

has resonated well with tour companies that often don't have the means to invest in robust content management technology.

BeMyGuest also appeals to travelers. CEO and Founder Clement Wong optimized the user journey on bemyguest.com by focusing on data driven outlets like search, social listening, and focus groups that could provide insight into customer behavior and identify opportunities for improvement. As a result, the website has an easy-to-use interface that invites potential customers to browse travel experiences based on their personality types: whether they are, for example, an adventure seeker, culture finder, or indulger. Another component of the site that has delighted travelers is a tool that compares pricing, reviews of different activities, and the operating history of the tour companies, including how long they have been in business and any awards they have won. Women in particular, who make up two-thirds of BeMyGuest's customer base, reportedly "love" this feature.

The company's continued rapid growth in China today serves as a tangible example of the benefits marketers can gain by structuring business offerings to fit different submarkets.

Questions:

1. BeMyGuest is developing a two-sided market by facilitating the development of service providers and customers. What strategies have been most effective on each side of the market?
2. Are there any potential conflicts or additional sources of strategic opportunity between the two submarkets BeMyGuest targets? How should it manage these?

Sources:

"Company Profile: BeMyGuest," *Fast Company*, <http://www.fastcompany.com/company/bemyguest>

Clement Wong, "Launching a Travel Booking Startup from Singapore with Clement Wong, Founder & CEO of BeMyGuest," February 14, 2014, Founders Grid, <https://foundersgrid.com/travel-booking-singapore/>

Kaylene Hong, "BeMyGuest Makes Buying Holiday Tours in Asia as Easy as Booking a Hotel or Renting a Car," *The Next Web*, <http://thenextweb.com/asia/2014/06/12/bemyguest-makes-buying-holiday-tours-in-asia-as-easy-as-booking-a-hotel-or-renting-a-car/>



BEST GLOBAL PRACTICE

Cholula: America's Hottest Sauce

In recent years the U.S. condiments and sauces market has been upended by one product: hot sauce. Since 2000, the category has grown 150%—more than BBQ sauce, ketchup, mayonnaise and mustard combined! Multiple factors are driving this evolution. Primarily, the increasing influx of Latin American and Asian immigrants has helped make spicy foods more mainstream. Hot sauce aficionados existed in pockets around the country for years, but the product has become prevalent in many households and restaurants. Second, Millennials have shown an increasing desire for exploring new and exotic flavors in their food. Research points to the changing palate preferences of this demographic, with individuals now valuing having a variety of hot sauce flavors and heat levels available at home and when eating out.

Among the numerous brands within the industry, Cholula has worked to establish itself as the most recognized Mexican hot sauce. The product was first introduced to the U.S. market in 1989 in