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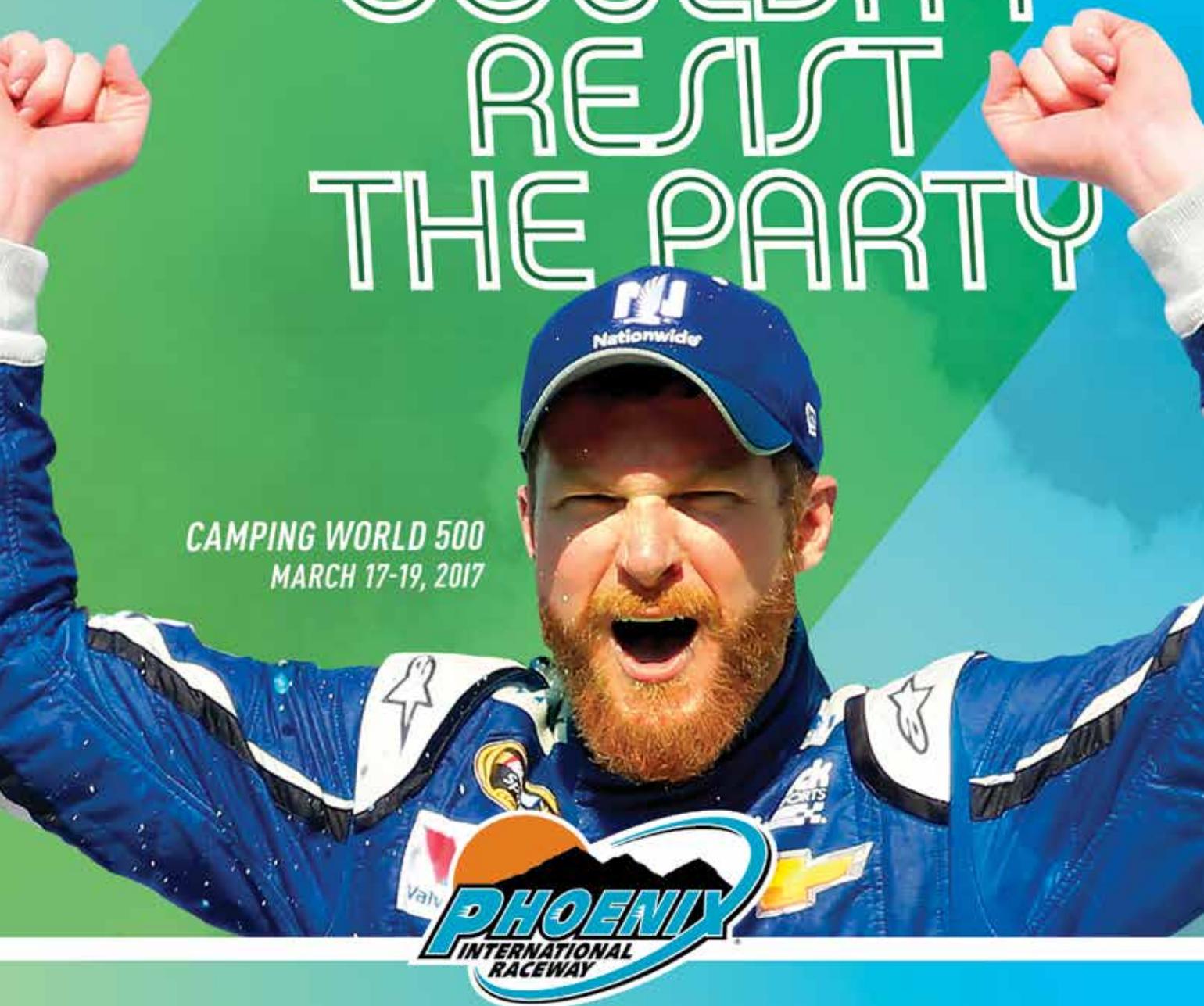
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# ■ Game-changing impact

History and progress put the West Valley at the top of the tourism trade

By ERIN THORBURN

If Glendale is going gangbusters (which it is), then the West Valley as a whole is even more gregarious in growth and opportunity. To what does our southwestern state owe for this westward expansion? It's perhaps not so much "what" as "who."

Say hello to Lorraine Zomok, director of Visit Glendale. Zomok doesn't just promote Glendale; she lives, eats and breathes it. As a 46-year resident, currently living in Glendale's oldest historic home (built in 1918), Zomok has the happy responsibility and honor of perpetuating the promotion of Glendale and 14 neighboring cities that make up the West Valley. It's a duty for which she takes great pride, and it shows.

Within the last three years, Glendale has been host to show-stoppers like the Super Bowl, the College Football Playoff National Championship and this year's Final Four – and these are just the headliners.

Visit Glendale is largely responsible for solidifying these prestigious events, in addition to bringing in more and more visitors, conferences and overall hospitality and economic vitality to one of the most rapidly growing areas of Greater Phoenix.

Az Business sat down with Zomok to discuss her passion, dedication and charisma in honoring and elevating a vision created by early West Valley pioneers and one that continues today.

**Az Business: Glendale has hosted the three biggest events in sports over the last three years. What kind of impact has this had on the West Valley?**

**Lorraine Zomok:** These large-scale events not only impact Glendale, but the entire state. The University of Phoenix Stadium has been a true host for Super Bowls, Fiesta Bowls and now the Final Four. It really changes and elevates the face of our city. Thinking about where the stadium is now was once farm fields is fascinating. We've seen amazing progress in witnessing a farming community continue to grow into a premiere sports and entertainment destination.

I'm proud to see how much we've grown, while still staying true to our roots. I take our 100 years of progress very seriously, continuing to perpetuate a vision that began with pioneers of this area in the late 19th Century. I see great things ahead for the West Valley. Glendale is proud to usher 14 West Valley communities into the next century.

**AB: The Cactus League has a strong presence in the West Valley. What are the scope of benefits this has and continues to bring to your industry?**

**LZ:** Spring training is our version of Super Bowl every March. It's our favorite time of year. We host spring training teams for the entire Valley of the Sun. People come from all over the country to enjoy games, most all of which are west of 1-17, from here in Glendale, to Surprise, Peoria and Maryvale.

In Glendale, we roll out the red carpet for our spring training fans. We receive the most passionate visitors, who love nothing more than to cheer on their home teams.

As to how spring training affects tourism, we experience the highest occupancy for the month for March. It's not surprising considering that there are 30-plus days of games. A game only lasts a few hours, which leaves a lot of time for visitors to take advantage of our cultural offerings, shops, restaurants, museums and historic downtown areas.

Of course, our residents take in a game or two, but we can always be prideful about showing off our state to visitors.



**LORRAINE ZOMOK:** “We showcase all 14 communities in the West Valley,” says the manager of Visit Glendale. “The visitor coming in doesn’t know that one side of an avenue is Glendale and the other side is a different city. They are looking at us as a whole and we can sell the region as a package. Strength truly does come in numbers.”

PHOTO BY MIKE MERTES, AZ BIG MEDIA

**AB: Have there been any recent tax initiatives specific to the West Valley to foster and encourage tourism?**

**LZ:** In 2010, city hoteliers requested that an additional bed tax be implemented for the City of Glendale. With 1.6 percent of all funds going directly to Visit Glendale, the tax became a complete change agent for us. It solidified our standing as a tourism entity.

Since 2012, we’ve adopted a more global focus. We have added a national sales division, hired an individual to completely oversee digital and social content and been able to target meeting planners and trade business.

As a result of the bed tax, we’ve seen nearly a 20 percent increase in gross hotel sales from 2014 to 2015. For us, it’s shown that investment in tourism absolutely pays off. It’s also reiterated the importance of partnership.

Through challenges in the economy, national disasters and legislation issues, partnership has made us a strong region. We roll up our sleeves as a West Valley community – what’s good for Glendale is good for Buckeye, Peoria and all of our other cities.

**AB: What would you consider to be the West Valley’s best-kept secret?**

**LZ:** Personally, I would say Sahuaro Ranch. It’s one of our original ranches in Glendale and a national register building. As far as the

history, architecture and ambiance, there’s nothing like it in the world. It definitely feels like stepping back in time. Families often picnic there and it’s a popular destination for hosting weddings and events.

**AB: What makes the West Valley unique in comparison with Metro Phoenix, the East Valley, etc.?**

**LZ:** We are authentic and real. In the morning, you can visit a historic downtown and in the afternoon be cheering with tens of thousands of sports fans, and by evening climb a mountain.

One thing unique to the West Valley is our historic downtowns. Downtown Peoria, for example, has beautiful churches and theaters and an overall historic ambiance that reflects authenticity and connectedness to our West Valley roots. The same can be said for Wickenburg with its Old West feel, and Litchfield Park’s iconic Wigwam Resort that comes with 75-plus years of history.

These are things you can’t replicate. Time, care and attention come from local residents who value and support these downtown areas. Now, we can share them with worldwide audiences traveling to our area for special events.

**AB: With three impressive mega events within three years, what’s next for Glendale?**

**LZ:** For Visit Glendale, it’s growth, capitalizing on the faith that West Valley tourism has put in us through funding and partnership.

In tourism, we’ll see a new hotel in Westgate (projected for March), while we continue to build the piece of our pie on the convention side. We’re upping our efforts to capture travel trade and to engage meeting planners to put us top of mind for major tourism and events.

One event we’re excited about: is the “Kiss Me I’m Irish Run.” It’s a half-marathon that will bring people in from all over. We added a kilt run on St. Patrick’s day in an effort to break the current Canadian-held world record of the most people wearing a kilt in a race.

We are also big on giving back, so we have several events with a charity component. Operation Woman Warriors, sponsored by the Soroptimist International of the Kachinas, collects supplies for female deployed military. Treats for Troops sends care packages to deployed military over the holidays. And Kurt Warner’s Treasure House helps individuals with special needs and much more. **AB**

## VISIT GLENDALE

# TOP 15 attractions in the West Valley



By ERIN THORBURN

Looking for fun? The West Valley has no shortage of entertainment, activities and attractions for visitors and locals of all ages. Here are 25 of the West Valley's must-see attractions:

**Arizona Broadway Theatre:** Catch a live performance of Disney's "Beauty and the Beast," "Camelot," "Saturday Night Fever" or a live concert or special event at Peoria's premiere performing arts destination. The ABT is also a big supporter and proponent of youth performance art programming.

[azbroadway.org](http://azbroadway.org)

7701 W. Paradise Ln., Peoria

**Arrowhead Towne Center:** Apple, Disney, Forever 21, JCPenney, Macy's and Rocky Mountain Chocolate Factory make up a small glimpse of what this West Valley shopping mecca has to offer. While locals and visitors shop, they can take advantage of several dining opportunities and events, such as live music and National Geographic-sponsored activities for kids.

[arrowheadtowncenter.com](http://arrowheadtowncenter.com)

7700 W. Arrowhead Towne Center, Glendale

**Brelby Theatre Company:** Also known as the West Valley's New Works Incubator, the Brelby is truly that – an incubator for directors, writers, designers and actors to practice, refine and demonstrate their craft for local and visiting audiences.

[brelby.com](http://brelby.com)

7154 N. 58th Dr., Glendale

**Cerreta Candy Company:** Chocolate-covered cherries, marshmallows and pretzels are just a minor sampling of the delicious and delectable confections created at Glendale's hometown candy company. Be sure to take a tour.

[cerreta.com](http://cerreta.com)

5345 W. Glendale Ave., Glendale

**Challenger Space Center:** One of 40 centers in the nation, the Challenger Space Center is designed as a tribute to the Challenger Space Shuttle disaster and is an inspirational facet of learning for space enthusiasts of all ages.

[azchallenger.org](http://azchallenger.org)

21170 N. 83rd Ave., Peoria

**Historic Downtown Glendale:** History buffs will love the charm of Glendale's historic downtown, home to the Glendale Police Museum, local restaurants and shopping. Overnight visitors can stay at the historic Gas Light, with building origins dating back to 1926.

[historic-glendale.com](http://historic-glendale.com)

5802 W. Palmyra Ave., Glendale

**Historic Sahuaro Ranch Park:** Host to weddings and events, with picnic areas, playgrounds, a multi-sports complex and more, this historic park with roots dating back to 1886 is one of Glendale's best-kept secrets.

[glendaleaz.com/parksandrecreation](http://glendaleaz.com/parksandrecreation)

5850 W. Glendale Ave., Glendale

**Lake Pleasant:** With no shortage of sunshine, one of the Valley of the Sun's most coveted water wonders has plenty to offer. Spend a day fishing, boating, scuba diving, hiking or stay for a camping trip to enjoy them all.

[maricopacountyparks.net/park-locator/lake-pleasant-regional-park](http://maricopacountyparks.net/park-locator/lake-pleasant-regional-park)

41835 N. Castle Hot Springs Rd., Morristown

**Phoenix International Raceway:** This one-mile raceway has been host to motorsports since 1964, including the Verizon IndyCar Series and two NASCAR events each year.

[phoenixraceway.com](http://phoenixraceway.com)

7602 S. Avondale Blvd., Avondale

**Spring training ballparks:** As one of Arizona's main sources of pride and joy, five of the Cactus League's spring training stadiums are located west of the I-17 in Glendale, Goodyear, Maryvale, Peoria and Surprise. After catching a game, be sure to enjoy a meal at one of the West Valley's hidden gems, like Ada's Fish Fry in Goodyear.

[cactusleague.com](http://cactusleague.com)

**University of Phoenix Stadium:** Home to the Arizona Cardinals and 63,400 of their fans, the University of Phoenix Stadium has been host to the Super Bowl, Fiesta Bowl and National College Football Championship Game. Its retractable roof and event space for 72,800 people makes it the perfect location for anything from sporting events to corporate gatherings, trade shows and more.

[universityofphoenixstadium.com](http://universityofphoenixstadium.com)

1 Cardinals Dr., Glendale

**Westgate Entertainment District and Tanger Outlets-Westgate:** Catch a movie, grab a bite, play at Dave & Buster's, listen to live music at Westgate's Entertainment District and then pop over for a shopping fix from dozens of outlets like Tommy Hilfinger, Aeropostale, Coach, Reebok, PacSun and more.

[westgateaz.com](http://westgateaz.com) and [tangeroutlet.com](http://tangeroutlet.com)

6751 N. Sunset Blvd., Glendale

**White Tanks Mountain Regional Park:** A perfect location for biking, hiking and camping, the park is also home to the White Tanks Library and nature center, complete with a variety of desert creatures – snakes, reptiles and more.

[maricopacountyparks.net/park-locator/white-tank-mountain-regional-park](http://maricopacountyparks.net/park-locator/white-tank-mountain-regional-park)

20304 W. White Tank Mountain Rd., Waddell

**Wigwam Resort:** What began as a 24-room guest ranch has become a 331-room resort oasis with golf courses, tennis courts, multiple swimming pools, a spa, and 45,000 square feet of meeting space.

[wigwamarizona.com](http://wigwamarizona.com)

300 E. Wigwam Blvd., Litchfield Park

**Wildlife World Zoo, Aquarium & Safari Park:** You'll feel like a jungle, desert and world explorer and zoologist for a day when visiting the home of more than 600 exotic and endangered species and 6,000 animals.

[wildlifeworld.com](http://wildlifeworld.com)

16501 W. Northern Ave., Litchfield Park **AB**



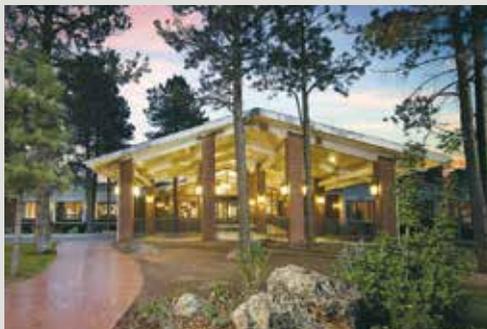
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# Dorr to the future

President of the Arizona Chapter of HSMAI says evolving technology is creating a better guest experience

By ERIN THORNBURN

**D**id you know that Erik Dorr, president of the Arizona Chapter of Hospitality Sales and Marketing Association International (HSMAI) has a twin brother – a war hero in Fort Bragg? It’s a fact for which Intelity Corporation’s regional director of sales for the Western United States and Canada is most proud. Dorr is equally appreciative and humbled by the support his hospitality comrades continue to extend regarding his brother’s military accomplishments and efforts.

As for Dorr, his heroism manifests through accomplishments in hospitality. For the last 20 years, Dorr has contributed his expertise to some of the most successful hospitality technology companies in the industry: GCommerce, iBAHN, INFOR, Newmarket and more.

Beyond his professional achievements Dorr shares his hospitality knowledge and experience with universities across the country and is involved in several local charities.

So how does this hospitality hero continue to practice technological prowess, encourage tomorrow’s hospitality leaders and embrace a new and evolving world of end-to-end platform technology? Az Business sat down with Dorr to talk about his industry.

**Az Business: How is technology helping your industry accommodate a new generation of travelers?**

**Erik Dorr:** It’s all about the experience

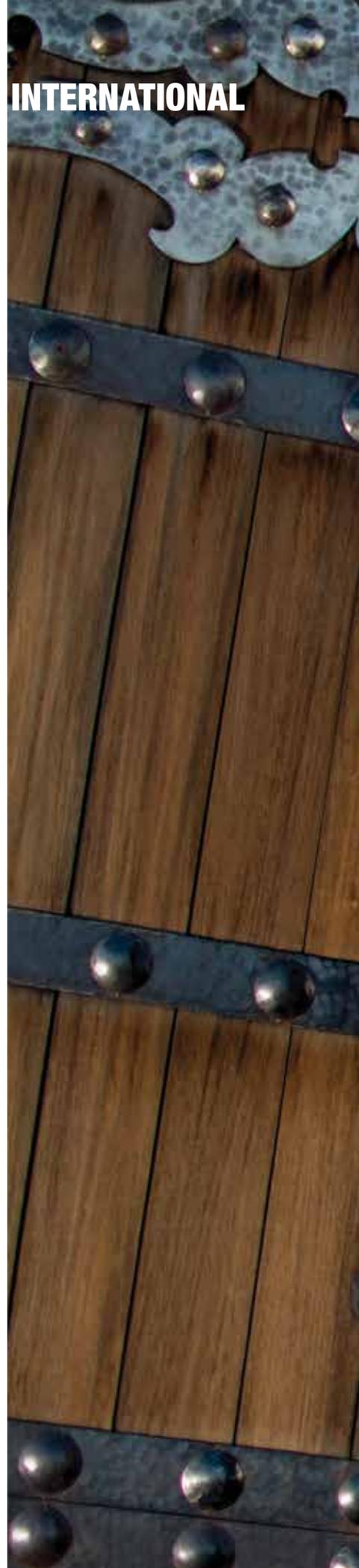
of today’s traveler – how can hotels and resorts tell their story and help travelers fully experience what they want to experience? This is especially true for the Millennial generation. Hotels will need to support technology that is as good, or better, than what guests have at home. This is no longer something travelers consider as an amenity – it’s an expectation.

Technology is also something for which hotels and resorts need to be on point, from when the reservation is made, to pre-arrival, check-in and all throughout a guest’s stay.

We’re seeing a new chapter in hospitality technology. Standard software systems have moved locally to the Cloud and are stabilized and secured. We continue to ensure that the integration of technology is a special experience, without being “Big Brother.”

**AB: Are travelers embracing technology like tablet check-ins and Bluetooth-activated door locks — or is there a population that’s still resistant to these protocols?**

**ED:** There are security measures that must be followed to keep client data safe. This is an issue that hospitality takes seriously and handles with great sensitivity. With that said, there are those, typically older generations who may initially experience concern. It’s similar to when banks started using ATM machines or airlines transitioned from printed tickets to digital. You will always have consumers who prefer traditional methods and there will always be options to accommodate them.





## **AB: Does Arizona's hospitality industry need to improve its technological offerings?**

**ED:** We will see more end-to-end platforms that can handle everything from pre-arrival to when the guest is on property. A "singular" technological service like Bluetooth-activated door access may make sense in terms of saving money for the hotel, but does it make sense for the guest? Hotels need to look at the complete platform. Do tablet check-ins enable addressing group business or bus tours?

They need to look at what the platform can do from end to end, rather than simply as a niche technology application. Intelity, for example, enables guests to submit housekeeping requests, check in and check out and order food all by tablet, all utilizing an end-to-end platform.

We're also going to see hospitality in the early stages of adapting Beacon technology. Nodules are posted throughout the property with a mobile platform. When guests walk by, they can receive a personal message or information pertaining to their stay on property, like "Welcome, enjoy a complimentary glass of wine in our lobby this evening from 5 p.m. to 7 p.m."

The important thing to remember is that we're not simply selling guest rooms anymore. We need to think about what we can provide guests once they arrive on property.

## **AB: You have spoken at hospitality schools such as UNLV, Arizona State University, Scottsdale Community College, Cornell University, Boston University and more. What do you share with higher-education audiences?**

**ED:** This is an area I love. I just met with Grand Canyon University. Students enjoy and benefit from meeting people in the industry with practical experience. They like to hear about the different pathway I've taken, not having a traditional hospitality background.

My big takeaway to these vital future leaders is that you don't have to work at a front desk forever. You can book online reservations or go into furniture lines and textiles. There are so many possibilities

HSMAI has a tie-up that unified chapters at NAU, Scottsdale Community College,

Grand Canyon and ASU. How can we continue to unite these students together? We want these future leaders to have the opportunity to network with present-day leaders from the Valley and beyond to encourage the facilitation of relationships and acquisition of internships.

## **AB: Compared with other markets, how progressive is Arizona hospitality in terms of technology?**

**ED:** Arizona can be very proud. We haven't been afraid to take chances and there's always room for more. We are a bubbling area in regard to technological services and our service levels are so high that we've become competitive.

One thing we can do to improve is to make sure hotels and resorts are walking through every step of the property, assessing it as a traveler would. This goes for our processes, too.

Hoteliers need to make sure their systems are secure and intentional. You don't want to buy technology simply for the sake of buying technology. Is it impacting your bottom line? Is it environmentally friendly? Purchase and apply technology in ways that honor and improve your processes and profitability.

We also need to ask ourselves if we're continuing to connect with guests. It's crucial to maintain a conversation with a guest even after they've ended their stay.

## **AB: How has the Arizona Chapter of HSMAI impacted members and our communities?**

**ED:** I first got my HSMAI card in 1997 when I was living in New Hampshire. The organization has been part of my career since I worked with Newmarket.

When I moved here, I challenged myself to ask if I really knew the leaders at local hotels and resorts.

HSMAI offers a side-by-side sales perspective, and since it's a volunteer organization, we respect everyone's participation and time.

HSMAI is also community oriented, partnering with "Kitchen on the Street" and "Neighbors helping Neighbors."

In addition to winning several awards, we were named the 2015-2016 International "Chapter of the Year." We are also the "Chapter of Champions," which is also the 2017 slogan, for our high standards of excellence.

This is an organization that has always supported my family and me. **AB**

## ABOUT HSMAI

**What it is:** HSMAI is committed to growing business for hotels and their partners, and is the industry's leading advocate for intelligent, sustainable hotel revenue growth. The association provides hotel professionals and their partners with tools, insights, and expertise to fuel sales, inspire marketing, and optimize revenue through programs such as the Adrian Awards, Digital Marketing Conference, Revenue Optimization Conference and ROCET Conferences. HSMAI is an individual membership organization comprised of more than 7,000 members worldwide, with 40 chapters in the Americas Region. Connect with HSMAI at [hsmai.org](http://hsmai.org).

**Arizona chapter:** Active since 1968, the Arizona Chapter is HSMAI's 2nd largest chapter. Although the main core of membership is the hotel sales and marketing professional, the association serves supplier/partner members such as transportation companies, golf courses, restaurants, convention and visitors bureaus, entertainment companies, entertainment venues, photographers, public relations/marketing companies, as well as student and faculty from local colleges and universities. In addition, HSMAI is the only professional association for the hotel revenue management professional. The Arizona Chapter has been recognized as the most award-winning HSMAI chapter of all time and was recognized as HSMAI's 2015-16 "Chapter of the Year". Our chapter offers members a variety of benefits including monthly education programs targeted specifically to the sales and marketing and revenue management professional, a variety of networking and fundraising events, leadership development training and community service volunteer opportunities. The bottom line: HSMAI provides member companies with added and measurable value. For more information, contact Executive Director Joanne Winter, at 602-240-5552 or visit the chapter website [athsmai-az.org](http://athsmai-az.org).

**Information:** [hsmai-az.org](http://hsmai-az.org)



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# ***Back to the future***

**As digital marketing drives the hospitality industry, it's still personal connections that boost the bottom line**

By ERIN THORBURN

In the second installment of the “Back to the Future” series, Marty, the unsuspecting time traveler, is propelled to the (then) futuristic year of 2015, where he encounters such advanced technology as holographic billboards and advertisements. Now, a couple of years later, holograms aren’t a steady component of digital marketing. However, we may not be too far off the mark.

Today’s hospitality digital marketing may not consist of a hologram of a Hilton rolling by on a hoverboard, but don’t scoff at the thought. Today, the lodging and tourism industry is heavily relying upon concepts once considered futuristic, such as virtual reality marketing and more.

We can’t take you to the future in a DeLorean, but we do have the luxury of sharing the knowledge and experience of several Phoenix experts from the Arizona Chapter of the Hospitality Sales and Marketing Association International (HSMIAI) who are familiar with the latest in hospitality digital marketing.

### Digital voice of the hospitality consumer

There is an element dominating digital marketing in hospitality for which experts adamantly agree. It may not be as sexy as virtual reality, but it’s potent and powerful: user-generated content (UGC).

Research demonstrates that consumers spend an average of 5½ hours a day with UGCs – either listing their reviews or viewing those of others.

“As an agency trying to harness the power of the guest voice in purchasing decisions, our ability has been somewhat diminished in terms of advertising and marketing because of a review-driven market,” explains Richard Cassey, Commit Agency’s chief strategy officer.

This realm of digital marketing is so commanding that it’s reported more than 50 percent of U.S. consumers put their trust in UGCs over any other information on a company website.

According to Cassey, hoteliers need to be proactive in strategizing ways to incorporate UGCs as part of their digital marketing plans. The question is, how?

“Hotels must harvest past guest stories, reviews and content and repurpose it for potential guests,” says Dave Spector, partner for Tambourine.

Tambourine, for example, recently launched a new tool, “TOUT,” to accomplish this very task by enabling hotels to obtain usage rights for UGCs on social media and is available to all Tambourine clientele.

There is a major benefit for the hospitality

industry adopting UGCs into digital marketing algorithms.

“People trust user-generated content more than anything,” says Holly Zoba, vice president of sales and hospitality for Signature Worldwide. “For the hospitality industry, we invest so much for this type of digital marketing because of its measurability.”

Measurability indeed, and this is where social media makes its mark.

### Social media and the 3 Ms

Social media in hospitality is measurable, marketable and mastered by the Millennials. Technically that’s four Ms, but more importantly, social media is as vital to hospitality digital marketing as “Doc” was to making the DeLorean time machine magical.

“If you ask hotels what social media channel produces the most profit, it’s Instagram,” Zoba says, who also chairs the HSMIAI digital committee.

Zoba further explains that of all social media channels, Instagram has the most return on investment. Why? Because Instagram is driven by imagery, so it’s the perfect digital medium for hospitality properties to showcase product, services and experiences – through their own eyes, as well as UGCs.

Pinterest, also driven by imagery, has been effective in hospitality digital marketing ROI.

“Hotels can hook people in through images of what an ideal property, vacation or experience looks like,” explains Something New Media Partner James Lee. “Marriott has expertly utilized Pinterest to capitalize on exactly what consumers are looking for to build a vacation by making a vision board with some of the most sought-after images.”

Facebook, of course, continues to be a long-standing, steady social media stream and a fairly easy means of collecting consumer data analytics.

Back to the three Ms — we’ve got measurability, marketability – now what about those Millennials and their social media influence? Are they really that influential to the tourism industry? You bet your plutonium they are.

According to an article in Forbes, 94 percent of Millennial travelers use Facebook while traveling, and 71 percent use Instagram. Additional statistics show that Millennial tourists generate more than \$180 billion in tourism revenue annually.

What’s the best way to capture this integral digital marketing demographic through social media?

“Millennials love seeing transparency and a bit of messy,” Lee says. “As producers in hospitality, we’re taught that nothing is supposed to appear



**Richard Cassey**



**James Lee**



**Gerry Reed**



**Dave Spector**



**Holly Zoba**

imperfect. We can get caught up in being a little too careful in marketing to Millennials.”

“Millennial and GenX consumers are especially good at sniffing out BS hyperbole,” Spector adds, “so keep it real; keep it authentic.”

It’s also wise for hoteliers to heed the warning of Gerry Reed, TravelClick, Inc., director of Southwest sales. “One social media channel does not fit all,” Reed says. “Each individual marketing campaign will have a different objective, which will ultimately affect which channel a hotel chooses to engage in.”

Something for which Lee agrees. “It’s currently difficult to find a digital paradigm that will be consistent across all social media platforms. It’s important to be more mindful of the message being delivered rather than the means.”

**Now for the fun stuff**

Can you virtually visit London and skip over to Maui in 90 seconds? According to Marriott, you can. And they aren’t the only hotelier to offer what they refer to as a 4D virtual-reality experience (through Oculus).

“Virtual reality is one of the most compelling digital marketing tools,” Lee says, “because, through a virtual walk-through rather than a video with actors, the end game is making people believe they will love being at the destination they’re experiencing.”

Compelling as it may be, is virtual reality commonplace in hospitality digital marketing?

“Everyone is still in the phase of wondering where it will fit in,” Cassey says. “Best Western made a jump about a year ago, offering virtual tours for all hotels in their portfolio in the latter part of 2016. It’s clearly the technology of the future, but from a strategic standpoint, what’s the measurability of virtual reality?”

While hospitality digital marketing experts continue to pontificate virtual reality’s solubility, mobile platforms, video, and applications such as TravelClick’s newly re-launched iHotelier Booking Engine 4.0 that identify booking trends will shape target advertising and will reign supreme alongside social media and UGCs.

What most marketers reiterate is that no matter what digital platform is being utilized, hoteliers cannot — under any circumstances — undervalue the importance of establishing personal real-time relationships with consumers.

“One social media channel does not fit all...Each individual marketing campaign will have a different objective, which will ultimately affect which channel a hotel chooses to engage in”



“Digital media provides hotels with a unique opportunity to engage with the traveler every step of their journey – from initial research through shopping and finally booking,” Reed says. “Many independent hotels find themselves relying heavily on online travel agencies (OTAs) like Expedia and Booking.com to drive occupancy. This is an effective strategy in terms of putting heads in beds, but it comes at a higher cost per booking.”

Zoba agrees. “If hotels want to own loyal companies, they will have to be mindful about the types of incentives they offer for booking directly, rather than with an OTA – not simply applying discounts, but really engaging with customer to see what perks would benefit them for direct booking.”

Who knows what the future holds in terms of digital marketing technology advancements – whether holographic or virtual reality in nature. What we do know, is the customer is clearly the voice to follow and will be for the foreseeable future. **AB**



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### Celebrating .....

- 2015-16 HSMAI Chapter of the Year
- 49<sup>th</sup> Anniversary of HSMAI Arizona
- 90<sup>th</sup> Anniversary of HSMAI Int'l.
- 35<sup>th</sup> Anniversary of the Chinese Auction Fundraiser
- Multiple Industry Awards

### Our Future.....

- Monthly Education Programs
- Annual Chinese Auction
- MPI/HSMAI Golf Tournament
- Annual Awards Gala
- Collegiate Chapter Program
- Industry Certifications
- 2017 Charity of the Year
- Neighbors Helping Neighbors



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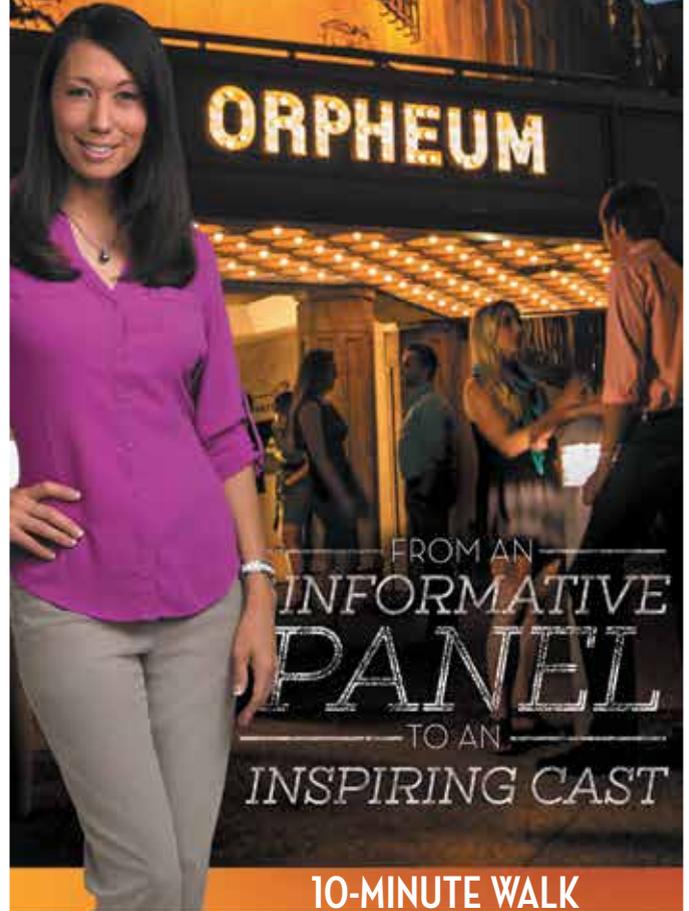
## COMING NEXT ISSUE

- The 2017 Healthcare Leadership Awards
  - What opportunities lie ahead for Arizona's energy industry?
  - How big is the economic impact of Arizona's tourism sector?
- Is the trial attorney an endangered species?
  - Best staycation deals for 2017



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