



**REVENUE -
BUSINESS FOCUS MEETING**

1 Introduction

The objective of the Business Focus Meeting is to maximise commercial advantage in all areas of our business by:

- Evaluating business on the books for opportunities and risks and determining appropriate strategies
- Agreeing and communicating a common selling strategy throughout the team
- Maximising revenue by selling all aspects of the hotel
- Agreeing on actions required to secure business.
- Reviewing and understanding business development versus plan and the latest forecast and what actions are required to achieve or exceed plan
- Providing solid information for forecasting, allowing all key departments in the hotel to plan effectively
- Ensuring commercial strategies are effective in low demand periods

The Business Focus Meeting can only be run effectively once all the principles of revenue management have been implemented such as quality of business on the books, correct use of market categories, correct use of group statuses for both C&E and room only Groups etc. Otherwise decisions are based on inaccurate and often misleading information.

A Business Focus Meeting must be held weekly and include representation of all departments impacted by commercial decisions to avoid critical decisions being taken by one person who has an incomplete picture or a varying knowledge base. Attendees must include:

- General Manager / Hotel Manager
- Director of Business Development
- Yield / Revenue/Reservations Manager
- C&E Manager
- Director of Sales/Sales Manager

In addition, the following team members may attend as necessary:

- Director of Operations
- Front Desk / Front Office Manager
- C&E Sales Team members
- Sales Team member(s)
- Marketing Team member(s)
- Credit Manager/Accounts Receivable
- RDR/ADOS/RDOM

2 Preparing for Business Focus Meeting

Each department attending the Business Focus Meeting will need to prepare certain reports to facilitate discussions during the meeting. On the following pages details can be found of what reports and information should be brought to the meeting.

The DBD needs to prepare the following:

- Actual performance versus plan by market category
- Forecast by market category including comparison to plan and last year
- Actual and forecast for meetings revenues
- Forecast accuracy analysis for last week, last month
- Information on marketing activity going forward and results of recent marketing initiatives (e.g. Easter Promotion).
- Minutes of the last meeting with updates

The Yield/Revenue/Reservations Manager needs to prepare the following:

- Latest copies of Occupancy/Revenue development chart and Summary of Selling Strategy report
- Pick-up Reports for the total hotel and by market category
- Competitor's availability for next 30 days (Rubicon)
- Performance vs the Market – RGI, MPI and ARI results daily if available for the past 30 days, including which quadrant the hotel is currently in month to date. If only available monthly then monthly performance reviewed when available
- Channel analysis showing channel dynamics and growth trends.
- Demand Calendar
- Room Type availability report for 3, 6, 12 months out depending on the business patterns of the hotel.

Additional reports for IDeaS Yield hotels:

- IDeaS Data Extraction Report for Rooms Sold, Occupancy Forecast and Rooms Revenue on Hotel and Market Segment Level for 3, 6, 12 months out depending on the business patterns of the hotel. Non-IDeaS hotels should use the Future Rooms Sold report from OnQ Property and the Group SRP Business on the Books report from OnQ Insider.
- Rooms sold and Occupancy forecast by business type report
- Last Room value report for 3,6,12 months out depending on the business patterns of the hotel
- Best Available Rate report for 3, 6,12 months out depending on the business patterns of the hotel

The C&E Manager needs to prepare the following:

- Group SRP Business on the Books report from OnQ Insider
- Room Availability and Room Forecast Books for GEM hotels
- Group Overview report for Group Header hotels
- All New Enquiries since last meeting
- Last Years Enquiry log for same period
- Lost & UNC (unable to confirm) business
- C&E Demand calendar
- An overview of all big pieces of business for future dates and the current status.

- C&E Conversion report
- Lead time analysis for different meeting sizes
- Review expected pick up/wash of business on the books

Sales needs to prepare the following:

- Results of Sales Leads Generated
- Results of Last Weeks Show rounds / Entertaining / Sales Calls
- Planned Sales Activity next week and Mid/Long Term
- Key Account production information (once a month) including performance versus target

3 Running the Business Focus Meeting

The Business Focus Meeting should not take any longer than 1,5 hours, it should be held in a quiet area without interruptions and should be chaired by the DBD. Minutes and actions must be taken at each meeting.

Thorough preparation of all departments involved is the key to success of the Business Focus Meeting. This section of the document will explain all the topics that should be discussed in chronological order i.e. first cover all aspects of the business of the current month, followed by 3 months out and then for the remainder of the year.

Review Minutes of last meeting

- Review results of selling strategies that were agreed at the last meeting
- Ensure all actions are completed and review results where applicable

Review business for 3 months out and ensure correct selling strategy is in place for demand levels and overbooking.

- Review business for 3 months out and ensure correct selling strategy is in place for rate levels and overbooking
- Review performance versus market through RGI, MPI and ARI reports and identify any necessary strategy changes to beat the competition
- Review status of all group business (1)
- Agree actions to be taken to convert offer/option/tentative groups
- Decide what sales, marketing and revenue actions need to take place to level out peaks and troughs
- For high demand days, agree which piece of business will be given priority.
- Discuss upcoming release dates for groups & congresses and the potential impact on the selling strategy
- Discuss expected wash on groups
- Discuss rate positioning against the competition for the coming 3 months.
- Review room type availability
- Compare forecast and plan figures versus business on the books and expected pick up (based on IDEaS V5i forecast)
- Review status and impact for ongoing promotions. Agree on strategy moving forward
- Review revenue management reports i.e. Occupancy/Revenue Development Reports (2)
- Review and update demand calendar for Rooms and C&E. (3)
- Review Sales activity. (4)

- For Consolidated hotels: Review results of past week for call volumes, abandoned calls, conversion, average rate achieved etc.

Review business for 12 months

- Review market information such as new openings coming up, new events and developments with partners or key accounts, economical and political news and general travel industry news
- Review peak and troughs in the business
- Review special events
- Discuss changes in the business for 12 months out and ensure correct selling strategy is in place for rate levels and overbooking
- Decide what sales, marketing and revenue actions need to take place to level out peaks and troughs
- Review room type availability
- Review and update demand calendar for Rooms and C&E (3)

(1) Review status of all Group business

Definite Group Bookings (Rooms Only & C&E)

- What are the final anticipated numbers on confirmed groups?
- What is the value of the business, do we want to keep it, or is there opportunity if we relocate?
- Do we have deposits and billing instructions for each group?
- When was the organiser last contacted?

Tentative, Offer/Pending & Option Group Bookings (Rooms Only & C&E)

- Update on current traces & status - Why is the booker not confirming?
- What special strategy is needed to make them definite?
- Are they holding space with the competition?

Regretted Group Bookings (Rooms Only & C&E)

- What business has been turned away?
- What were the reasons for regretting?
- Has the situation now changed? - Should we try to re-secure the business?

Cancelled Group Bookings (Rooms Only & C&E)

- Has the business gone elsewhere, if so why?
- Has a cancellation charge been levied?
- What action has been taken to replace the business?
- Why did the business cancel?

Bring back Old Business (Rooms Only & C&E)

- How much of Last Years Group Business has re-booked?
- What enquiries did we have in C&B last year at this time?
- What actions have been taken to secure repeat business from last year?

(2) Review Rooms Management Forms

- What trends are identified from Occupancy Development / Summary of Selling Strategies / Pick up analysis that will affect strategies?
- What is the CC/GDS/Internet production and what is being booked?
- What is the denial build up for the next 30 days?
- Review impact of Out of Order rooms on past performance

(3) Review and update Demand Calendar (Rooms and C&E)

- What Selling Strategies are in place?
- What strategy is in place for revenue maximisation during high/low periods?
- What Diary Management Strategies are in place?
- What business has been waitlisted on full dates?
- What business has been waitlisted / regretted because of current strategies?
- Has all of the transient business been quality control checked?
- What OOO rooms are planned and what impact that will have on business?
- How has business developed since last week, are we still in the correct demand levels?
- For IDeaS hotels, review Rooms Sold and Occupancy Forecast by Business Type, Best Available Rate and Last Room Value reports

(4) Review Sales Activities

- Prospects & Results of Sales Leads generated
- Results of last weeks show rounds / entertaining
- Who is due to be chased this week for repeat business?
- What show rounds / entertaining are planned this week?
- Are all our booking sources aware of our availability?