the market sector to determine strategy and if the market is locked down or worth pursuing
- Target Market Branding: How the CLS brand is packaged to be particularly attractive and compelling to the mark; for instance, integrating the green theme is efforts are put into pursuing environmental industries
- Target Market Messaging: Making CLS messaging specific to the target market; for example: “CLS has booked more accommodations for the oil and gas extraction industry industry than anyone”
- Target Market Communications Platform: Utilizes CLS core branding and messaging, packaged to speak directly and intimately to the targeted market; utilizes market specific vehicles for outreach, i.e. trade publications, organizations, etc.
- Target Market Direct Sales Leads: A result of profiling, this is a database of Tier 1 and 2 companies in the target market that are prequalified and ready for the team-to-team sales process
- Target Market Associations, Organizations and Marketing Affiliates: The database of vehicles utilized for reaching and selling to the bulk of the decision makers in a market
- Target Market Press and Media Campaigns: The database of trade/industry news media specific to each target market
- Target Market Advertising Campaigns: The listings in the news media database of advertising contacts specific to each target market
- Target Market Outreach and Awareness Campaigns: All efforts made to penetrate the target markets that are not included in media and advertising
- Target Market Penetration Timelines: Each industry subsector/target market’s penetration activities timeline, complete with monitoring, analysis, adjustment—see corporate marketing timeline for more detail
- Target Market Dependencies: The team in place to “gather” the requisite data and “hunt” by promoting and selling

- Target Market Tools and Tricks: The complete tool kit of everything in this list, put in place one or two markets at a time
- Campaign Results Tracking: Each campaign must be tracked and analyzed for lessons learned, and these lessons used to adjust future campaigns for constant results improvement and provide insight to refine new target industry campaigns
- Campaign Adjustments and Add-ons: New tools added to the mix based on analysis of campaign results
- Emerging Markets Identification: Ongoing research (using automated online tools and other resources) into industry trends to identify new markets and those that were once less promising but are now prime targets
- Emerging Marketing Strategies and Tactics: Ongoing development of ways to improve the way CLS “speaks” to targets companies in order to increase conversion percentages

TIMELINE

As with the corporate marketing, there must be a separate timeline developed for each target marketing campaign. For example, if the target market is environmental remediation crews, then it must be determined how many companies in the industry will be targeted, what the best ways are to reach them, how long it will take to

1. Identify them
2. Profile them
3. Circulate press releases to their communications vehicles
4. Advertise to them
5. Prequalify them
6. Turn prequalified companies over to the sales team

Different markets will require different scopes of effort based on size, issues like security clearances, etc. Timelines will allow for determining ROI, controlling penetration costs, and tracking effectiveness of efforts.

TARGET MARKETING TACTICS

Marketing Objectives: As with the overall corporate marketing program, a set of objectives must be created for each target market; these might include

- Requisite sales volume
- Hotel chains that can be sold against the market, and
- Timeframe for completion of penetration efforts

Ask and Offers, and Promotions: In keeping with the fact that offers should be something of interest to the person receiving the ask and offer, each target market’s

profile will indicate what offers are going to be compelling to the targets and how to motivate action through market-specific messaging and perks

Direct and Affiliate/Strategic Alliance Sales Incentives Program: See corporate marketing and ask and offers this section; the key is to give the potential clients what they want and need, and build leveraged equity programs for each market

Direct Sales: Team-to-team practices become especially important in the target market penetration process because CLS cannot afford to lose a sale just because the decision maker is on the phone with the communications director, not the sales manager for the region. The direct sales component of the target marketing campaign needs to prepare every CLS employee to pull in team members at a moment's notice, while the potential client is on the phone the first time, and work to convert that company promptly. Furthermore, everyone on the frontlines of the marketing campaign needs to leverage any personal report they have with the contact into a sales situation. This is accomplished by training each member of the CLS team, regardless of their regular role with the company, how to sell. A dedicated sales supporter in each department should be trained and ready to support a close.

Resource Program: Certain target markets have preferred ways of doing business with contractors. This needs to be identified in the profiling process so a resource program is in place to be responsive to their requirements. For example, if CLS is penetrating the marine industry to house trade show organizers and exhibitors at boat shows and major events like championship regattas, CLS will likely have to do a presentation to the National Marine Manufacturers Association to put legs under the effort; the people and presentation needs to be ready to go on short notice.

Other Vehicles: For the following categories, see the policies/procedures in the corporate marketing section. They are the same, only very target-market specific for the target market campaigns:

- Events
- Online Sales
- Publicity
- Grass Roots/WOM Campaign
- Social Networking
- Internet Advertising
- eMarketing

Future Marketing Considerations

Marketing the Clients' Employees

What are the features and benefits CLS might offer clients' employees...

- In-field Social Events
 - Create ongoing programs for the field such as:
 - Quarterly drawings – every hotel night booked = one entry
 - Department/field pizza parties
 - Coffee and bagels/doughnuts
- Mobile Ap
- Travel points
- VIP passes to things
- VIP value-added for supervisors

Marketing the Hotels

Our companies hire your customer type

We provide a built-in business base for you

Marketing to the Right Employees

Leverage best places/ best practices

TANGIBLE

- Benefits Package
- Training
- Security / Stability
- Growth
- Opportunity
- Income
- Personal Development
- Health & Wellness – quit smoking, self defense, biggest loose
- #3 Best Places to work (2009 – no rank, 2010 – 28th, 2011 - #3)

EMOTIONAL

- Respect
- Team
- Charitable
- Family

Future Marketing Considerations

- Fun
- Exciting
- Caring
- Intense
- Fast Paced
- Fiscally Responsible
- Open and honest
- Approachable
- Leadership is intellectually curious
- A place to grow
- Customer oriented
- Service driven
- Employee driven – (intuitive, Plus on the needs, identify needs in
- Organization whether social, business, dollars, personal
- Valued
- Elite
- Like I make a difference in the (high purpose)
- Passionate
- Engaged
- Motivated
- Empowered
- Lucky
- Fortunate
- Top of the heap – member of the club
- Special / exclusivity
- Status
- Professional
- Esteemed – giving back
- Successful
- One of 5 finalists most innovative company under 100 employees
- Company of the year finalist one of 6 finalists
- Stevie awards

Ongoing Marketing

SWOT and Competition

Ongoing Market Research

Ongoing Competitiveness Evaluation

Future Marketing Considerations

Emerging Market Trends/Possibilities R&R1

Market Profiling (Scientific Method)

Etc.

Transportation rooming lists program/software (not a reservation system... applications in military housing? International military lodging management? Other transportation industries? Other industries?

Government contracting

B2C component: individual consultants, photographers, trainers, etc. can book their own long-term stays on the CLS web site

Automated Sales Process: An invaluable tool in any sales process is the ability to automate it online. CLS may benefit greatly from an interactive web reservation tool that potential clients can use to look at what's available at their destination, calculates their savings and benefits if they use CLS, and enables them to schedule, reserve, and sign on as a client there and then.