ROC 2019
TAKE THE LEAD IN REVENUE STRATEGY
JUNE 18-19 | MINNEAPOLIS
VANGUARD AWARD FOR LIFETIME ACHIEVEMENT IN REVENUE OPTIMIZATION

The HSMAI Americas Vanguard Award for Lifetime Achievement in Revenue Optimization honors leaders who have left an indelible mark on the field of pricing and revenue optimization in the hospitality industry. The award recognizes individuals who have spent a major portion of their careers in revenue management and optimization and have contributed to the betterment of the industry in a significant and lasting way, over an extended period of time.

2019 VANGUARD AWARD HONOREE
RANDY SMITH, CHAIRMAN & CO-FOUNDER, STR

In 1985, along with his late wife Carolyn, Randy set out to create a true assessment of the number of hotels in the United States and accurately measure industry-wide occupancy. For more than 30 years Randy has partnered with industry leaders to develop, report, and create guidelines for the hotel industry, many of which have changed the global hotel industry, impacting the way every hotelier runs their business. While STR started as a two-person U.S. hotel census company, it now employs 350 people in 15 countries, providing data benchmarking, analytics, and marketplace insights for global hospitality sectors.

The HSMAI Vanguard Lifetime Achievement selection committee cited the commitment to confidentiality, accuracy, timeliness, and impartiality that drove Randy’s work to deliver tools that allow hoteliers to benchmark their properties against a competitive set and measure average daily rate and revenue per available room.

Randy’s contributions to the hotel industry have been recognized with a number of prestigious accolades, including the U.S. Travel Hall of Leaders, the ALIS Lifetime Achievement Award, HSMAI’s Albert E. Koehl Award, and more.

PAST HONOREES INCLUDE:
- Greg Cross, Senior Vice President - Revenue Management, Hyatt Hotels Corporation (2015)
- Dr. Ravi Mehrotra, President & Founder, IDeaS Revenue Solutions (2016)
- Dr. Sheryl Kimes, Professor, Cornell University (2017)

REVENUE OPTIMIZATION PROFESSIONALS OF THE YEAR

Co-Presented by

The HSMAI Americas Revenue Optimization Professional of the Year Awards, co-presented by HSMAI and Rainmaker, recognize and promote excellence in the field of revenue optimization in the hospitality industry.

Nominations for the awards come from HSMAI chapters and the industry at large, and nominees represent the very best in revenue optimization. They are judged by a panel of revenue leaders on a variety of criteria, including: Lifelong Learning; Innovative Leadership; Cross-Discipline Collaboration; Talent Development; and Advancement of the Discipline.

2019 REVENUE OPTIMIZATION PROFESSIONALS OF THE YEAR

CORPORATE

Nicole Young, CRME
Sr. Corporate Director Global Revenue Management
Rosewood Hotel Group

SINGLE/MULTI-UNIT

Sarah Kalin Churchill, CRME, CHDM, CHBA
Director of Revenue Strategy
Pasea Hotel & Spa and Ko‘a Kea Hotel & Resort

PREVIOUS HONOREES INCLUDE:
- Derek Brewster (2018: Single/Multi-Unit)
- Cassandra (“Cassie”) Bond, CRME (2018: Corporate)
- Tim Kayser, CRME (2017: Single/Multi-Unit)
- Jennifer Mooney, CRME (2017: Single/Multi-Unit)
- Yira Segarra, CRME (2017: Corporate)
- Emily Bowen, CRME (2016: Single/Multi-Unit)
- Christian Boerger, CRME (2016: Corporate)
- Colleen Birch, CRME (2015: Single/Multi-Unit)
- Christopher A. Wilroy (2015: Corporate)
- Jennifer Hill, CRME (2014)
- Gopakumar “Gopu” Menon (2013)
- Melissa Graves, CRME (2012)
- Janelle Cornett (2011)
- Imtiaz Ali (2010)
- Mark Robertson (2009)
- Angie Belknap, CRME (2008)

CONGRATULATIONS!

HSMAI is grateful to Rainmaker for its support of the Revenue Optimization Professional of the Year Awards throughout its 12-year history. Please take a moment today to connect with the Rainmaker team and learn how they might help you and your business thrive.
Prove your skills and experience by earning a globally-recognized certification from HSMAI.

Created by hoteliers for hoteliers, the Certified Hospitality Digital Marketer, CHDM, recognizes digital marketing professionals for their expertise in leveraging digital channels to maximize online revenues. CHDMs are the digital marketing experts hotels need today. Get the new study guide: Hospitality Digital Marketing Essentials: A Field Guide for Navigating Today’s Digital Landscape

The Certified Revenue Management Executive certification offers you the chance to confirm your knowledge, experience, and capabilities in the field of revenue optimization. New study guide now available: Evolving Dynamics: From Revenue Management to Revenue Strategy

HSMAI with The Russell Partnership offers this online training and professional development certification course in business acumen. The CHBA (Certified in Hospitality Business Acumen) training places participants in the seat of a general manager, making decisions on pricing, marketing, staffing, and renovations in a live simulation of a competitive set environment. This respected course is recognized all over the world.

For more information, stop by the HSMAI Info & Bookstore booth in the Mezzanine Foyer, or visit www.hsmaicertifications.org.
Discuss current or future prices (including room rates and surcharges) for lodging

Denise Broussard
Veronica Andrews
Renee Haddad
Brian Hicks
David Warman
Discuss confidential or business-sensitive information, such as service plans,

Erich Jankowski
Complain about prices charged by your company’s competitors or suppliers.

Michael Klein
Discuss other key business terms associated with delivery of lodging or other

Hunter Webster
Nicole Young
Tammy Farley
Linda Gulrajani
Adam Hayashi
Discuss costs (including commissions and discounts) of goods and services

Julie Abou Nohra
Chris Nixon
Attend any unofficial or “off the record” sessions or gatherings while attending

Heather Richer
Michael Maher
Dana Cariss
Vivek Bhogaraju
HSMAI’S STATEMENT ON CORPORATE CONFIDENTIALITY
Speakers and attendees are encouraged and expected to actively participate in discussions at HSMAI conferences while at all times respecting the proprietary information and strategy of their companies and other participating firms.

HSMAI’S ANTITRUST GUIDELINES
Certain topics are not proper subjects for discussion and consideration at any HSMAI meeting or gathering of members. While it is entirely appropriate to meet as an association to discuss common programs and areas of interest, participants must keep in mind that they may compete with each other to provide lodging or related services. Any agreement or collective action to eliminate, restrict, or govern competition among members may violate antitrust laws. Participants must not engage in discussions, whether formal or informal, of any subjects relating to pricing or which otherwise may be deemed in violation of applicable federal antitrust laws and state anti-competitive practices statutes.

More specifically, participants at HSMAI events may not:

- Discuss current or future prices (including room rates and surcharges) for lodging or other services provided by you or any other participant.
- Discuss raising or lowering prices for lodging or other services provided by you or any other participant.
- Discuss other key business terms associated with delivery of lodging or other services provided by you or any other participant.
- Discuss costs (including commissions and discounts) of goods and services associated with delivering lodging or other services, including costs of services provided by on-line or other travel agents.
- Discuss profit levels or margins for lodging or other services provided by you or any other participant.
- Discuss allocating markets or customers for lodging or other services provided by you or any other participant.
- Discuss confidential or business-sensitive information, such as service plans, initiatives, or other competitive strategies.
- Complain about prices charged by your company’s competitors or suppliers.
- Discuss refusing to deal with a company (such as a vendor or supplier) because of its pricing or business practices.
- Attend any unofficial or “off the record” sessions or gatherings while attending today’s meeting.

If you have questions regarding any of these guidelines or how they might apply, direct your questions to HSMAI staff on-site or your own internal resources, including legal counsel, before you arrive at an HSMAI event.

VIDEO RECORDING POLICY
The use of video or audio recording equipment, or live streaming devices or applications, during any conference presentation is strictly prohibited.

SHOWCASE POLICY/NO SUITCASING
Solicitation of business at all HSMAI functions and public spaces by anyone other than official partners is strictly prohibited. Exhibitors and attendees are encouraged to report violations to HSMAI staff so we can address the issue immediately on-site, where we will confiscate the offender’s credentials and escort them from the conference.
PARTNER SHOWCASE DRAWINGS

Use the time during Partner Showcases on Wednesday to learn how ROC partners can help you and your business thrive. And, don’t forget to register for the chance to win!

@ Dragonfly Strategists – $250 Amazon Gift Card
@ HotelsByDay – A Hotel Room for the Day
@ Kalibri Labs – Optimal Business Read Out & Action Plan
@ NAVIS – iPad
@ SHR – GoPro

@ Stay Wanderful – 3 $100 gift cards
@ Rainmaker – Google Home
@ ResortPass – $250 gift card
@ TravelClick – $100 Visa Gift Card
@ Travel Outlook – Apple 3 Watch
@ Wpromote – Klipsch In-Ear Headphones
### TUESDAY, JUNE 18

Check the ROC app or website for the most current details. Unless otherwise noted, all Tuesday events are on the Mezzanine Level.

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<tr>
<th>WHEN</th>
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<tbody>
<tr>
<td>11:00 am – 5:00 pm</td>
<td><strong>Registration Desk Open</strong></td>
<td>Foyer</td>
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<tr>
<td>11:00 am – 5:00 pm</td>
<td><strong>HSMAI Helps</strong>&lt;br&gt;Spend as little as 5 minutes at this “Open House” volunteer opportunity to make an impact and give back to our host city. HSMAI ROC attendees will build 600 hygiene kits to leave behind for Loaves &amp; Fishes, which serves Minnesotans in need.</td>
<td>Foyer &lt;br&gt;Thanks to rainmaker&lt;sup&gt;®&lt;/sup&gt;</td>
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<tr>
<td>11:00 am – 5:00 pm</td>
<td><strong>ROC Bookstore</strong>&lt;br&gt;Limited quantities of keynote speakers’ books and HSMAI’s newly-updated certification study guides are available at ROC – get yours early at very special pricing!</td>
<td>Foyer</td>
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<tr>
<td>10:00 am – 4:00 pm</td>
<td><strong>HITEC Exhibit Hall Open</strong>&lt;br&gt;HSMAI has pre-registered all qualified ROC registrants for a complimentary, non-transferable registration to the HITEC exposition, exhibitor tutorials, TechTalks, and keynote sessions. “Qualified” ROC registrants are full-time hotel company employees and full-time faculty members. See <a href="https://roc.hsmai.org/registration/">https://roc.hsmai.org/registration/</a> for more details. Pick up HITEC credentials at the HITEC registration desk.</td>
<td>Level One</td>
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<td>12:30 – 4:30 pm</td>
<td><strong>CRME Review Course</strong>&lt;br&gt;Facilitated by Dr. Warren Jahn, Head, Global Operations Training, IHG, and past chair of HSMAI’s Revenue Management Advisory Board</td>
<td>M100 E &lt;br&gt;Thanks to IDEAS&lt;sup&gt;®&lt;/sup&gt; A N R COMPANY</td>
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<td>Additional registration fee required. Inquire at the ROC registration desk about on-site registration.</td>
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<tr>
<td>12:30 – 4:30 pm</td>
<td><strong>CHDM Review Course</strong>&lt;br&gt;Facilitated by Holly, Zoba, VP, Technology Resources, Hospitality Digital Marketing, and past chair of HSMAI’s Marketing Advisory Board</td>
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<td>Additional registration fee required. Inquire at the ROC registration desk about on-site registration.</td>
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<tr>
<td>1:00 – 4:00 pm</td>
<td><strong>Faculty Roundtable</strong>&lt;br&gt;This roundtable is for full-time faculty members currently teaching revenue management at the undergraduate and/or graduate level. PRE-REGISTRATION IS REQUIRED.</td>
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<td>1:30 – 2:20 pm</td>
<td><strong>PARTNER INSIGHTS</strong>&lt;br&gt;• Deconstructing Voice Search: How to get your hotel to talk to Google &amp; Alexa...from Milestone&lt;br&gt;• How to Capitalize on the Full Travel Planning Journey from Dreaming to Booking to Increase the Direct Channel...from NextGuest (formerly known as HEBs Digital)&lt;br&gt;• The “Back to Basics” Retro-lution...from Knowland</td>
<td>M101 C&lt;br&gt;M101 A&lt;br&gt;M101 B</td>
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<td>2:30 – 3:20 pm</td>
<td><strong>PARTNER INSIGHTS</strong>&lt;br&gt;• Bridging Revenue Management and Website Strategies to Win More Direct Bookings...from NextGuest (formerly known as HEBs Digital)&lt;br&gt;• Digital Marketing Technology: What does the future of content creation &amp; distribution look like?...from Milestone&lt;br&gt;• The “Back to Basics” Retro-lution...from Knowland</td>
<td>M101 A &lt;br&gt;M101 C&lt;br&gt;M101 B</td>
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<td>3:30 – 4:20 pm</td>
<td><strong>PARTNER INSIGHTS</strong>&lt;br&gt;• Impact of Technology on Your Website: Next-generation website technologies for 2019 and beyond...from Milestone&lt;br&gt;• The &quot;Back to Basics&quot; Retro-lution...from Knowland&lt;br&gt;• Your Website Through Your Customer’s Eyes – Can the Power of Technology Really Make Them Book?...from NextGuest (formerly known as HEBs Digital)</td>
<td>M101 C &lt;br&gt;M101 B&lt;br&gt;M101 A</td>
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<td>4:30 – 5:30 pm</td>
<td><strong>Research in Action Presentations</strong>&lt;br&gt;Faculty presenters will provide insights that offer applications and solutions to the revenue optimization and digital marketing challenges of driving measurable short-term results while simultaneously keeping an eye on future developments and opportunities. Research in Action gives faculty members the opportunity to share best practices and network with industry professionals and their peers. Presentations include:</td>
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<td>• Managerial Response Impacts upon Guest Satisfaction and Online Posting Behavior</td>
<td>Dr. Chris Anderson, Professor, School of Hotel Administration, Cornell University</td>
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<td>• Comparing Customer Perceptions of Hotel and Peer-to-Peer Accommodation Advantages and Disadvantages</td>
<td>Dr. Katerina Berezina, CRME, Assistant Professor, University of Mississippi</td>
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<td>• The Emerging Trend of Hotel Total Revenue Management</td>
<td>Dr. Gabor Forgacs, Professor, Ryerson University</td>
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<td>• Hot Labor Topics In Restaurant Management</td>
<td>Dr. Toni Repetti, Assistant Professor, Harrah College of Hospitality, University of Nevada, Las Vegas</td>
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<td>• The Role of Individual, Organizational, and Moral Intensity Factors on Revenue Manager Decision Making</td>
<td>Dr. Jeff Beck, Associate Professor, Michigan State University</td>
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## TUESDAY, JUNE 18
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<tr>
<td>5:30 – 6:30 pm</td>
<td><strong>Research in Action Reception</strong>&lt;br&gt;Following the Research in Action presentations (4:30-5:30 pm), this reception gives faculty members and revenue professionals the opportunity to share best practices while bridging industry and academia.</td>
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<td>6:00 – 8:00 pm</td>
<td><strong>VIP Reception Honoring CRMEs</strong>&lt;br&gt;<em>Thanks to IDeaS, Cendyn, Rainmaker, and Tambourine</em>&lt;br&gt;(by invitation only)&lt;br&gt;This reception, celebrating Certified Revenue Management Executives (CRMEs), is exclusively for CRMEs, award winners, ROC speakers, and Revenue Optimization Advisory Board members from around the globe. If you are in one of these categories but did not receive an invitation, please inquire at the registration desk.</td>
<td>M100 D Foyer</td>
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## WEDNESDAY, JUNE 19
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<td>6:15 – 6:45 am</td>
<td><strong>ROC n’ Run/Walk</strong>&lt;br&gt;Get out for a bit of exercise (rain or shine) while getting to know other attendees! The guided routes will give you 30 minutes of easy and enjoyable running or walking (no running will be faster than conversational pace).&lt;br&gt;Start from “On the Plaza” — the large grassy area just outside of the main convention center entrance.</td>
<td>Meet “On the Plaza”</td>
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<td>8:00 am – 5:00 pm</td>
<td><strong>Registration Desk and ROC Bookstore Open</strong>&lt;br&gt;<strong>Headshot Studio &amp; ROC Photo Booth</strong>&lt;br&gt;Your headshot is often the first impression you make, and it can leave a lasting impact on your personal brand. Update yours today for free! And bring your team, friends, and partners together to capture fun memories at the ROC Photo Booth (new this year!).</td>
<td>Mezzanine Level</td>
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<td>8:00 – 9:00 am</td>
<td><strong>Breakfast &amp; Partner Showcase</strong>&lt;br&gt;Visit the ROC partners to learn how their products and services can help you and your business thrive. As a bonus, many are giving away some great prizes at the end of the day.</td>
<td>Level One</td>
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<td>9:00 – 10:00 am</td>
<td><strong>Opening General Session</strong>&lt;br&gt;Welcome...from the day's emcee, Dave Roberts&lt;br&gt;<strong>Keynote: The Future of Revenue Management...with Dave Roberts, Professor, Virginia Tech</strong>&lt;br&gt;Awards Celebration...shining the spotlight on the incredible talent and accomplishments of revenue leaders</td>
<td>Level One</td>
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<td>10:00 – 10:30 am</td>
<td><strong>Partner Showcase: Break for Coffee &amp; Conversation</strong></td>
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<td>10:30 – 11:15 am</td>
<td><strong>BREAKOUT SESSIONS</strong>&lt;br&gt;- Supported by ROC's Silver Partners&lt;br&gt;<strong>Hotel Data Science Boot Camp for Revenue Professionals</strong>&lt;br&gt;<em>Michael Bennett, SVP, Global Marketing, Cendyn</em>&lt;br&gt;In this session, we will walk you through the key data segments and techniques hoteliers can use to make smarter business decisions and apply actual intelligence to revenue and marketing programs. Learn the fundamental skills of working with datasets as a hotel revenue professional. Deepen machine learning skills and gain best practices for data cleaning, modeling, clustering, and more, including hotel systems, combinations, and recipes for success when you slice, dice, and segment. Walk away with a data science tool kit and game plan to implement at your hotel.&lt;br&gt;<strong>Yielding Function Space: True stories from the field</strong>&lt;br&gt;<em>Kate Keisling, Senior Product Manager, IDeaS&lt;br&gt;Yira Segarra, CRME, Senior Director, Group &amp; Event Revenue Optimization, Loews Hotels &amp; Co</em>&lt;br&gt;How can function space — with tremendous opportunity for revenue growth and innovation — get the revenue optimization love it deserves? Despite the potential upside, in the face of complexities not found in managing guestrooms, optimizing function space takes a special appetite to invest time, attention, and resources.&lt;br&gt;This session will arm you with tools and insights to make the case for Function Space Revenue Optimization to owners, GMs, and other key stakeholders. You’ll leave prepared to lead the way in your company with key KPIs and benchmarks, real-life case studies of best-in-class function space optimization, and other tools to develop effective function space strategies.</td>
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| 10:30 – 11:15 am | **Power BI Tutorial: Using analytics and visualization to help make better decisions**<br>
**This session repeats at 2:45 pm**<br>
Dr. Chris K. Anderson, Professor, School of Hotel Administration, Cornell University, and member of HSMAI's Revenue Optimization Advisory Board | M100 BC Data & Analytics Track |
|               | This hands-on workshop session will walk you through introductory analytics and visualization with Microsoft's Power BI. Attendees are encouraged to bring their own laptops as we work through a series of exercises during the session. We will use two sample data sets during the exercise — daily performance measures and daily market level rate shops. |       |
|               | **The Outlook: The economic and geopolitical risks and opportunities ahead**<br>
**This session repeats at 3:45 pm**<br>
Shawn DuBravac, PhD, CFA, President, Avrio Institute | M101 ABC Business Acumen for Revenue Leaders Track |
|               | Hoteliers and business leaders must navigate unprecedented challenges in increasingly uncertain times. We are in the midst of the longest expansionary period in U.S. history, but fears surrounding tariffs and trade wars are creating waves of uncertainty and trepidation. Understanding how consumers and businesses are responding will help you make smarter, more confident decisions. Dr. Shawn DuBravac will help you decipher the near-term economic and geopolitical forces that will define the year ahead. You'll understand how future events may impact the business environment and what long-term structural forces are quietly influencing our world. |       |
| 11:30 am – 12:15 pm | **BREAKOUT SESSIONS** – Supported by ROC's Silver Partners | Mezzanine Level |
|               | **How to Tell a Data Story**<br>
**This session repeats at 3:45 pm**<br>
Veronica Andrews, CRME, Director, Digital Data Solutions, STR, and member of HSMAI's Revenue Optimization Advisory Board | M100 BC Data & Analytics Track |
|               | It's easy to get stuck in analysis when preparing for a presentation to executives and other stakeholders. This session will discuss how to distill vast amounts of data into actionable insights for your audience. In this session, we'll discuss data visualizing and storytelling techniques to help you tell a compelling data story. You'll leave better prepared to identify valuable and actionable data points, leverage effective data visualization techniques, and communicate your data story in an interesting way. |       |
|               | **Personal Development & Personal Branding: Keys to career progression**<br>
**This session repeats at 2:45 pm**<br>
Dave Roberts, Professor, Virginia Tech, and former SVP, Revenue Strategy and Solutions for Marriott International | M100 HI Leading Revenue & Profit Optimization Track |
|               | To develop as a leader in the hospitality industry, you must have a commitment to personal development, with objectives that are documented, prioritized, and planned. To win, organizations must drive this mindset as well. Everyone has a personal brand; understanding and developing yours is a key to success. What do people say about you when you're not around? Everything you say and do can impact your brand. This session will help you plan for your personal development and drive your personal brand. |       |
|               | **The Revenue Professional’s Guide to Asset Value and Profitability**<br>
Cindy Estis Green, CEO and Co-founder, Kalibri Labs<br>
Diane Fox, Senior Vice President, CHMWarnick<br>
Kim Gauthier, CHAM, CHA, Senior Vice President, hotelAVE | M100 DEFG Business Acumen for Revenue Leaders Track |
|               | This session will review the factors that revenue professionals can apply to address asset managers' interest in growing asset value. We'll answer key questions, including: Why doesn't a market's growth in RevPAR mean that it is also growing in asset value or profitability? What metrics inform asset value? What are the top markets in growing Guest Paid Revenue and Profit Contribution? What are the top markets by growing Guest-Paid RevPAR and COPE % or COPE RevPAR? What channels should be monitored to indicate COPE % growth? How can market identification and understanding of profitability benefit from these metrics? |       |
|               | **Think Differently About Revenue: Building a better room merchandising plan**<br>
Julie Abou Nohra, Regional Vice President of Revenue Management, The Americas, Mandarin Oriental Hotel Group, and member of HSMAI's Revenue Optimization Advisory Board<br>
Dan Skodol, Vice President, Revenue Analytics, Rainmaker | M101 ABC Leading Revenue & Profit Optimization Track |
|               | Many times our revenue software or analytics optimize to one best available rate. What then happens to the other various room types and configurations? Fixed modifiers may no longer be the solution for your room merchandising plan, so we’ll help develop some data-driven methods for pricing all room type levels. We’ll also cover the potential benefits of dynamically yielding prices at a granular, room type level. We will highlight best practices, discuss best possible approaches, and help shed light on how to quantify the additional opportunity that can be achieved through this practice. |       |

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<td>12:15 – 1:15 pm</td>
<td><strong>Lunch &amp; Partner Showcase</strong></td>
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<td>1:15 – 2:20 pm</td>
<td><strong>KEYNOTE: How to Transform Fear Into Your Secret Weapon...with Judi Holler, Author &amp; Improvisor</strong>&lt;br&gt;Judi’s actionable and action-packed talk will help you get comfortable being uncomfortable so you can be a more powerful and profitable leader in your role today, and be better equipped to grow into the type of leader the industry needs for tomorrow.</td>
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<td>2:20 – 2:45 pm</td>
<td><strong>Partner Showcase</strong></td>
<td>Level One</td>
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<td>2:20 – 4:45 pm</td>
<td><strong>Dessert Break &amp; Afternoon Snacks</strong>&lt;br&gt;&lt;br&gt;Dessert and snacks will keep you fueled through the afternoon's breakout sessions. Thanks to <a href="https://www.ideas.com">Ideas</a></td>
<td>Mezzanine Level</td>
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<td>2:45 – 3:30 pm</td>
<td><strong>BREAKOUT SESSIONS</strong> – Supported by ROC's Silver Partners**&lt;br&gt;&lt;br&gt;<strong>Elevate Your Owner Acumen</strong>&lt;br&gt;Chris Nixon, CRME, CHDM, VP Revenue Optimization, Ashford Inc., and member of HSMAI's Revenue Optimization Advisory Board&lt;br&gt;Sarah Bartlett, SVP Revenue &amp; Distribution, hotelAVE&lt;br&gt;Erich Jankowski, Vice President, Revenue Management, Host Hotels &amp; Resorts, and member of HSMAI’s Revenue Optimization Advisory Board&lt;br&gt;Lori Kiel, Chief Revenue and Marketing Officer, Kessler Collection&lt;br&gt;&lt;br&gt;Understanding ownership’s point of view is critical to help revenue professionals manage expectations, ensure alignment, and optimize asset performance. This roundtable session will put you into the heads of owners by providing exclusive access to the revenue leaders at some of the largest ownership groups. You will have the opportunity in a small group setting to ask critical questions like: What is important to owners when it comes to revenue optimization and asset performance? How do you value the revenue optimization discipline and revenue professionals? And more!&lt;br&gt;&lt;br&gt;You’ll leave with valuable insights, an expanded network, and advice to cultivate healthy and productive partnerships with owners and asset managers.</td>
<td>Mezzanine Level</td>
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<td>2:45 – 3:30 pm</td>
<td><strong>Mind the Gap: Closing the divide between revenue optimization &amp; digital marketing</strong>&lt;br&gt;Dan Wacksman, CHDM, Principal, Sassato, and chair of HSMAI’s Marketing Advisory Board&lt;br&gt;&lt;br&gt;Is there misalignment, friction, or tension between your revenue and digital teams? If so, know that this condition is afflicting hotels and hotel companies of all sizes. If you can bridge that divide, the results will be an integrated, agile, cross-discipline team collaboratively creating comprehensive strategies that drive direct bookings and maximize profitability.&lt;br&gt;&lt;br&gt;This session will help you get there — addressing the issues that often create the divide and identifying actionable best practices and strategies that can effectively and efficiently close the gap.</td>
<td>M101 ABC&lt;br&gt;Business Acumen for Revenue Leaders Track</td>
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<td>2:45 – 3:30 pm</td>
<td><strong>Personal Development &amp; Personal Branding: Keys to career progression</strong>&lt;br&gt;<strong>This session is also offered at 11:30 am</strong>&lt;br&gt;Dave Roberts, Professor, Virginia Tech, and former SVP, Revenue Strategy and Solutions, Marriott International&lt;br&gt;&lt;br&gt;To develop as a leader in the hospitality industry, you must have a commitment to personal development, with objectives that are documented, prioritized, and planned. To win, organizations must drive this mindset as well. Everyone has a personal brand; understanding and developing yours is a key to success. What do people say about you when you’re not around? Everything you say and do can impact your brand. This session will help you plan for your personal development and drive your personal brand.</td>
<td>M100 HI&lt;br&gt;Leading Revenue &amp; Profit Optimization Track</td>
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<td>2:45 – 3:30 pm</td>
<td><strong>Power BI Tutorial: Using analytics and visualization to help make better decisions</strong>&lt;br&gt;<strong>This session is also offered at 10:30 am</strong>&lt;br&gt;Dr. Chris K. Anderson, Professor, School of Hotel Administration, Cornell University, and member of HSMAI's Revenue Optimization Advisory Board&lt;br&gt;&lt;br&gt;This hands-on workshop session will walk through some introductory analytics and visualization with Microsoft’s Power BI. Attendees are encouraged to bring their own laptops as we work through a series of exercises during the session. We will use two sample data sets during the exercise - daily performance measures and daily market level rate shops.</td>
<td>M100 BC&lt;br&gt;Data &amp; Analytics Track</td>
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**WEDNESDAY, JUNE 19**<br>Check the ROC app or website for the most current details.
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<td>3:45 – 4:30 pm</td>
<td><strong>BREAKOUT SESSIONS</strong> – Supported by ROC’s Silver Partners</td>
<td>Mezzanine Level</td>
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**Alternative Accommodations: Can they simultaneously be competitors, partners, channels, and a blueprint for hotels?**
Heather Richer, CMO, RedAwning, and member of HSMAI’s Revenue Optimization Advisory Board
Karen Cardwell, Senior Director of Revenue Management, Vail Resorts
Arvind Bala, Senior Director, Global Distribution and Channel Management, Four Seasons Hotels & Resorts

The "experience economy" and the growing popularity of alternative accommodations shows no sign of slowing — and is contributing to the complexity of revenue optimization for hotels. For years the alternative accommodations industry mostly existed as a separate space from traditional lodging operators. Today the lines are blurring...and there are important implications for revenue optimization technology, practices, and measures.

This session will cover what is happening in the space and what hoteliers can learn from it.

| WHERE      |**How to Tell a Data Story**  **This session is also offered at 11:30 am**  Veronica Andrews, CRME, Director, Digital Data Solutions, STR, and member of HSMAI’s Revenue Optimization Advisory Board  It’s easy to get stuck in analysis when preparing for a presentation to executives and other stakeholders. This session will discuss how to distill vast amounts of data into actionable insights for your audience. In this session, we’ll discuss data visualizing and storytelling techniques to help you tell a compelling data story. You’ll leave better prepared to identify valuable and actionable data points, leverage effective data visualization techniques, and communicate your data story in an interesting way. |
|------------|-------------------------------------------------------------------------|----------------------------|
| M100 BC    | Data & Analytics Track                                                   |                            |

**Revenue Management Leadership in the Focused Service Hotel Segment**
Vivek Bhogaraju, Director, Revenue Management Solutions, Expedia Group, and member of HSMAI’s Revenue Optimization Advisory Board
Tom Buoy, CRME, EVP Pricing and Revenue Optimization, Extended Stay America
Monte Gardiner, Managing Director, Revenue Management Services, Best Western Hotels & Resorts, and member of HSMAI’s Revenue Optimization Advisory Board
Lara Stabell-Gibb, CRME, Corporate Director of Revenue Management, OTO Development

Whether you call it select service, limited service, or focused service, all of us can agree that — with shifts in technology, mobile-first booking, design, competition, and renewed investments — this fast-growing segment has changed a lot in the last few years.

When it comes to revenue optimization for focused service hotels, revenue leaders are under increasing pressure to leverage technology and data to efficiently drive revenue performance.

In short presentations, and conversation with leading executives in the focused service segment, this session will explore critical questions, including:

- What differentiates revenue optimization practices in focused service hotels from that of full-service hotels?
- What metrics and KPIs are essential?
- With many competing priorities, where are technology and human capital best leveraged to drive revenue performance?
- What are the unique challenges facing this segment, and how are they being solved?
- What are best practices for designing and leading revenue optimization organizations in the segment?

| WHERE      |**The Outlook: The economic and geopolitical risks and opportunities ahead**  **This session is also offered at 10:30 am**  Shawn DuBravac, PhD, CFA, President, Avrio Institute  Hoteliers and business leaders must navigate unprecedented challenges in increasingly uncertain times. We are in the midst of the longest expansionary period in U.S. history, but fears surrounding tariffs and trade wars are creating waves of uncertainty and trepidation. Understanding how consumers and businesses are responding will help you make smarter, more confident decisions. Dr. Shawn DuBravac will help you decipher the near-term economic and geopolitical forces that will define the year ahead. You’ll understand how future events may impact the business environment and what long-term structural forces are quietly influencing our world. |
|------------|-------------------------------------------------------------------------|----------------------------|
### Closing General Session: The Lightning Round

It’s a ROC tradition: Revenue executives will share their best practices, strategic insights, and big ideas for driving revenue and profit…in 6 minutes and 40 seconds each.

You’ll leave with best practices and practical takeaways that you can use to sharpen your every-day skills and boost property performance, as well as strategic insights that broaden your perspective and help you better understand key issues and concepts that impact the strategic and leadership aspects of the revenue optimization discipline.

- **How to Own your Owners** | Sunny Brewer, CRME, Senior Director, Ashford Inc.
- **Above and Beyond – Driving the Revenue Management Culture Past Rooms** | Michael Lau, CRME, CHBA, Regional Director of Revenue Management, Accor
- **Keep Their Hands Out of Your Cookie Jar** | Roy Madhok, VP of Revenue Management, Real Hospitality Group
- **Revenue Management: The Good, The Bad, & the Ugly** | Paul Murray, Vice President Hospitality Practice, Revenue Analytics
- **What’s Different About Revenue Management in Franchised Hotels?** | Sharon Paine, VP, Revenue Management, IHG
- **The Biggest Threat to Digital Marketing and Distribution This Year** | Tim Peter, President, Tim Peter & Associates

### Connection Reception & Partner Showcase

Meet “On the Plaza” – the large grassy area just outside of the main convention center entrance.

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### ROC ‘n Run/Walk

Stretch your legs before you head for home! Just like on Wednesday, the guided routes will give you 30 minutes of easy and enjoyable running or walking at a relaxed pace.

Start from “On the Plaza” – the large grassy area just outside of the main convention center entrance.

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### Chief Revenue Officer (CRO) Executive Roundtable

(by invitation only)

The Depot Renaissance Hotel | 225 3rd Ave S

### HITEC Exhibit Hall Open

MCC | Level One | Hall C

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### HSMAI & HFTP Think Tank: The Strategic Integration of Marketing and Technology

(by invitation only)

U.S.-based hospitality CMOs and CIOs/CTOs will gather for a roundtable discussion about fostering collaboration between the two roles.

MCC | Mezzanine Level | M100 F
HSMAI THANKS THE FOLLOWING COMPANIES FOR THEIR GENEROUS SUPPORT

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Kalibri
KNOWLAND

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Curacity
Koridor
HotelsByDay
Level60 Consulting

MEDIA PARTNERS

Hospitality Upgrade
Hotel News Now

FREE head shots are available for all attendees on Wednesday in the Mezzanine Lobby.

CONFERECE APP

Download the free ROC 2019 Socio app: bitly/ROC19App
• Once installed, Sign Up and setup your Attendee Profile.
• "Search for an Event" and select HSMAI ROC 2019.
• "Join Now" and use the passphrase ROC2019.

WIFI

Free Wi-Fi is available in all first level lobbies of the convention center.

ROCK ‘N RUN/WALK

Start your day off right!

Free head shots are available for all attendees on Wednesday in the Mezzanine Lobby.

When you arrive on Tuesday, spend a few minutes connecting with fellow attendees while giving back to our host city.
This “Open House” opportunity will make an impact as we prepare valuable kits that include soap, shampoo, and other surplus products from hotels throughout North America.
Through this partnership with Clean the World, we’ll build 600 hygiene kits to leave behind for Loaves & Fishes in Minneapolis.

SAVE THE DATE FOR ROC 2020

HSMAI ROC 2020 | San Antonio, Texas, USA | June 16-17, 2020