

HEYWARD
GROUP



NORTHERN
IRELAND
HOTELS
FEDERATION

Revenue Management Culture

May. 2022

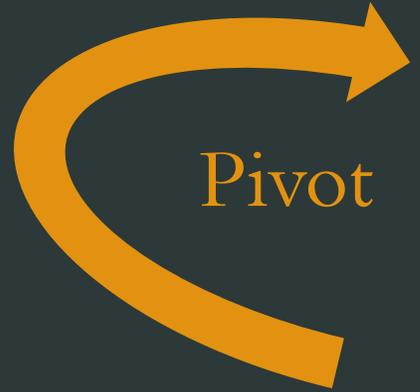
CHALLENGES



Revenue



Rising
Costs



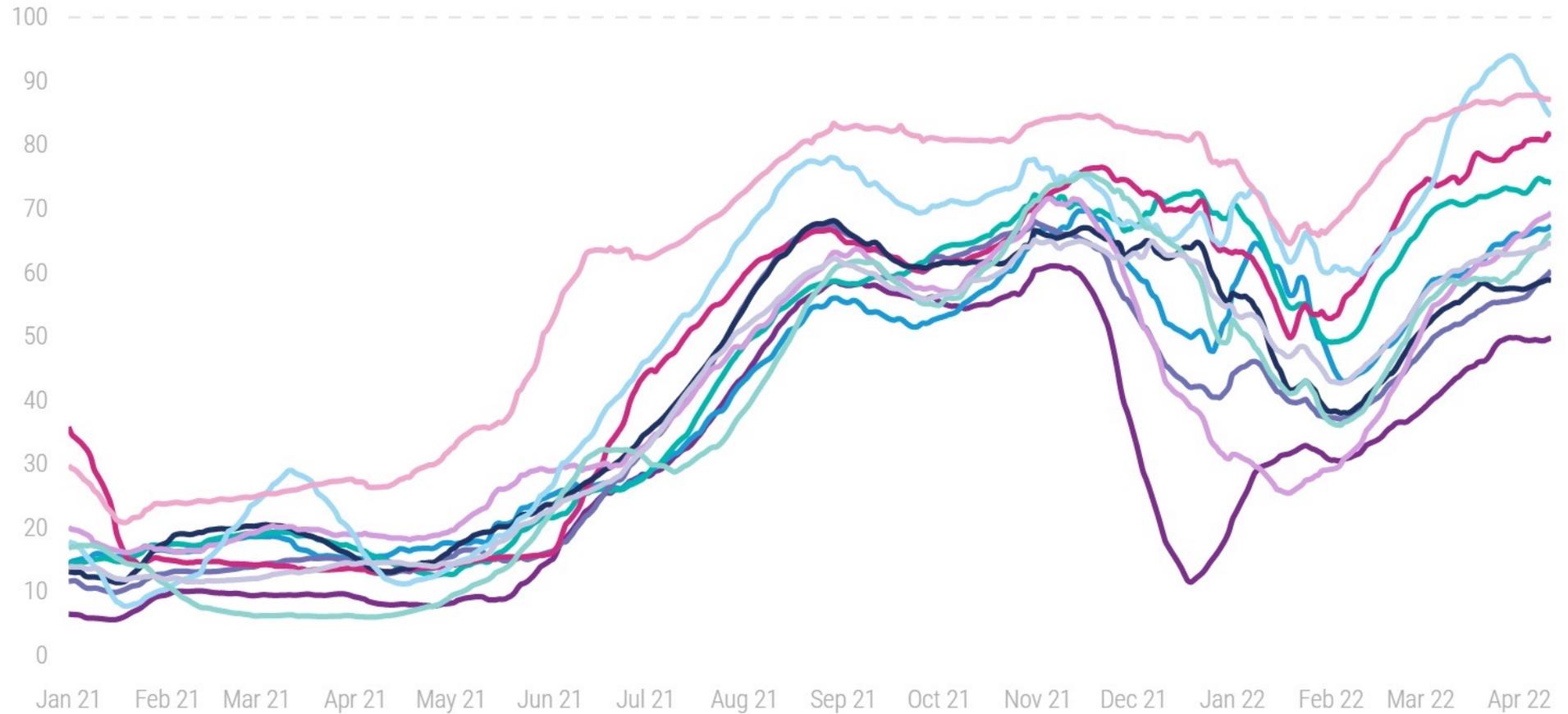
Staffing

European countries showing rapid occupancy recovery

Running 28-day occ (TRI), indexed to 2019, Jan 2021 to Apr 2022



- Austria
- Belgium
- France
- Germany
- Ireland
- Italy
- Netherlands
- Poland
- Portugal
- Spain
- United Kingdom



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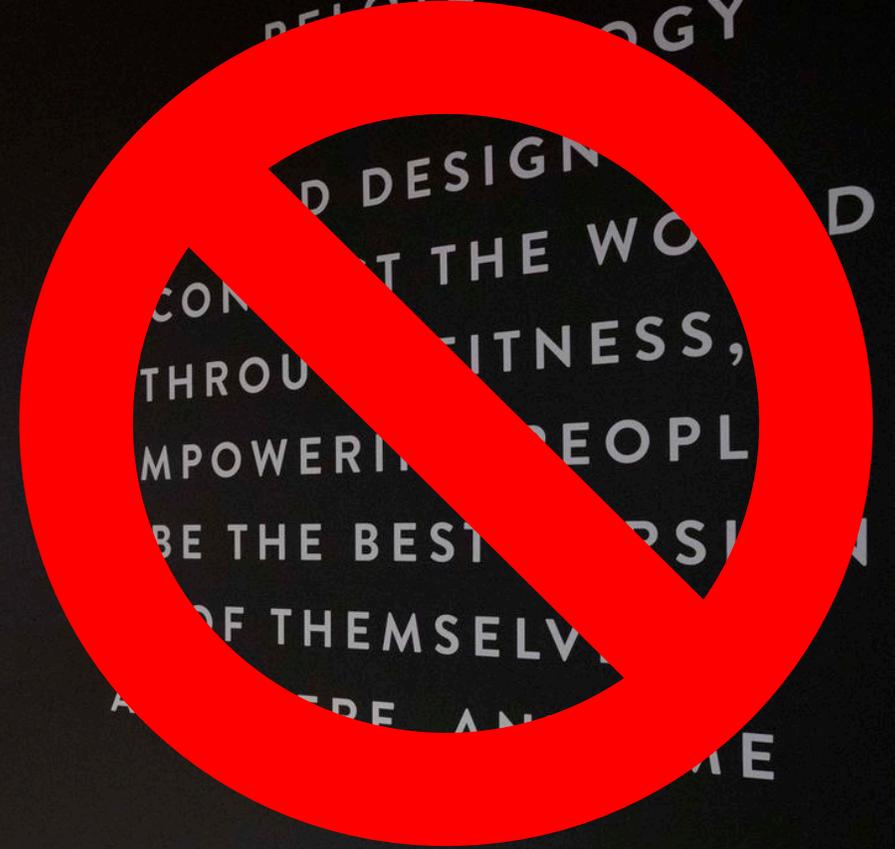


Culture eats strategy for breakfast

Peter Drucker

Reset

CULTURE



What Drives a Revenue Culture?



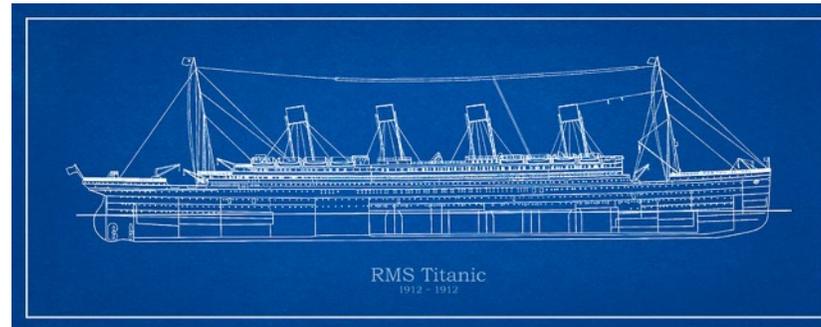
Captain



Crew



Competition



Technology

Competence

- Breadth
 - RM is not a silo
 - Balanced scorecards
- Depth
 - All departments
 - Technology
- Hire or Develop talent?

Confidence

- Communication
- Collaboration
- Trust
- Risks & Analysis

Dynamic tension is good

Training

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Panel Discussion