

**CHPA's 2010 STRATEGIC PLAN**  
**JANUARY 1 – DECEMBER 31, 2010**  
 BOARD APPROVED 12/9/09

**INDUSTRY GROWTH**

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**GOAL 1: INCREASE THE CORPORATE HOUSING MARKET SHARE FROM X% TO Y%, BY DECEMBER, 2010 AS COMPARED TO THE EXTENDED STAY HOTELS.**

**ACTION STEPS:**

**1.1: Determine market share and establish goal.**

DELIVERABLE	RESPONSIBILITY	DUE
Size the United States corporate housing market and extended stay hotel market as of January 1, 2009. Establish market share as corporate housing market size as percent of combined corporate housing and extended stay hotel markets.	Executive Committee	1/15/2010
Agree on appropriate share shift amount and finalize goal for 2010.	Executive Committee	1/31/2010

**1.2: Create a corporate housing industry awareness/education campaign that targets customer/economic decision makers (primarily using professional organizations by July, 2010 date, e.g, NBTA).**

DELIVERABLE	RESPONSIBILITY	DUE
Research and compare other lodging alternatives to corporate housing, around 'product/service levels' so language for Association communications is consistent.	Industry Growth & Collaboration	2/1/2010
Create a checklist of what to look for in a professional corporate housing partner for customers to access via CHPA website.	Industry Growth & Collaboration	3/1/2010
Publish a CHPA-Board endorsed White Paper for customers of Corporate Housing to drive awareness and understanding of industry.	External Communications	6/1/2010
Establish an customer-based survey that assesses corporate housing industry awareness for: 1) Understanding baseline for current awareness of the industry 2) ask decision makers about what more they need to see from the corporate housing industry		8/1/2010 (with goal of making this an annual survey)
Design survey to include questions about features most important to extended stay purchaser, e.g., food, transport.	Industry Growth & Collaboration; External Communications	9/1/2010
Survey client decision makers on their alternatives to corporate housing and preferred amenities with a 25% response rate. (For example, "How likely are you to select corporate housing as an extended stay option for travelers staying 30+ nights?")	Industry Growth & Collaboration	10/1/2010

Conduct survey of NBTA sample re: corporate housing industry segment.	Industry Growth & Collaboration	10/1/2010
Establish appropriate metric to measure success of awareness campaign. Scale of 1-10 with 10=very likely. Percentage based on those ranking 8, 9 or 10).	Industry Growth & Collaboration; External Communications; Executive Committee; Staff	11/1/2010

**1.3: Provide members with tools (sample ads, speaking points, marketing materials, etc.) to help educate customers on corporate housing and consistency of product/service by 8/1/2010.**

DELIVERABLE	RESPONSIBILITY	DUE
Create comparison matrix to other lodging options.	External Communications	2/1/2010
Educate members on potential feature “opportunities” to enhance sell vis-à-vis extended stay hotels.	External Communications	2/1/2010
Create speaking points for members to use in sales presentations.	Internal Communications	3/1/2010
Host webinar that explains different feature “opportunities” to enhance corporate housing.	Internal Communications; Staff	4/1/2010
Create sample marketing pieces/talking points that illustrate corporate housing as a better alternative than other lodging options (especially extended stay hotels).	External Communications	6/1/2010
Outline “total cost of stay comparison” for extended stay/hotel property versus corporate housing to assist in comparing lodging offerings.	External Communications	6/1/2010
Create ad to place in professional association publications (e.g., NAA, ERC and NBTA).	Staff	12/1/2010

**1.4: Identify new associate partners to offer members wider variety of products/services.**

DELIVERABLE	RESPONSIBILITY	DUE
Survey members to identify vendors with which they partner to provide these products/services to offer full membership.	Recruitment & Retention Task Force	@ 2010 conference
Survey members re: what products/services they need as starting point to research new partner prospects.	Recruitment & Retention Task Force	@ 2010 conference
Identify vendors that help members offer comparable amenities to extended stay hotels.	Recruitment & Retention Task Force	11/1/2010
Visit NAA, ERC, NBTA exhibit show floor for potential partner prospects.	Industry Growth & Collaboration	12/1/2010

**1.5: Implement a Public Relations program directed at specific industry groups, such as ERC, NAA, NBTA, etc.**

DELIVERABLE	RESPONSIBILITY	DUE
Create stock marketing brochure/presentation that explains industry to decision makers, to help them understand corporate housing value proposition and impact their lodging selection evaluation process.	External Communications; Staff	6/1/2010
Host webinar on relocation trends – through partnership with ERC – to advise members on this industry.	Webinars Task Force; Industry Growth &	7/1/2010 (depends)

	Collaboration	<i>on ERC)</i>
Draft 4 articles to help educate decision-makers and place in professional organization publications.	Industry Growth & Collaboration; Staff	11/1/2010

## **INCREASE AWARENESS**

**GOAL 2: CREATE A BASELINE OF BUSINESS PRACTICES AND SERVICES TO FACILITATE PURCHASING OF CORPORATE HOUSING BY AUGUST, 2010.**

### **ACTION STEPS:**

**2.1 Establish a three-tier 'ranking' system for corporate housing, defining product/service levels so potential customers can do 'apple to apple' comparisons by June, 2010 date.**

<b>DELIVERABLE</b>	<b>RESPONSIBILITY</b>	<b>DUE</b>
Identify different product/service levels as starting point of industry definitions.	2009 Industry Survey Task Force	12/31/2009
Survey members about what companies offer at each level to begin defining corporate housing product/service levels.	2009 Industry Survey Task Force	1/1/2010
Define three different product/service levels of corporate housing and what is included in each level.	External Communications	4/1/2010
Include information each month in CHPA eNews on progress of establishing product/service levels, inviting member feedback and participation.	Staff	Monthly, beginning 2/1/2010
Communicate product/service levels to membership to get member buy-in.	Internal & External Communications	2/15/2010
Achieve board consensus, especially largest providers (many who third party or wholesale thru local providers that will drive adoption).	President	2/15/2010
Hold Leadership Roundtables via webinar and Network Connections for remaining membership to communicate product/service level guidelines and achieve understanding, if not consensus.	Internal Communications; Webinars Task Force; Network Connections Task Force	4/1/2010
Inform members how this information will be communicated to key customer groups.	Internal & External Communications	5/1/2010
Board approves levels of corporate housing packages as industry definitions.	Staff	5/1/2010
Have information available on public side of CHPA website for access and use by potential customers and members.	Staff	6/1/2010
Communicate these product/service levels to key industry associations that purchase corporate housing, e.g., ERC, NAA, NBTA.	External Communications; Internal Communications	8/1/2010

**2.2 Create a standard corporate housing RFP for use by customers to receive inventory and pricing information data from member companies by October 2010.**

*\*Please note: actual timing of these deliverables will depend on response from NBTA on their process experience.*

<b>DELIVERABLE</b>	<b>RESPONSIBILITY</b>	<b>DUE</b>
Check with NBTA on process they used to create the	President; immediate	TBD

standard hotel RFP and determine access to members.	past president; Staff	
Establish a Task Force to drive the process	External Communications	TBD
Identify initial outline of standard RFP components	External Communications	TBD
Hold webinar requesting member feedback on what to include	Internal Communications; Webinars Task Force	TBD
Solicit member feedback on draft RFP template	Internal Communications	TBD
Get member buy-in to process thru webinars, website comment form and Network Connections	Internal Communications; Webinar Task Force; Network Connections Task Force	TBD
Board approval of Task Force recommended RFP	Staff	TBD
Communicate RFP to potential clients via professional associations.	External Communications	TBD
Facilitate member communication of RFP directly to top clients and potential customers.	Internal Communications	TBD
Make RFP template available to customers via CHPA website.		TBD

## **INDUSTRY EDUCATION**

### **GOAL 3: EDUCATE/INFORM CHPA MEMBERS ABOUT POTENTIAL INDUSTRIES/MARKETS AS NEW REVENUE STREAMS BY DECEMBER 31, 2010.**

#### **ACTION STEPS:**

#### **3.1: Identify and communicate to members how corporate housing meets the lodging needs of different industry employees.**

<b>DELIVERABLE</b>	<b>RESPONSIBILITY</b>	<b>DUE</b>
Research and summarize 7 - 10 industries of opportunity for members to use as new or better revenue streams for corporate housing.	Industry Growth & Collaboration	2/1/2010
Identify how corporate housing specifically meets each industry's needs.	Industry Growth & Collaboration	5/1/2010
Draft key points on how corporate housing meets specific needs of each individual industry and communicate to members.	Industry Growth & Collaboration	6/1/2010
Identify marketing/advertising opportunities for each industry for members.	External Communications	7/1/2010
Focus on one new industry each month in member communications.	Internal Communications	8/1/2010 – 12/1/2010

#### **3.2: Establish collaborations with at least 3 new industry-related professional organizations/associations by December 2010.**

<b>DELIVERABLE</b>	<b>RESPONSIBILITY</b>	<b>DUE</b>
Explore opportunities to connect CHPA with professional associations of these industries and make	Industry Growth & Collaboration	6/1/2010

recommendations to Board.		
Identify association publications opportunities for editorial content and advertising.	Industry Growth & Collaboration; Staff	6/1/2010
Research potential to submit educational session proposal for each organization.	Industry Growth & Collaboration; Staff	9/1/2010

## **MEMBER PROFITABILITY**

**GOAL 4: INCREASE PROFITABILITY OF CHPA MEMBERS BY SUCCESSFULLY EDUCATING THEM ON USING INDUSTRY DATA AND THE ECONOMIC RAMIFICATIONS OF RATE DEGRADATION.**

### **ACTION STEPS:**

**4.1: Educate members on why we collect industry data and how to effectively use the data to legitimize industry and business decisions and how outside validation adds credibility by December, 2010.**

<b>DELIVERABLE</b>	<b>RESPONSIBILITY</b>	<b>DUE</b>
Draft article re: why data collection via CHIP is important	Industry Data Task Force	1/1/2010 and then mention monthly
Draft e-blast message promoting CHIP.	Industry Data Task Force; Staff	Monthly
Add promotion of CHIP system to Network Connection facilitator scripts	Staff	2/1/2010
Identify uses of industry data in making better business decisions.	Industry Data Task Force	1/15/2010; monthly
Promote CHIP and Industry Survey as data collection vehicles monthly.	Internal Communications; Staff	1/15/2010; monthly

**4.2: Increase usage of data collection and analysis by members by EOY 2010 by having at least 50% of CHPA members submitting data via CHIP by June 2011.**

<b>DELIVERABLE</b>	<b>RESPONSIBILITY</b>	<b>DUE</b>
Offer subscription promotions for CHIP (e.g., free months)	Internal Communications	3/1/2010
Promote 2010 Industry Survey participation to members to increase participation by 10%.	Industry Data Task Force; Staff	12/1/2009 – 1/30/10
Promote industry-standard data collection methodology: CHIP system.	Industry Data Task Force; Staff	Ongoing; monthly
Promote MSAs for which data is reported each month to increase visibility of CHIP.	Staff	Monthly 1/1/2010 – 12/1/2010
Email providers in each MSA that are short providers each month to encourage them to submit data.	Staff	Monthly 1/1/2010 – 12/1/2010

**4.3: Publish a White Paper on revenue management practices for the corporate housing industry by June, 2010.**

<b>DELIVERABLE</b>	<b>RESPONSIBILITY</b>	<b>DUE</b>
Identify lodging expert in revenue management.	Industry Growth & Collaboration	1/15/2010

Invite expert to 'ad-hoc' survey corporate housing industry on revenue management best practices.	Industry Growth & Collaboration; Staff	2/1/2010
Combine best practices with lodging examples and favorable outcomes of revenue management systems – increased profitability, business stability, etc.	Industry Growth & Collaboration; Staff	3/15/2010
Write initial draft of paper on practices (or commission a writer to draft this for CHPA?)	TBD	4/1/2010
Get Board approval of White paper	Staff	6/1/2010
Distribute White Paper to members and draft articles based on white paper	Internal Communications; Staff	7/1/2010

**4.4: Communicate monthly to members on at least one aspect of how using data will allow members to make more effective business decisions by December, 2010.**

<b>DELIVERABLE</b>	<b>RESPONSIBILITY</b>	<b>DUE</b>
Identify key points on how the data informs management decisions.	Industry Data Task Force	1/15/2010
Communicate 1-2 key points via e-News, LinkedIn and e-blasts to members.	Staff	Monthly 1/1/2010 – 12/1/2010
Highlight summary statistics for each e-News and what markets are reporting out information on monthly basis.	Staff	Monthly 1/1/2010 – 12/1/2010