

THE INFLUENTIAL HOTELIER

Turning Insights into Actions





47% complain that meetings waste their time the most at work.

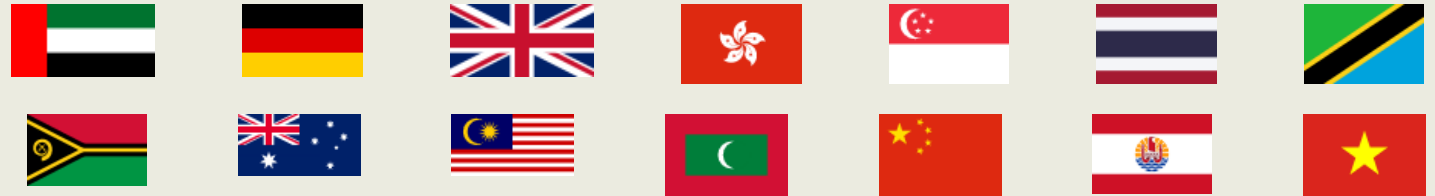
45% feel overwhelmed by the number of meetings they attend.



3 STEPS TO TURN INSIGHTS
INTO ACTION

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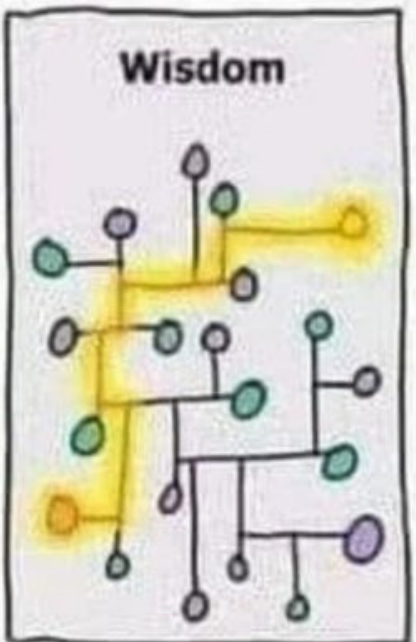
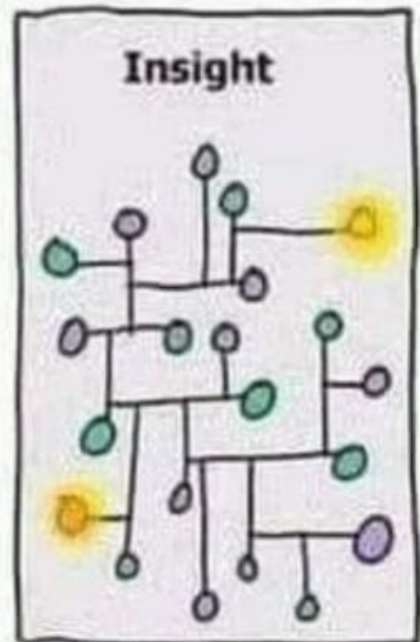
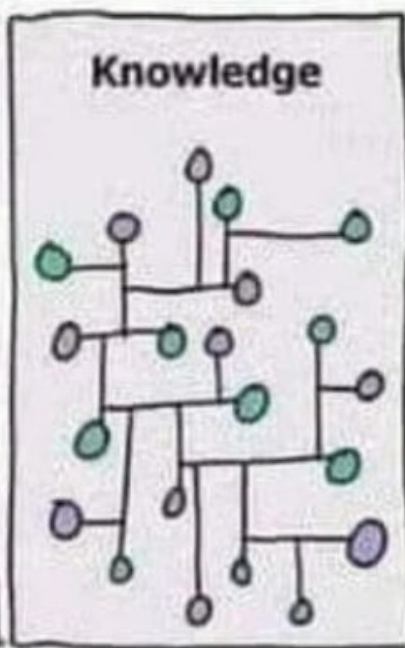
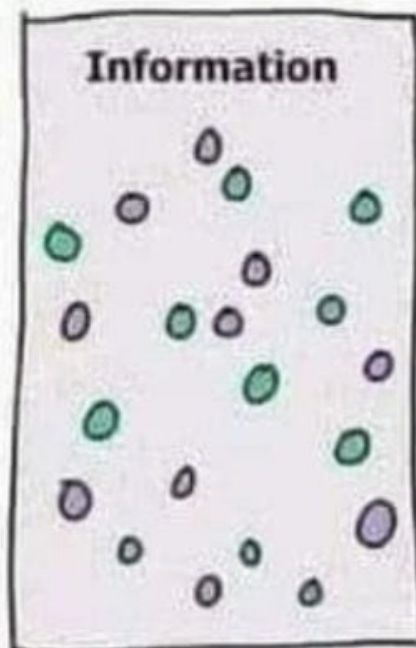
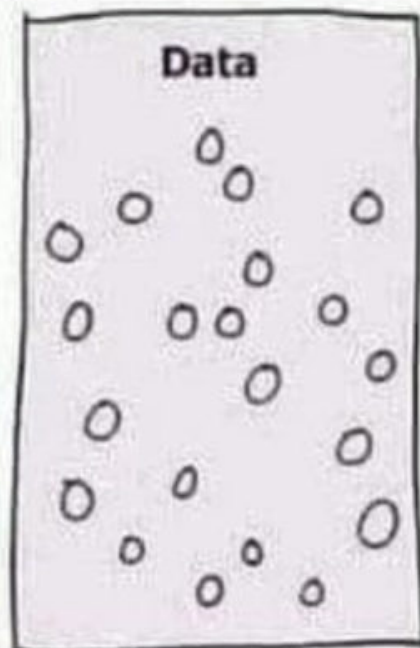


Executive Growth programs

Mentorship programs

Commercial Training and Consulting

Commercial Leadership Team Coaching





#1 Prepare, Prepare, Prepare

The more work you do before you walk into the room, the more productive and efficient it will be.

WAYS TO PREPARE

- Identify your goal for presenting the data.
- Rapport building
- Visualization – what is the best way to present your data
- Outline action steps for discussion
- Stay focused on performance analysis (RM specific)





THE 3 GOALS WHEN PRESENTING DATA

Convince or clarify a point

- Group strategies
- Changing rate strategy
- Build consensus

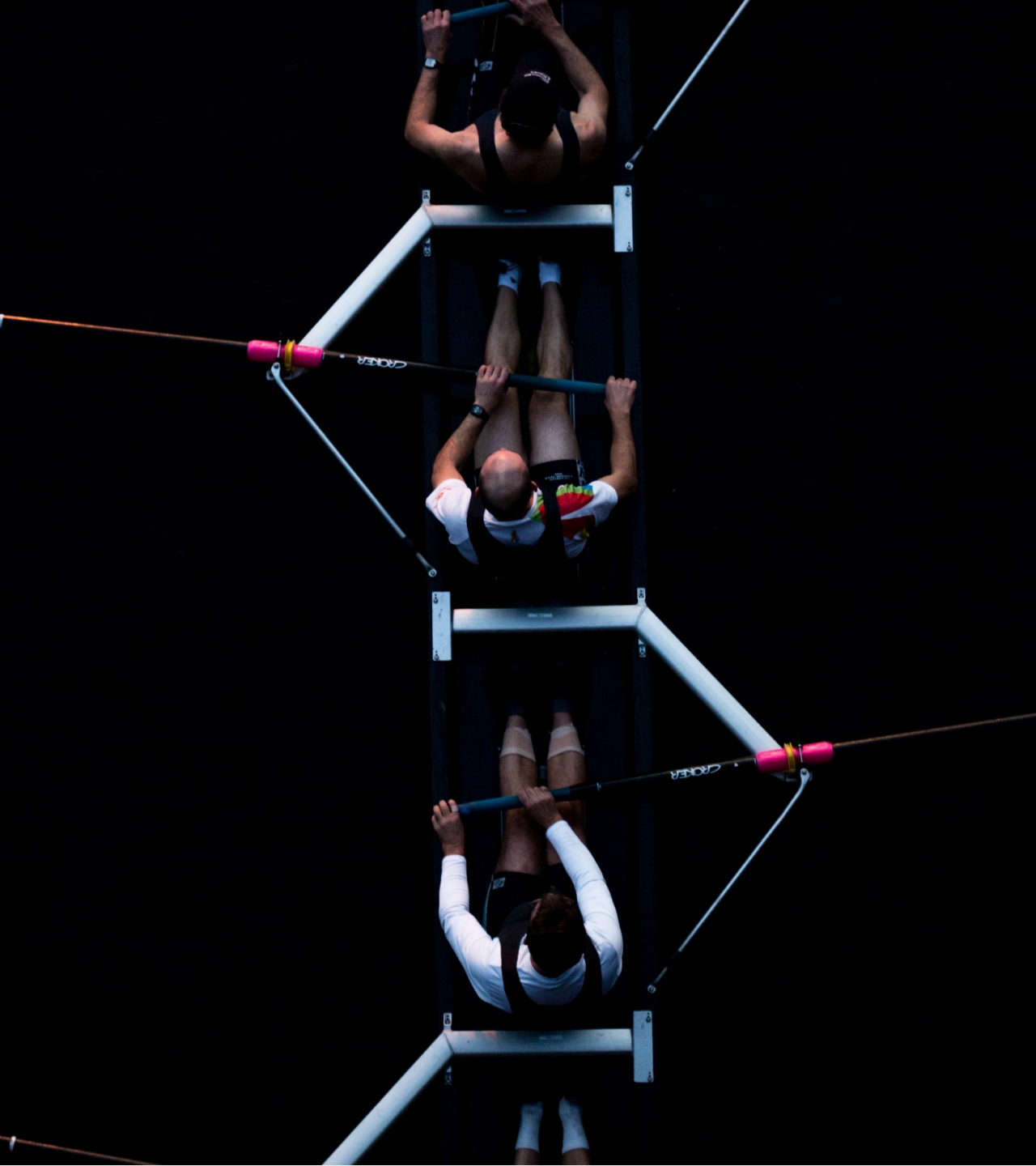
Visualise data to help solve a problem

- Strategize for upcoming low seasons
- Inventory imbalances
- Targets that are in danger of not being met.

Communicate change or development

- What has changed since last meeting.
- Performance impact
- Update on strategy changes.





- Preparation



What is Rapport Building?

- Friendly & approachable
- Empathetic & understanding
- Respectful and courteous
- Communicate effectively & listen actively

VISUALIZATION – WHAT CHART IS BEST?

Compare Values

- Column
- Mekko
 - Bar
 - Pie
 - Line
- Scatter Plot
 - Bullet

Composition of something

- Pie
- Stacked Bar
 - Mekko
 - Area
- Waterfall

Distribution of Data

- Scatter Plot
 - Mekko
 - Line
- Column
 - Bar

Analysing Data Sets

- Line
- Dual-Axis Line
 - Column

Relationship between data sets

- Scatter Plot
 - Bubble
 - Line

#1 Preparation

Outline Action Steps that consider

- Common goals
- Contributions from other departments
- Building consensus
- Create buy-in
- Prioritize goals
- “So What?” Question everything



STAY
FOCUSED



*“The discipline of revenue management needs to be the center of topline performance management. **The purpose of a revenue meeting is to really understand performance drivers for the hotel, and such reporting may or may not lead to specific decisions.**”*

Dave Roberts, Faculty at Cornell and Author
“Hotel Revenue Management, The Post Pandemic Evolution to Revenue Strategy”



#2 HAVE A CLEAR AGENDA

Otherwise, there is a real chance you waste everyone's time



WHAT MAKES A MEETING SUCCESSFUL?



- 72% of professionals believe that setting clear objectives
- 67% believe that it's having a clear agenda

#2 CREATE A MEETING AGENDA



Answer this question:

“What would be the consequence of not holding this week’s meeting?”

- **Contribution from others**
 - Sales
 - Marketing
 - Operations
- **Relevant Agenda topics**
- **Prepare questions & insights for discussion**
- **Recommend initial action steps for discussion**
- **Consider timing for each item**

REVENUE MEETING AGENDA TEMPLATE

Send email to

[Heidi@hge-
international.com](mailto:Heidi@hge-international.com) for the full
document.

Subject line: Revenue
Agenda

Agenda

Review and Interpretation of Data (15 mins)

- Review production from the past week (all reservations and cancellations made) This review should include rate types, market segmentation, country of origin, travel agents, companies, groups, as well as pace and cancellations.
- Analyse/visualise this data to understand your pace, LOS, and lead time.

3-month performance review (15 mins – 5 min per month)

- Review last week's pick up and on the book's situation.
- Review changes to forecast from last week and the variance of forecast to lockdown, budget, and last year's actuals.
- Competitor performance review (STR report).

Strategy Review (20 mins)

- Discuss recommendation based on current performance, particularly for days above 95% forecasted occupancy and below 80% forecasted occupancy.
- Review inventory strategies for wholesale (inventory chart), groups ceiling and retail.
- Validate retail pricing considering competitor pricing (using OTA insight/other rate shopping tools).
- Review groups ceiling based on wholesale forecast, discuss floor and ceiling rates for next 3 months.
- Other disciplines to share the impact on previous strategies on performance (Sales, Catering, Front Office), e.g., lead generated, successes market feedback, lost/denied opportunities, concerns.

Decision making (15 mins)

- Ensure that enough time is given to agree on decisions as a team and articulate clear call to action for each party.

Follow up: All key findings, discussion points and decisions are to be recorded in meeting minutes. They should be sent out with relevant forecast reports within 3-6 hours following the meeting.






SEND THE MEETING AGENDA **24 HOURS BEFORE** IT STARTS

- Remind attendees of the meeting and reduce no-shows
- Reviewing of topics for all attendees
- Reminder to follow up on the previous week's action points
- Better prepare for the upcoming meeting



A close-up photograph of a person's hand holding a black pen, poised to write on a notebook. The notebook is open, showing a page with a grid pattern and some faint, illegible text. The background is a blurred blue and white pattern. The overall lighting is soft and focused on the hand and pen.

#3 MEETING MINUTES WITH CLEAR ACTION PLAN

**The meeting is not over until
the minutes are sent out**

• Meeting Minutes

Components of good meeting minutes

1. Recap of decisions made
2. Plan of action
3. Clear, measurable goals
4. Stay accountable





• Meeting Minutes



How to follow up on action items

- Implement a system for recording action steps
- Record new action steps immediately
- Assign action items
- Keep track of open/closed action items
- Make sure you can track action item details
- Assign deadlines and due dates
- Follow up on progress

Date: 1/9/23

Start Time: 9:00 AM End Time: 10:00 AM



Facilitator: tap here to enter text.

In Attendance:

Tap here to enter text

Minutes:

Agenda item: Enter agenda item here

Presenter: Enter presenter here

Discussion:

Recap key discussion points

Conclusion:

Enter Conclusion here

Action items

- ✓ Enter Action items here
- ✓ Enter Action items here
- ✓ Enter Action items here

<i>Person responsible</i>	<i>Deadline</i>
Name	Date
Name	Date
Name	Date

Agenda item: Enter agenda item here

Presenter: Enter presenter here

Discussion:

Recap key discussion points

Conclusion:

Enter Conclusion here

Action items

- ✓ Enter Action items here
- ✓ Enter Action items here
- ✓ Enter Action items here

<i>Person responsible</i>	<i>Deadline</i>
Name	Date
Name	Date
Name	Date

Meeting Minutes

Send email to

Heidi@hge-international.com for the full document.

Subject line: Meeting Minutes

- **Summary**

TURNING INSIGHTS INTO ACTIONS

- 1) Preparation is Key**
- 2) Have a clear agenda**
- 3) Follow up with clear actions steps in meeting minutes**



COACHING AND MENTORING PROGRAMS

Coaching and training programmes:

- Mentorship programme
- Performance Coaching
- Group/Team Coaching

Time management

Negotiation skills

Emotional Intelligence

Confident Leadership

Analytical Skills

Sales & Marketing Leadership

Team Coaching

