Fairmont San Jose used the Cvent Competitive Set Dashboard to get answers about their group business – and drive significant growth in key segments.

+200% Awarded RFP Value (2016-2018)
+138% Awarded RFPs (2016-2018)
INTRODUCTION

Questions and Answers

The business of hospitality invariably comes down to questions, the kind that drive to deep and actionable ideas to be used in creating an unforgettable experience — a better process, or shared value. Questions that strengthen the connection between venue, planner, and customer. Think about it: Without a persistent commitment to ask, discover and build, great things would never be built — or problems solved.

Innovation and Luxury

It’s that kind of thinking that drives the team at Fairmont San Jose. In fact, at the Fairmont “SJ” that perspective is a must: The next great tech startup could very well be a mere five-iron from the hotel lobby, or even take flight in one of the Fairmont’s many conference rooms.

“The Fairmont San Jose is known as “the best meeting and wedding venue in Silicon Valley.”

The Fairmont San Jose offers 805 spectacular rooms and 65,000 square feet of meeting and event space.
Asking Questions and Finding Answers Drives Innovation

The Fairmont’s spirit of relentless improvement is perfectly embodied in the way their group event business keeps pace with new opportunities. The challenge, as a result, is to constantly search for and discover new trends that can be used to expand group business.

“Normally it takes us four quarters to make a dollar. But lately, it’s been more like 10 dimes.”
- Marshall Jones, Fairmont San Jose

How’s My Group Business?

Led by Director of Sales and Marketing Marshall Jones, the team wanted to get a better understanding of how they could optimize the business. “We work hard to generate group business,” said Jones. “As a team, we are always looking to create real value.” By looking at their data from a different perspective, they were able to discover an opportunity to expand their business and create value.
Through data analysis, the team found a pattern: 40% of the business was coming to the hotel during the same window, but they had no idea when that window would be — or that the vast majority was from groups smaller than 75 rooms. It was a major factor in making business unpredictable.

Patterns and Opportunities

By implementing Cvent’s Competitive Set Dashboard, the team began looking for patterns and trends. First, they discovered how much of the demand came from their own region. He found opportunities to improve, iterate and expand the hotel’s group business.

Jones, along with the sales and marketing team, was able to fundamentally change the group business in three ways:

- **Optimization**: Assess the local group opportunity, improving response time and redeploying sales.
- **Communication**: Standardize operations, measure effectiveness, and learn what core customers really want.
- **Growth**: Discover new areas of opportunity and execute around a sound and diversified game plan.

Optimizing the Fairmont San Jose Experience

The team used the Competitive Set Dashboard to assess, adjust and increase the hotel’s profitability. He saw the fragmented nature of the hotel’s current business and used findings from the dashboard to map a plan. He learned that 60% of group business came from their own backyard — and 40% from the same 27 companies.
Focus on the Experience

As a result of the findings, the Fairmont team added video conferencing capabilities, upgraded hotel Internet bandwidth, and created a business environment that served as an extension of their campus. In addition, the team created packages based on specific, predictive, and value-added benefits. They used the Cvent solution to help map to other trends and opportunities from additional data sets, and redeployed teams based on business categories. This helped to create knowledgeable team members who in turn were able to develop stronger relationships. The bottomline? It’s all about using data to better understand the client business — and find smart solutions to meet those unique needs.

Communication as the Connector to Growth and New Opportunities

The Competitive Set Dashboard also gave the Fairmont San Jose a platform that helped to streamline communication. “We needed to be able to communicate the value of our approach to all aspects of the business, from ownership to the corporate office, asset manager, regional team, and the operational team,” said Jones.

Clarity to Grow Group Opportunities

The team’s ability to check the dashboard, see trends and adjust has led to more accurate forecasting and faster response times. What’s more, it helped identify opportunities to better align hotel offerings to core clients and improve the performance of his sales team. For example, he was able to help a salesperson reverse lagging response times by showing the relevance of that metric. The result? That person’s response time was cut in half.
RESULTS

Growth Based on a Foundation of Data and Creative Insights

Cvent’s Competitive Set Dashboard was instrumental in improving response time...

-46%  
Average Response Time  
From 36.5 hours to 19.5 hours  
(2016 - 2018)

18%  
Improvement on RFP Response Time  
Under 6 Hours  
(2016-2018)

And was among the reasons why Fairmont San Jose expanded its use of Cvent technology. The result has been transformative:

+200%  
Awarded RFP Value  
(2016-2018)

+138%  
Awarded RFPs  
(2016-2018)

+185%  
Awarded Room Nights  
(2016-2018)

“Hotel managers should use the power of the Competitive Set Dashboard to understand their business and then look for trends that align to that core. Then it’s about execution and optimization against the competitive set.”  
- Marshall Jones, Fairmont San Jose
Cvent Competitive Set Dashboards

Competitive Set Dashboards help hoteliers understand how group demand, response patterns, and awarded business compare with up to 10 competitors in real time, enabling confident, data-driven group business decisions.

- Measure your property’s RFP performance vs. the competition
- Define your competitive pool and view aggregate performance data
- Analyze your future lead opportunity using Event Start Dates

The Cvent Hospitality Cloud Helps Hotels and Destinations Grow and Own their Business.