



From *The Analytic Hospitality Executive*.
Full book available for purchase [here](#).

Contents

Foreword xiii

Acknowledgments xvii

About the Author xxi

Chapter 1	Building a Strategic Analytic Culture in Hospitality and Gaming	1
	Strategic Analytic Culture	3
	Moving Ahead and Staying Ahead with Prescriptive Decision Making	5
	Making It Happen	9
	Getting Started	13
	How This Book Can Help	15
	Notes	17
Chapter 2	Data Management for Hospitality and Gaming	19
	Data Management Challenge and Opportunity	21
	Data Storage	29
	Data Integration	34
	Data Quality	40
	Measuring the Benefits of Data Management	42
	Responsible Use of Data	43
	Conclusion	51
	Additional Resources	52
	Notes	52
Chapter 3	Data Visualization	53
	Why Are Visualizations So Important?	55
	Visualization Technology	56
	Data Handling	58
	Visualization Types	62
	Creating Powerful Visualizations	67
	Conclusion	79
	Additional Resources	80
	Notes	80

Chapter 4	From Reactive to Proactive Decision Making: Advanced Analytics in Action	81
	Reactive to Proactive Decision Making	83
	Statistical Analysis	84
	Forecasting	91
	Predictive Analytics	96
	Optimization	100
	Machine Learning	103
	Text Analytics	104
	Making It Work—Analytics and Technology	111
	Innovations in Solution Delivery	113
	Real Time and Streaming	118
	Conclusion	119
	Additional Resources	119
	Notes	120
Chapter 5	Analytics for Operations	123
	Operations	125
	Operations Data	128
	Advanced Analytics for Operations	134
	Workforce Planning and Optimization	140
	Queues	146
	The Impact of Queue Configuration	148
	Managing Consumer Perceptions of the Wait	152
	Benchmarking Operations Analytics Capabilities	156
	Technology and People Investments	158
	Conclusion	163
	Additional Resources	166
	Notes	166
Chapter 6	Analytics for Marketing	167
	Marketing Data	169
	Advanced Analytics for Marketing	177
	Digital Intelligence	183
	Benchmarking Marketing Analytics Capabilities	191
	Technology and People Investments	196
	Conclusion	199
	Additional Resources	201
	Notes	201
Chapter 7	Analytics for Sales	203
	Sales Data	205
	Advanced Analytics for Sales	210
	Statistical Analysis	210

The Changing Landscape of Sales	212
Benchmarking Sales Analytics	214
Conclusion	218
Note	219
Chapter 8 Analytics for Revenue Management	221
Revenue Management: A History Lesson	223
Then Things Changed . . .	227
Revenue Management Data	229
Revenue Management Analytics	231
Benchmarking Revenue Management Analytics	
Capabilities	247
Technology and People Investments	249
Conclusion	252
Additional Resources	255
Notes	255
Chapter 9 Analytics for Performance Analysis	257
Data for Performance Analysis	259
Advanced Analytics for Performance Analysis	263
Benchmarking Performance Analytics Capabilities	267
Technology and People Investments	269
Conclusion	273
Additional Resources	273
Notes	274
Chapter 10 Analytics for Gaming	275
Gaming Data	278
Advanced Analytics for Gaming	281
Casino Floor Revenue Optimization	285
Fraud and Anti-Money Laundering	294
Benchmarking Gaming Analytics Capabilities	299
Technology and People Investments	300
Conclusion	303
Additional Resources	304
Notes	304
Chapter 11 Pulling It All Together: Building an Analytical	
Organization	307
Getting Started: Well-Defined, Small Projects for Maximum	
Impact	309
Organizing Your Analytics Department	316
The Build versus Buy Decision	324
Integrated Decision Making	327

Conclusion 337
Additional Resources 340
Notes 341

**Appendix 1 Case Study from Infor: Analytics Opportunities
in Operations 343**

**Appendix 2 Case Study from IDEaS: Meetings and Events
Revenue Management 349**

Appendix 3 Why Dynamic? 367

Appendix 4 Chapter Questions 377

References 385

Index 389

From [The Analytic Hospitality Executive: Implementing Data Analytics in Hotels and Casinos](#), by Kelly McGuire.
Copyright © 2016, SAS Institute Inc., Cary, North Carolina, USA. ALL RIGHTS RESERVED.