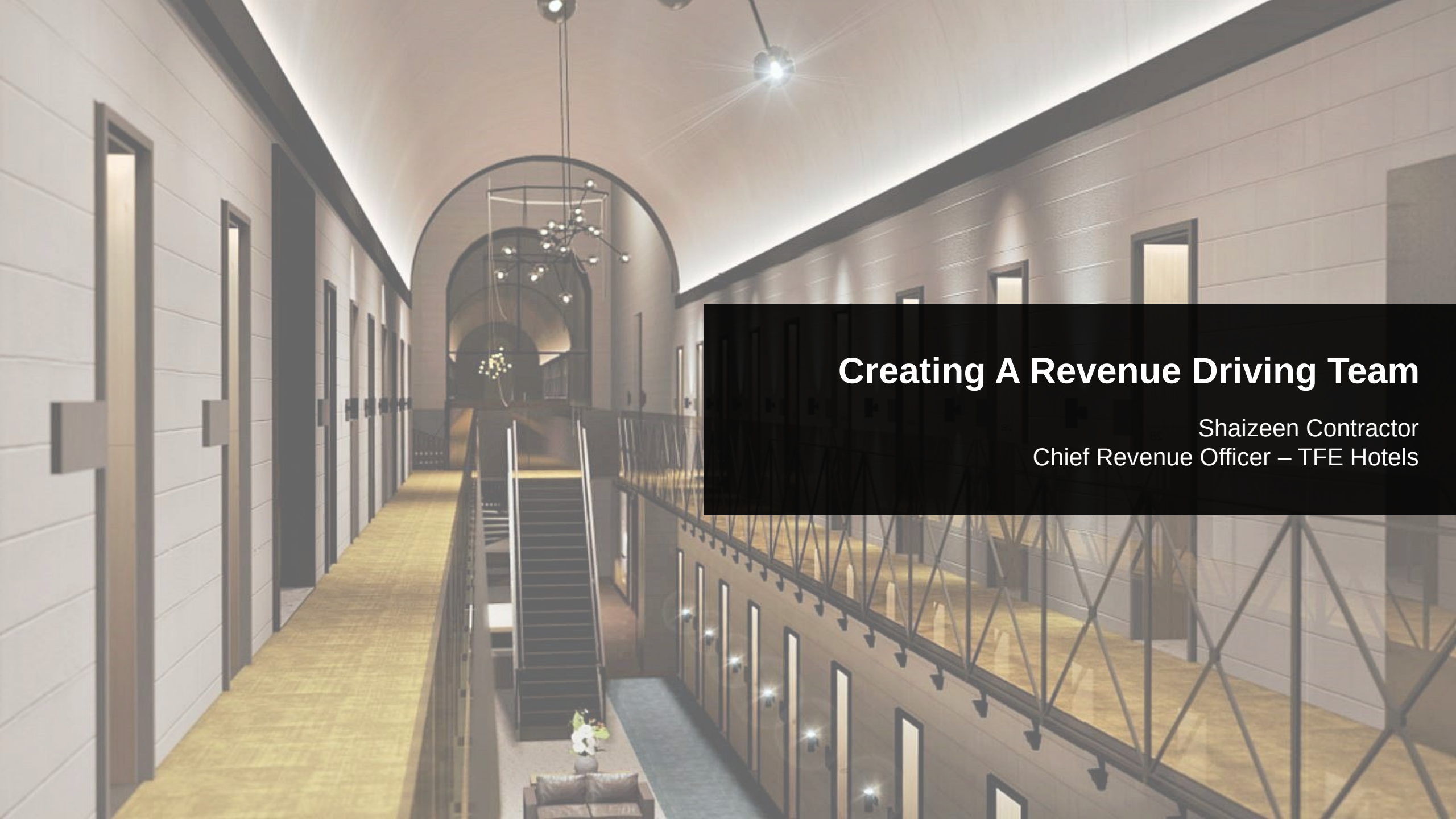


Creating A Revenue Driving Team

Shaizeen Contractor
Chief Revenue Officer – TFE Hotels

WHO DRIVES THE MARKET MIX OF YOUR HOTEL?

MARKETING

- Creates the brand
- Advertises and promotes the brand to create awareness, consideration and purchase
- Drives direct business
- Manages the website

SALES

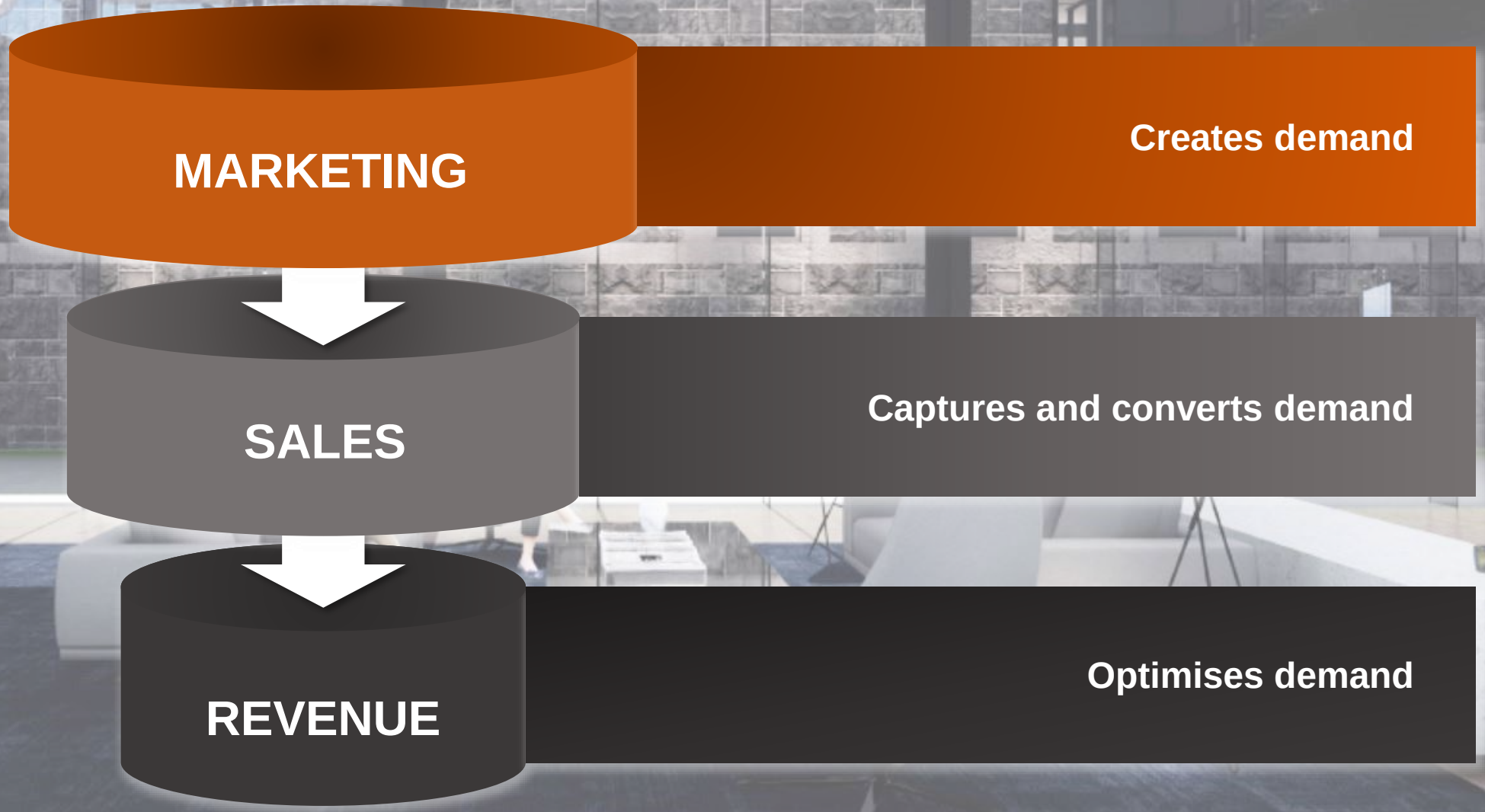
- Uses the brand to attract different guests – corporate, leisure, MICE, groups
- Lead conversion

REVENUE MANAGEMENT

- Sets pricing and inventory
- Evaluates the competitors & market
- Forecasts and budgets

OPERATIONS

- Creates a memorable experience for the guest delivering on the brand promise
- Drives loyalty and retention


MARKETING
Creates demand
SALES
Captures and converts demand
REVENUE
Optimises demand

THE SAME KEY PERFORMANCE INDICATORS

Every team’s KPI is the same…..

Driving the highest Net RevPAR

CREATING COMMERCIALITY

CHIEF REVENUE OFFICER ROLE

Provide commercial and strategic direction to the Marketing, Sales and Revenue teams

RESTRUCTURING THE MARKETING TEAM

- Creating an agile team
- Working in two-week sprint cycles, now quarterly
- Establishing the performance management team
- Aligning the brand and digital teams into one

SHARED GOALS

- Agreeing on a set of KPIs
- Setting measurements for all activities

CREATING COMMERCIALITY

BUILDING A SINGLE CUSTOMER PROFILE ACROSS THE ENTIRE BUSINESS

- Ability to deliver a personalised experience through communication, preferences and guest data
- Working together on retention, repeat and increasing share of wallet

OPERATIONS & REVENUE TEAMS ALIGNED

- Driving direct
- Capturing emails
- Building our database
- Forecasting accuracy

OPTIMISING OUR STRENGTHS

- Marketing & Revenue working in partnership to identify need hotels and campaign opportunities
- Sales & Marketing working together on partnership strategies

HOW DO YOU CREATE SYNERGY FOR A SMALLER HOTEL?

CONSOLIDATED MARKETING, SALES AND REVENUE PLAN FOR THE YEAR

- Use consultants/ specialists to help
- Planning for the year across all the disciplines gives certainty to the business
- Validate performance to the plan every month/ quarter
- Change strategy if needed

SHARED KPIS ACROSS YOUR HOTEL TEAM

- RevPAR
- Net RevPAR
- Performance to Competitive Set
- Share of Direct
- Gross Operating Profit
- More…

BRING THE TEAMS TOGETHER

- One aligned team is stronger than 4 fragmented teams – the size of the business does NOT matter

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Thank you

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