

TRAVELTECH
ACADEMY

+

hsmai
FUEL SALES | INSPIRE MARKETING | OPTIMIZE REVENUE

MASTER CLASS

Date: 8th February, 2022, 13hs SGT

When you review your business at the end of the year, do you always ask: So What? Why is this piece of information relevant and how will I use it to grow my business? With the lack of relevance of year-on-year comparisons since the pandemic, what are the right metrics you should be reviewing at year end?

Tamie will take you through the right metrics, how to do the analysis and then how to create an action plan from that analysis.

At the same time as you're compiling your analysis, you can develop a plan for those times in the future when demand is low and you need to stimulate demand and/or revenue fast!

Join us for this fast-paced workshop and get organised with your 2022 plan!

Facilitator



Jackie Douglas
President, HSMAI Asia Pacific
hsmai

Main speaker



Tamie Matthews
CEO and Founder RevenYou
RevenYou

www.traveltechacademy.com

Today's Workshop: Analysing 2021 to improve 2022



AGENDA FOR TODAY

Welcome from HSMAI - Jackie Douglas, President Asia Pacific

Workshop: **Analysing 2021 to improve 2022**- Tamie Matthews, Revenue Consultant, RevenYou & HSMAI Trainer

You will learn:

- the right metrics to use as we move to the next phase of COVID;
- how to do the analysis and;
- how to create an action plan from that analysis.

Hospitality Sales and Marketing Association International (HSMAI)



The Hospitality Sales and Marketing Association International (HSMAI) is committed to growing business for hotels and their partners, and is the industry's leading advocate for intelligent, sustainable hotel revenue growth. The association provides hotel professionals & their partners with tools, insights, and expertise to fuel sales, inspire marketing, and optimize revenue.



Certifications



Online Learning & Qualifications for hotels and resorts

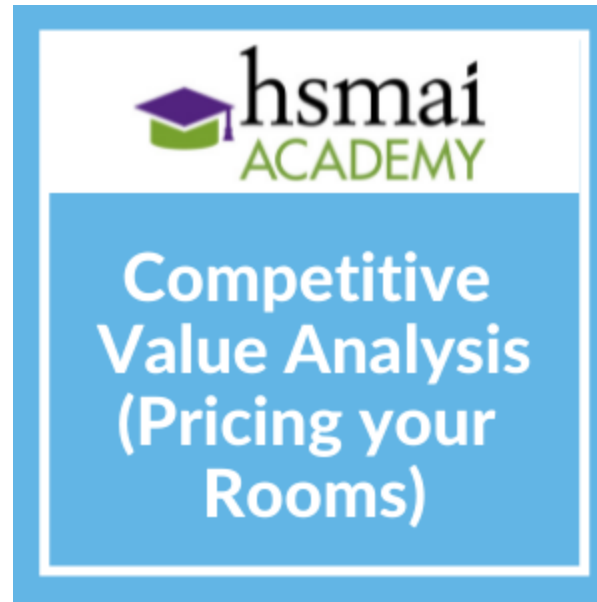
- Revenue Management
- Sales
- Digital Marketing
- Commercial Acumen



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More educational Workshops for hotels

- 2-Day Revenue Workshops (Starring Tamie Matthews)
- 2-Day Sales Workshops
- 2-Day Digital & Revenue Workshops for Resorts
- Webinar series - Digital Sales Essentials
- Webinar series - Digital Marketing Essentials
- 2-Day Commercial Bootcamps

<https://hsmaiacademy.org/classes/>

What? So what? Now what?

Look back to plan forward





Your Facilitator today - Tamie Matthews

- ▶ Having spent a lifetime working in 3-5 star branded properties around the world, Tamie's passion is helping hoteliers across Asia Pacific **upskill** their knowledge, understanding and skills in pricing, revenue management, distribution, sales & marketing.
- ▶ Tamie and the team at RevenYou manage pricing, distribution, sales & marketing for a variety of properties all around the country. As we work with industry insiders daily, we're always up to date on the issues facing the industry, which allows us a unique opportunity to develop strategies tailored to the people managing properties, based on the latest **best practice**. You learn from our **team's collective experience and expertise**
- ▶ Tamie is solutions driven and brings with her a wealth of knowledge and practical experience in how to increase profit margins by using what is available for free or at very little cost
- ▶ She trained as a teacher at University, therefore she focuses on making learning entertaining and interactive



Voice of the Revenue Manager

- ▶ Recent research conducted by HSMAI in **Voice of the Revenue Manager** found that RMs across the globe spent more than **8 weeks** full time effort on budgets alone. By the time you add in other roles such as sales, marketing, asset managers, corporate, GMs etc, you can lose up to 4+ months in full time hours.
- ▶ Was the process worthwhile?
- ▶ Learning curve
- ▶ Usability
- ▶ Whenever you
 - ▶ Review
 - ▶ Plan
 - ▶ Document
 - ▶ Chart
 - ▶ Spreadsheet
- ▶ Think
 - ▶ What
 - ▶ So What
 - ▶ Now what

What:

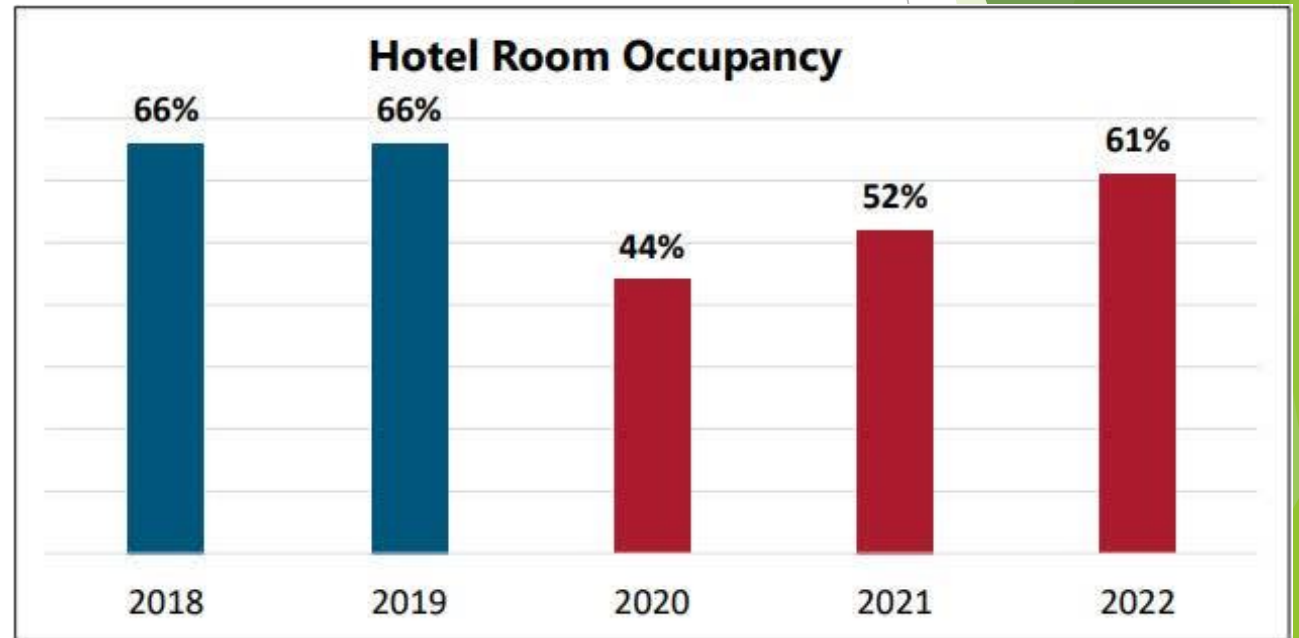
Who has already reviewed 2021?

Was it a useful process?

Have you created a plan with the information revealed in the review?

Revenue KPIs (Key Performance Indicators)

- ▶ Occupancy
 - ▶ Day of week
 - ▶ Weeks
 - ▶ Month
 - ▶ Season
- ▶ Average Daily Rate
- ▶ RevPAR
- ▶ Length of Stay
- ▶ Lead time
- ▶ Booking Source
 - ▶ OTA
 - ▶ Phone
 - ▶ Direct



Compare 2021 to...

- ▶ 2019

- ▶ Our last normal year
- ▶ Our target is to get back to 2019








- ▶ 2020

- ▶ Restrictions
- ▶ Upheaval



Analysing the Data

Channel	Subscriber Occupancy	Comp Set Occupancy	Occupancy Index
Brand.com	14.3%	15.7%	91 
CRS	17.3%	11.6%	149 
Direct	35.0%	34.0%	103 
GDS	12.3%	14.8%	83 
OTA	10.8%	13.3%	81 
Other	0.1%	0.1%	48 
Total	89.7%	89.5%	100

- ▶ What are your annual targets?
- ▶ What strategies did you put in place this year?
- ▶ Why?
- ▶ Traffic lights make it easy
- ▶ Understand what numbers go into each segment
 - ▶ Brand.com
 - ▶ Other
- ▶ Understand your own behaviour patterns

Government Restrictions



- ▶ Review performance v restrictions put in place by the government
 - ▶ Border closures
 - ▶ Lockdowns
- ▶ How do you perform when different measures are in place to curb the spread of covid?
- ▶ What does it do to each department of your business?
 - ▶ Food & Beverage
 - ▶ Accommodation
 - ▶ Spa

Costs: controlling costs increases profit



- ▶ Fixed costs
 - ▶ Rent
 - ▶ Utilities & Insurance
 - ▶ IT
- ▶ Variable costs
 - ▶ Commission
 - ▶ Labour
 - ▶ Laundry
- ▶ Do you know what it now costs per occupied and unoccupied room?
- ▶ Have profit margins changed?

GOPPAR

- ▶ Gross operating profit per available room
- ▶ Looks at the bottom line
- ▶ We can perform on KPIs like RevPAR but are we controlling costs
- ▶ Reviews management of expenses
 - ▶ Staff costs
 - ▶ Fixed: rent, IT, power
 - ▶ Variable: commission, laundry



Know the full picture

Share this information with your sales team and fight together for your fair market share.

	Transient			Group			Contract			Total		
	My Prop	Comp Set	Industry	My Prop	Comp Set	Industry	My Prop	Comp Set	Industry	My Prop	Comp Set	Industry
Occupancy	42.9	54.7	57.7	43.4	24.2	16.5	0.0	5.3	10.6	86.3	84.2	84.8
Percent Change (%)	-35.5	-6.0	3.9	314.5	0.7	-13.5	0.0	18.5	-5.5	12.0	-2.8	-1.2

- ▶ What are your KPIs for this year?
- ▶ What strategies did you put in place this year?
- ▶ Percentage change v your annual targets?
- ▶ Understand what numbers go into each segment
 - ▶ Transient
 - ▶ Group
 - ▶ Contract
- ▶ What are sales & marketing KPIs and how do they effect yours?
- ▶ How do these numbers effect GOPPAR?



Benchmark

- ▶ Before you celebrate: how did you perform in COMPARISON to your MARKET & your COMPETITOR SET?
 - ▶ STR
 - ▶ OTAs
 - ▶ Management group
 - ▶ Brand
 - ▶ Local tourism associations
 - ▶ Local councils
 - ▶ Networking
 - ▶ Google

What else:

What else do you review each year?

What else should you review annually?

Call conversion

- ▶ Who answers the phone?
- ▶ How many calls per day?
- ▶ Conversion rate
- ▶ ADR
- ▶ Upgrades
- ▶ Top sellers
- ▶ Mystery call results



Events

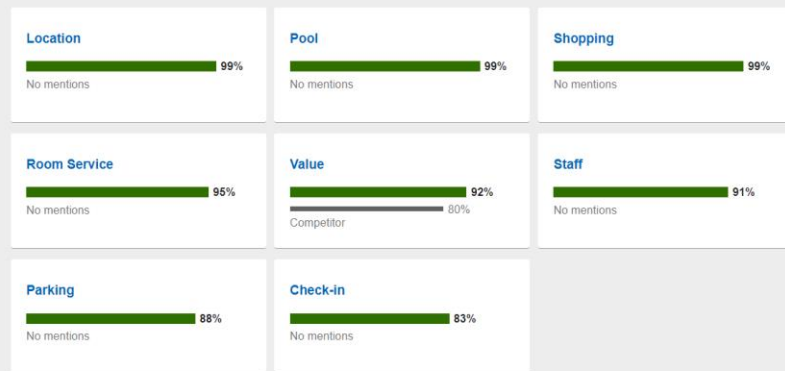
- ▶ ADR
- ▶ Occupancy
- ▶ RevPAR
- ▶ Behavioural changes from 2019
- ▶ Performance in 2021
- ▶ Schedule for 2022
- ▶ Likelihood of going ahead
- ▶ Customer buying behaviour
- ▶ Pricing Strategy



Guest Reviews

What your guests love

These amenities received the most positive mentions in the past 12 months.



Room for improvement

These amenities received fewer positive mentions in the past 12 months.



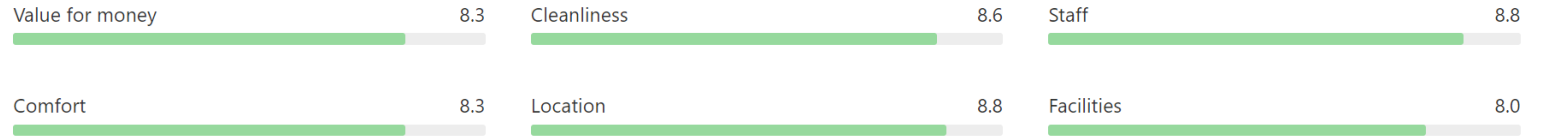
Need attention

These amenities received the least number of positive mentions in the past 12 months.



8.3 based on 859 reviews

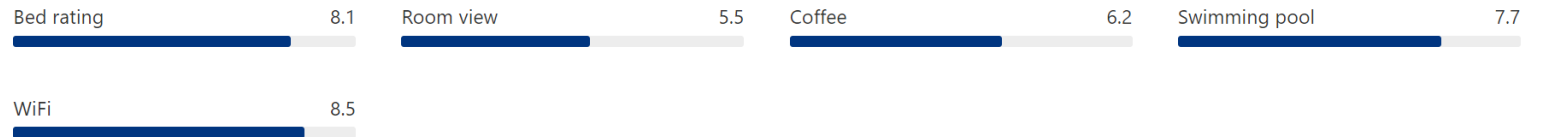
Overview [Graphs](#)



Get deeper insights on the [Guest experience](#) page to learn how to improve your review score

Additional categories:

These categories don't impact your property's review score. We collect this information to help you better understand guests' needs and help potential guests choose your property.



- ▶ Respond
- ▶ Learn
- ▶ Compare
- ▶ Plan
- ▶ Improve
- ▶ Review



Market Segment Changes

TARGET MARKET EXAMPLE A

	Source Market	Market Segment	Percentage of sales
Primary Market	Brisbane, Sydney and Melbourne	Families - holidays	70%
Secondary Market	Brisbane, Sydney and Melbourne	Couples - Seniors - holidays	30%

The Juggling Jones's

Life stage: Have school age children, working in professional roles
e.g. teachers, speech pathologists, senior public servants



Age: 40

Income: \$100K - \$250K

Vehicles: 4WDs, SUVs

Interests: Kids' education, their careers, sports, kids sport, health and fitness, holidays, wine and spirits, cafes, shopping, TV series online, fishing, light adventure activities

Favourite music: Queen

Media: The Project, FM radio stations, Facebook, Instagram, Pinterest, Online news

Path to purchase: Word of mouth friends and family, Facebook, Instagram---Google and Facebook--Facebook and TripAdvisor for evaluation --- Operator website for booking



Challenges and pain points: Nothing for kids to do, poor service, poor organisation, value for money



Showstoppers: Poor service and lack of responsiveness

What our business offers them that they value: Brag-ability, quality service and facilities, private entertainment and relaxation with friends, local attractions and experiences, cafes, nature walks, family will walk away feeling more connected, have had new experiences, made new memories

▶ Have your customers changed?

- ▶ Age
- ▶ Income
- ▶ Social Group
- ▶ Gender

▶ What do they want?

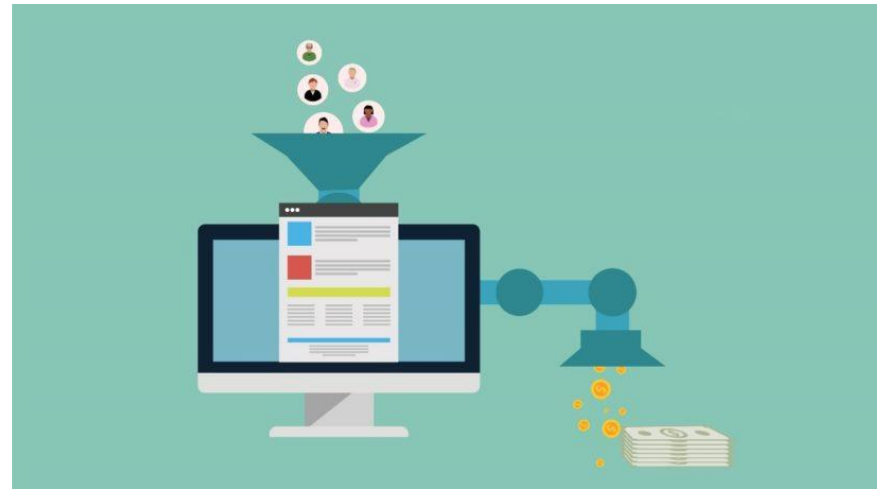
▶ What do they value?

▶ What do they need?

▶ When do they travel?

Website Conversion

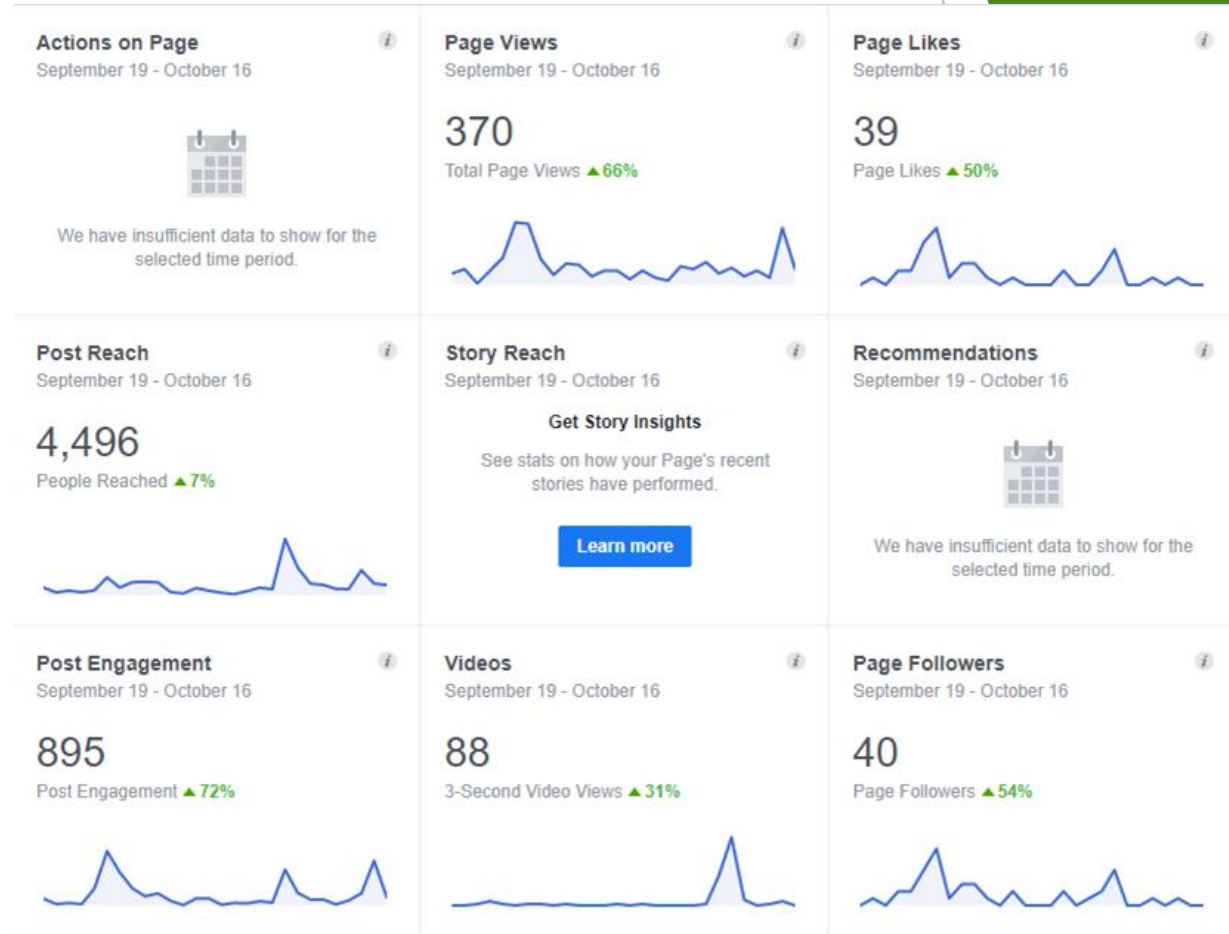
- ▶ How many people visit your website?
- ▶ How long do they spend on your website?
- ▶ What pages do they visit?
- ▶ How do they find your website?
- ▶ Where do they leave your website?
- ▶ How many visit your Booking Engine?
- ▶ How many book?
- ▶ Average conversion rate: 5%



Social Media

- ▶ Reach per post
- ▶ Engagement
- ▶ Views
- ▶ Clicks

- ▶ Followers: an engaged audience is far more profitable than a large group of followers

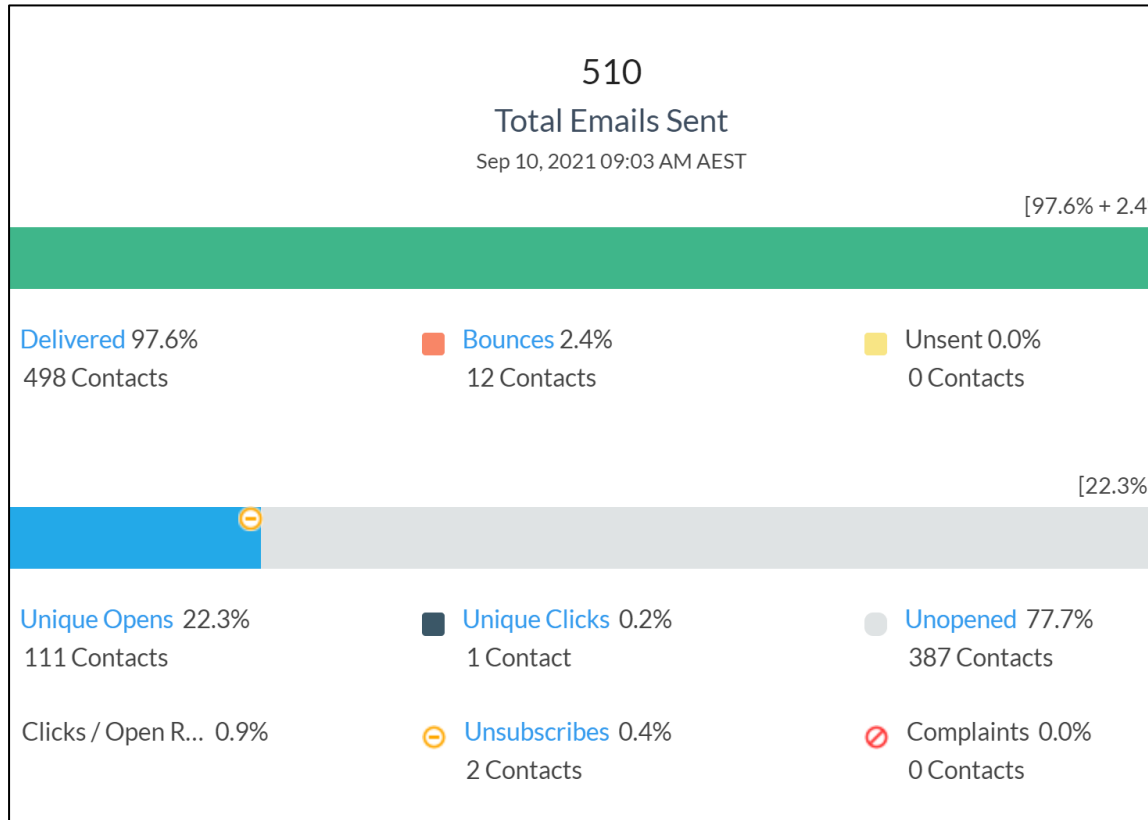


Promotions & Campaigns

- ▶ Content performance: did people buy what you were selling?
- ▶ Social Media Analytics: did people click the links, engagement increase
- ▶ Website conversion: more clicks lead to increased conversion?
- ▶ New markets or repeat visitation?
- ▶ Cross “rate” attribution: a campaign is not a failure if people booked other rate plans



Analyses = EDMs



- ▶ Delivered
- ▶ Bounced
- ▶ Open rates
- ▶ Click through rates
- ▶ Unsubscribes

- ▶ Market averages according to Revinate, leading EDM supplier for hospitality:
 - ▶ **18.45% open rate**
 - ▶ **1.7% click thru**

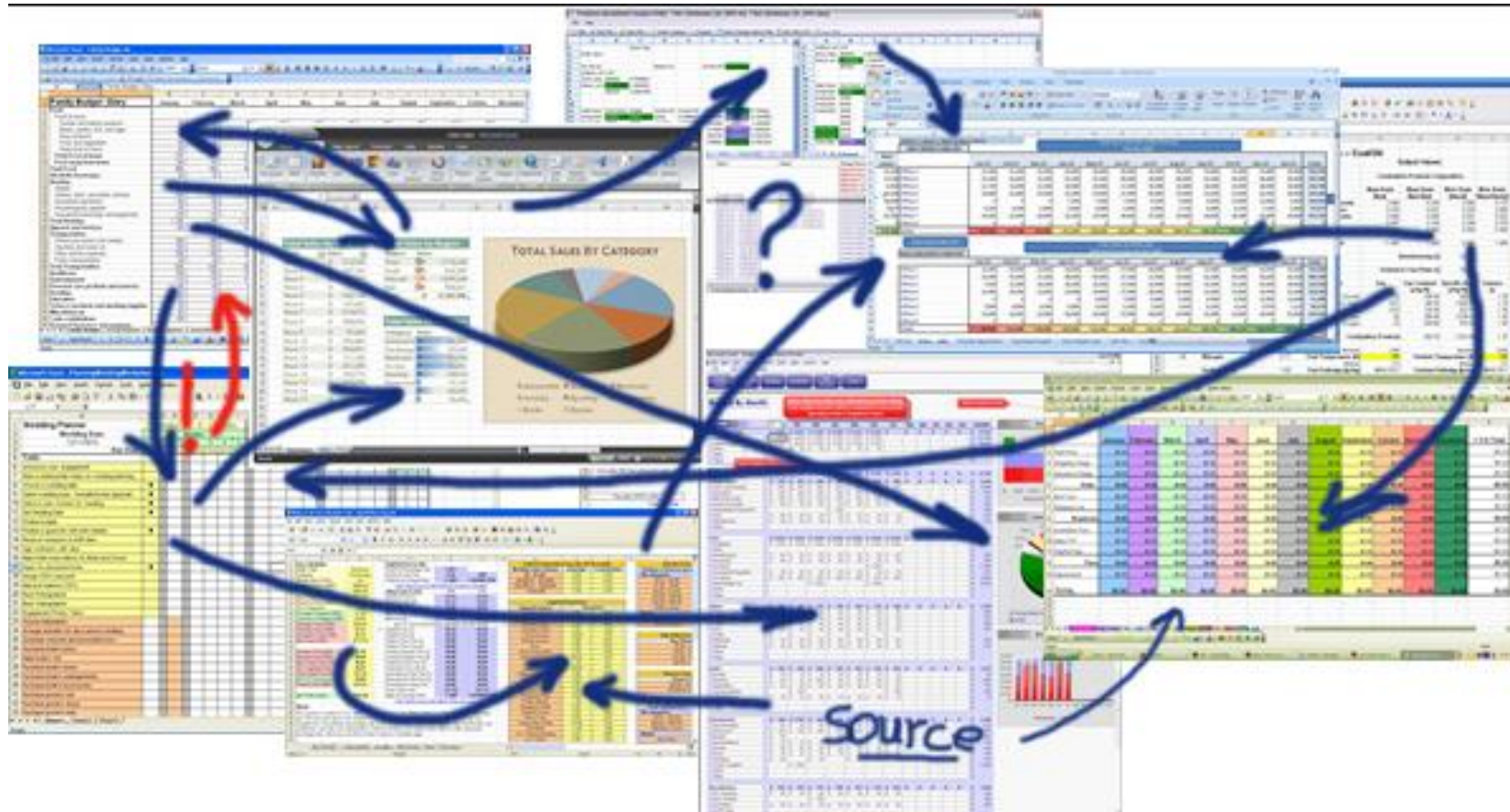
So What:

How many excel spreadsheets do you update daily?

How many excel spreadsheets do you update weekly?

How many excel spreadsheets do you update monthly?

This is NOT the goal



Now What:

For those who have reviewed 2021, who has put in place goals for 2022?

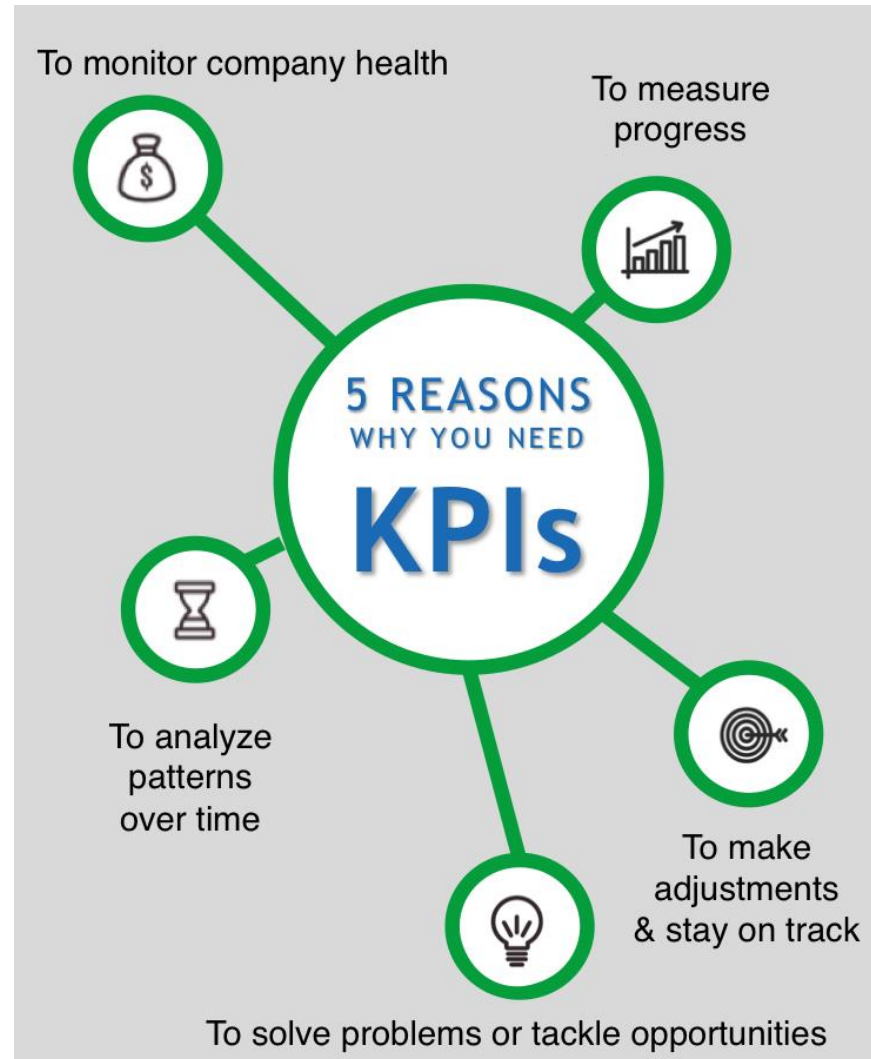
Share the insights



- ▶ Break the silos
- ▶ Share with Sales & Marketing
- ▶ Create a joint plan
- ▶ Avoid Analyses Paralyse
- ▶ Reason
- ▶ Create a shared KPI
- ▶ Relevance
- ▶ Document
- ▶ Review

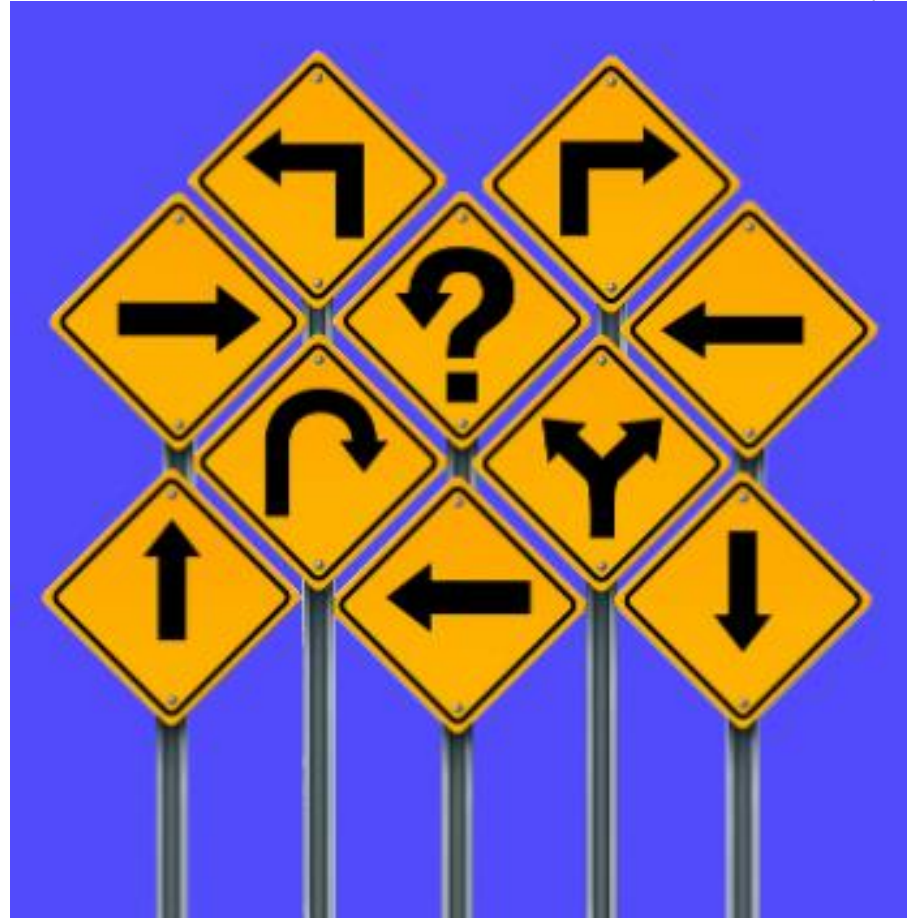
Set Targets for 2022

- ▶ Company, Department & Individual
- ▶ SMART
 - ▶ Specific
 - ▶ Measurable
 - ▶ Achievable
 - ▶ Relevant
 - ▶ Time limited



Agility

- ▶ We are entering Year 3 of Covid, we need a variety of contingency plans
- ▶ If x happens, I do y
- ▶ Who is responsible?
- ▶ What has the fastest effect?
- ▶ What is a slow burn?
- ▶ Guest communication
- ▶ Staff communication



Monitoring & Reporting



- ▶ KISS
- ▶ Automate
- ▶ Only track what you will use
- ▶ Check readers understanding & comprehension
- ▶ Training
- ▶ Continuity

Profit Margins

- ▶ What
- ▶ So What
- ▶ Now What



Summary

- ▶ When reviewing 2021, go beyond ADR, Occupancy & RevPAR
 - ▶ Costs - know your breakeven point and GOPPAR
 - ▶ Benchmark yourself against the market and your competitors
 - ▶ Test your digital footprint: website conversion, social media, EDMs, reviews
 - ▶ Understand your market and how it may have changed
 - ▶ Test your promotions, did they work
 - ▶ Review your repeating events and have a back up should they cancel
- ▶ Ensure any excel sheets you update regularly have a purpose
- ▶ Set KPIs for 2022 in conjunction with sales & marketing
- ▶ Consider how you will monitor and review your performance regularly
- ▶ Build a plan that allows for speedy responses to changes in restrictions

RevenYou

PH: 0497 864 694

EMAIL: tamie@revenyou.com.au

WEBSITE: www.revenyou.com.au

Facebook: <https://www.facebook.com/revenyou.com.au>

LinkedIn: <https://www.linkedin.com/in/revenyou/>

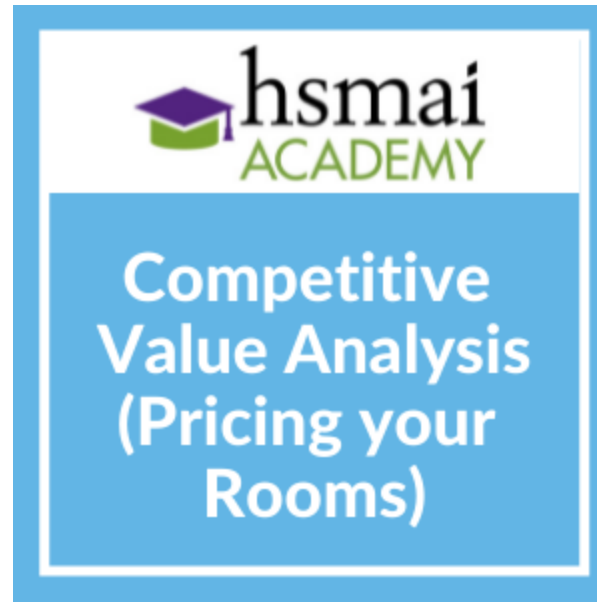




Questions?



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