

# University Master Degree in Hotel Management

Academic Year: 2017-2018

## Teaching guide

Area: Management of the Technological Environment

Subject: Electronic Distribution and Revenue Management

Period: Semester 2

Lecturers:

Ms. Florencia Cueto Pedrotti

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MODULE: MANAGEMENT COMPETENCIES

AREA: MANAGEMENT OF THE TECHNOLOGICAL ENVIRONMENT

SUBJECT: ELECTRONIC DISTRIBUTION AND REVENUE MANAGEMENT

CODE: MHMEDRM

LANGUAGE: ENGLISH

YEAR: 1

PERIOD: SEMESTER 2

CREDITS: 5 ECTS

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## 1. Subject objectives

Internet has drastically changed hotel distribution, the way in which we connect, attract and convert customers. Electronic Distribution and Revenue Management is a practical subject whose main pillars are Electronic Distribution, Revenue Management and Online Reputation. These elements play a key role in hotelier's day-to-day business.

This subject main objectives are:

Understand the new trends in the market (i.e Brands, Consumer..)

Understand the motivation of the customer in making purchase decisions.

Understand the main players in Hotel Distribution

Understand the core components of Revenue Management and how these are applied within the Hospitality Sector.

Understand the principles of Market Segmentation for a hotel.

Understand new players in the Hospitality Industry.

Understand the importance of Online Reputation Management.

HRS will be our associate partner for this particular subject

## 2. Competencies developed

### Basic

B06 - knowledge and understanding that provide a basis or opportunity for originality in developing and / or applying ideas, often in a research context

B07 - students can apply their knowledge and their ability to solve problems in new or unfamiliar environments within broader (or multidisciplinary) contexts related to their field of study

B08 - students are able to integrate knowledge and handle complexity and formulate judgments based on information that is incomplete or limited, include reflecting on social and ethical responsibilities linked

to the application of their knowledge and judgments

B09 - students can communicate their conclusions and the underlying supporting knowledge and rationale to specialists and non-specialists in a clear and unambiguous way.

B10 - students must possess the learning skills that enable them to continue studying in a way that will be largely self-directed or autonomous

### **General**

G01 - be able to search and manage information from sources in order to make decisions that contribute to achieving the objectives of the organization

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### **Specific**

E05 - define and develop the goals, tactics and marketing strategies needed to establish appropriate policies in line with the objectives and strategies of the hotel company

E06 - identify the needs and expectations of consumers to plan for the provision of various products and services that allow hoteliers to encourage excellence in customer relations through a process of continuous innovation

E10 - Identifying and using information technology and communications (ICT) in the various fields of hotel management companies, both internally and externally

## **3. Content**

Session 1: Review the course syllabus. Discuss assignments. Trends in the market for 2017. Trends in consumer behaviours. Zero Moment of Truth (ZMOT). Micromoments. The ZMOT Case. Mobile Rising. .

Session 2: What is Electronic Distribution? Main Players in the Market. The Reservation Funnel. New products and alliances in the market, opportunities in the new landscape..

Session 3: Session led by our partner HRS. Presentation of the Final Assignment in partnership with HRS..

Session 4: Revenue Management Overview. RM Cycle. Measurements. Market Segmentation. Tracking. Pricing Structure (Fixed and Dynamic Rates). Forecasting. .

Session 5: Revenue Management Tactics. Elements. Channel Management: Direct, GDS, OTA?s, Branded Websites and Travel Agents. .

Session 6: Revenue Management Strategy Setting and Implementation. .

Session 7: (Provisional) Visits to a Leisure/Boutique 5\* Hotel and GDS 4\* Hotel. .

Session 8: You are kindly requested to attend the event Jornada de Tendencias at Majestic Hotel and Spa Barcelona. The session might be subject to changes.

Session 9: Why Online Reputation? Reputation Matters. Key Indicators and Reputation Management. .

Session 10: Final Assignment Submission. Final Project Presentation. HRS will attend the Final Project Presentation..

#### 4. Teaching methodology

**Practical Exercises.** Performing exercises on the material that you work on in the subject area, supervised by the lecturer, that can be done individually or in groups, whose monitoring can either be done through virtual environments or in person.

**Student Presentations (individual or group).** Presentation exercises on specific content assigned to a student or group of students who need cooperative work for completion.

**Plenary Lectures.** Presentation of content by presentation or explanation by a lecturer or guest expert on the subject (possibly including demonstrations).

**Supervised Projects.** Development of a new and unique product, supervised by a tutor or lecturer, by performing a series of tasks and the effective use of resources, with the aim of learning by doing. It may be in the form of research, design of an innovative proposal development and reporting practices.

**Student Presentations (individual or group).** Final Project Presentation

#### 5. Assessment activities

##### Regular examination call

- **The Assignment will be explained on the third week of classes. Includes a final oral presentation. Delivery date is subject to changes. (Apr, 02/2018)**

Supervised project (Group - 50%)

Evaluated competences: B6, B7, B8, B9, B10, E6, G1, E10

- **Delivered at the end of every session.**

Academic Work (Individual - 10%)

Evaluated competences: B6, B7, B9

- **Plenary Lectures & Onsite Visits. Delivery Date TBC**

Academic Work (Individual - 20%)

Evaluated competences: B6, B7, B8, B9, E5,

- **In-class exercises. Delivery Date TBC**

Case analysis (Individual - 20%)

Evaluated competences: B10, E10

- \* The grades will be averaged only if ALL the assignments are marked 5.0 or higher.
- \* Cheating and plagiarism are regarded as attempts to gain an unfair advantage over your fellow classmates and will be penalized according to HTSI rules and regulations.
- \* Late submission: Permission to submit an assignment late may be granted by the Lecturer. Permission is dependent upon valid reasons and may be refused. Valid reasons are, for example, an extended illness or unforeseen personal difficulties. If a late submission is approved, you will be given written confirmation of the alternative submission date. The maximum extension to any submission deadline is normally 2 weeks.

Unless the reason for lateness makes this impossible, permission for late submission must be sought at least 4 days in advance of the submission deadline. Where late submission is requested on medical grounds, a medical certificate must be provided.

### **Resit examination call**

- **Final exam (Individual - 100%)**

Evaluated competences: B6, B7, B8, B9, B10, E5, E6, E10

- \* The grade awarded depends upon the extent to which the student has met the exam objectives overall. A minimum passing score of 5.0 or higher is required.
- \* Cheating is regarded as an attempt to gain an unfair advantage over your fellow classmates and will be penalized according to HTSI rules and regulations.

### **Repeating students without attendance: regular examination call**

- **Final exam (Individual - 100%)**

Evaluated competences: B6, B7, B8, B9, B10, E5, E6, E10

- \* The grade awarded depends upon the extent to which the student has met the exam objectives overall. A minimum passing score of 5.0 or higher is required.
- \* Cheating is regarded as an attempt to gain an unfair advantage over your fellow classmates and will be penalized according to HTSI rules and regulations.

### **Repeating students without attendance: resit examination call**

- **Final exam (Individual - 100%)**

Evaluated competences: B6, B7, B8, B9, B10, E5, E6, E10

- \* The grade awarded depends upon the extent to which the student has met the exam objectives overall.

A minimum passing score of 5.0 or higher is required.

\* Cheating is regarded as an attempt to gain an unfair advantage over your fellow classmates and will be penalized according to HTSI rules and regulations.

### **Follow-up meetings**

Week 3

Week 7

Week 13

## **6. Bibliography**

### **Mandatory readings**

World Travel Market 2015 Report. Euromonitor (2015)

Lecinski, J. (2011) ZMOT, Winning the Zero Moment of Truth. Google Insights.

Micro-Moments: Your Guide to Winning the Shift to Mobile. Google Insights (2014)

Linton, H and Kwornik, R.J. (2015) The Mobile Revolution Is Here: Are You Ready?

The new online consumer. Euromonitor International (2014)

Tourism Megatrends 10 things you need to know about the future of Tourism. Howarth HTL (2015)

Travel goes Mobile. Boston Consulting Group (2014).

Gevelber, L and Heckmann, O. (2015) Travel Trends: 4 Mobile Moments Changing the Consumer Journey. Google Insights.

Travel Marketing Budgets 2016: 5 Must-Watch Digital Trends. MDG Advertising.

Marriott Hotels Introduces The First Ever In-Room Virtual Reality Travel Experience  
<http://news.marriott.com/2015/09/marriott-hotels-introduces-the-first-ever-in-room-virtual-reality-travel-experience-.html>

Kimes, S.E. (2016). The Future of hotel revenue management. Cornell Hospitality Report, 17(1), 3-10

The new connected consumer code: Unlocking digital commerce opportunities. (July 2016). Euromonitor World Travel Market. Global Trends Report 2016. In association with Euromonitor International

Kimes, S. E. (2017). The future of Hotel Revenue Management, Cornell Hospitality Report, Vol. 17, No. 1

### **Recommended readings**

Google's 2014 travel study: App mania has ebbed, yet booking by smartphone is still hot  
<http://www.tnooz.com/article/google-research-travel-marketers-traveler-shopping-behavior/>

Personalizing Experiences For The Changeable Traveler  
<http://blogs.imediaconnection.com/blog/2015/12/13/personalizing-experiences-for-the-changeable-traveler>

er/  
Hotels Fight Back Against Sites Like Expedia and Priceline  
[http://www.nytimes.com/2015/09/01/business/hotels-direct-booking-online-travel-sites.html?\\_r=2](http://www.nytimes.com/2015/09/01/business/hotels-direct-booking-online-travel-sites.html?_r=2)  
Booking trends: Don't ignore impact of GDSes  
<http://www.hotelnewsnow.com/Article/16600/Booking-trends-Dont-ignore-impact-of-GDSes>  
Airbnb Is the Next Big Hotel Distribution Channel  
[http://skift.com/2015/10/27/the-next-big-hotel-distribution-channel-airbnb/?utm\\_campaign=Daily+Newsletter&utm\\_source=hs\\_email&utm\\_medium=email&utm\\_content=23178333&\\_hsenc=p2ANqtz-9g5pOcyilXLDhFszhdezaPOkc99Bejg8WnkSJt8JJaUxYLRmOIBTxCkmH82qn0eFJKvSRwQBIRNW88J1YzUemF\\_Xrh2ycL0l6qkg7ywWaNqjcKSX4&\\_hsmi=23178333](http://skift.com/2015/10/27/the-next-big-hotel-distribution-channel-airbnb/?utm_campaign=Daily+Newsletter&utm_source=hs_email&utm_medium=email&utm_content=23178333&_hsenc=p2ANqtz-9g5pOcyilXLDhFszhdezaPOkc99Bejg8WnkSJt8JJaUxYLRmOIBTxCkmH82qn0eFJKvSRwQBIRNW88J1YzUemF_Xrh2ycL0l6qkg7ywWaNqjcKSX4&_hsmi=23178333)  
Uncovering the Millennial Mindset: Choice Hotels Reveals New Travel Study  
<http://www.hospitalitynet.org/news/4072208.html>  
For hotels, Google expands direct commission-based bookings  
<http://www.tnooz.com/article/for-hotels-google-expands-direct-commission-based-bookings-brings-instant-book-to-mobile/>  
Early adopters keen on keyless entry  
<http://www.hotelnewsnow.com/Article/16712/Early-adopters-keen-on-keyless-entry>  
Is hospitality ready for the post-rate parity era?  
[http://hotelmarketing.com/index.php/content/article/is\\_hospitality\\_ready\\_for\\_the\\_post\\_rate\\_parity\\_era](http://hotelmarketing.com/index.php/content/article/is_hospitality_ready_for_the_post_rate_parity_era)  
Starwood Devotees Greet Marriott Merger With Dread and Anger  
[http://www.nytimes.com/2015/11/18/upshot/marriott-merger-has-starwood-lovers-nervous.html?\\_r=0](http://www.nytimes.com/2015/11/18/upshot/marriott-merger-has-starwood-lovers-nervous.html?_r=0)  
The 10 largest hotel companies by room count  
<http://www.hotelnewsnow.com/Article/17129/The-10-largest-hotel-companies-by-room-count>  
HotelTonight Launches Tonight +1 To Entice Guests To Stay An Extra Night  
<http://techcrunch.com/2015/11/19/hoteltonight-launches-tonight-1-to-ttempt-guests-to-stay-an-extra-night/?ncid=rss>  
Using Uber to understand the Airbnb challenge  
<http://www.hotelnewsnow.com/Article/17135/Using-Uber-to-understand-the-Airbnb-challenge>  
Booking.com tells hotels it's not a zero-sum game  
<http://www.tnooz.com/article/booking-com-tells-hotels-its-not-a-zero-sum-game/>  
A staffless hotel for millennial travelers  
[http://hotelmarketing.com/index.php/content/article/a\\_staffless\\_hotel\\_for\\_millennial\\_travelers](http://hotelmarketing.com/index.php/content/article/a_staffless_hotel_for_millennial_travelers)  
Airbnb Hurting Priceline, Expedia More Than Hotels  
<http://www.valuewalk.com/2015/11/airbnb-hurting-hotels/>

## 7. Lecturer/s

**Ms. Florencia Cueto Pedrotti** (Head lecturer) - [florencia.cueto@htsi.url.edu](mailto:florencia.cueto@htsi.url.edu)

Contact hour: Every week two hours before class

## 8. Observations

- \* Information on the academic calendar, exam timetables, and room assignment will be posted on the virtual campus and on the faculty's web site once it is available.
- \* Academic norms and regulations is an obligation for all the members of the academic community in the faculty.
- \* Punctuality is kindly requested, access to class will not be allowed once the class has started.
- \* The use of mobile is strictly forbidden during class.