



Effective organization of business processes in managing a hotel: from a pre-opening stage to a full load of a hotel.

Presentation by Thomas Noll, President of TN Hotels & More...

Moscow
June 26, 2012

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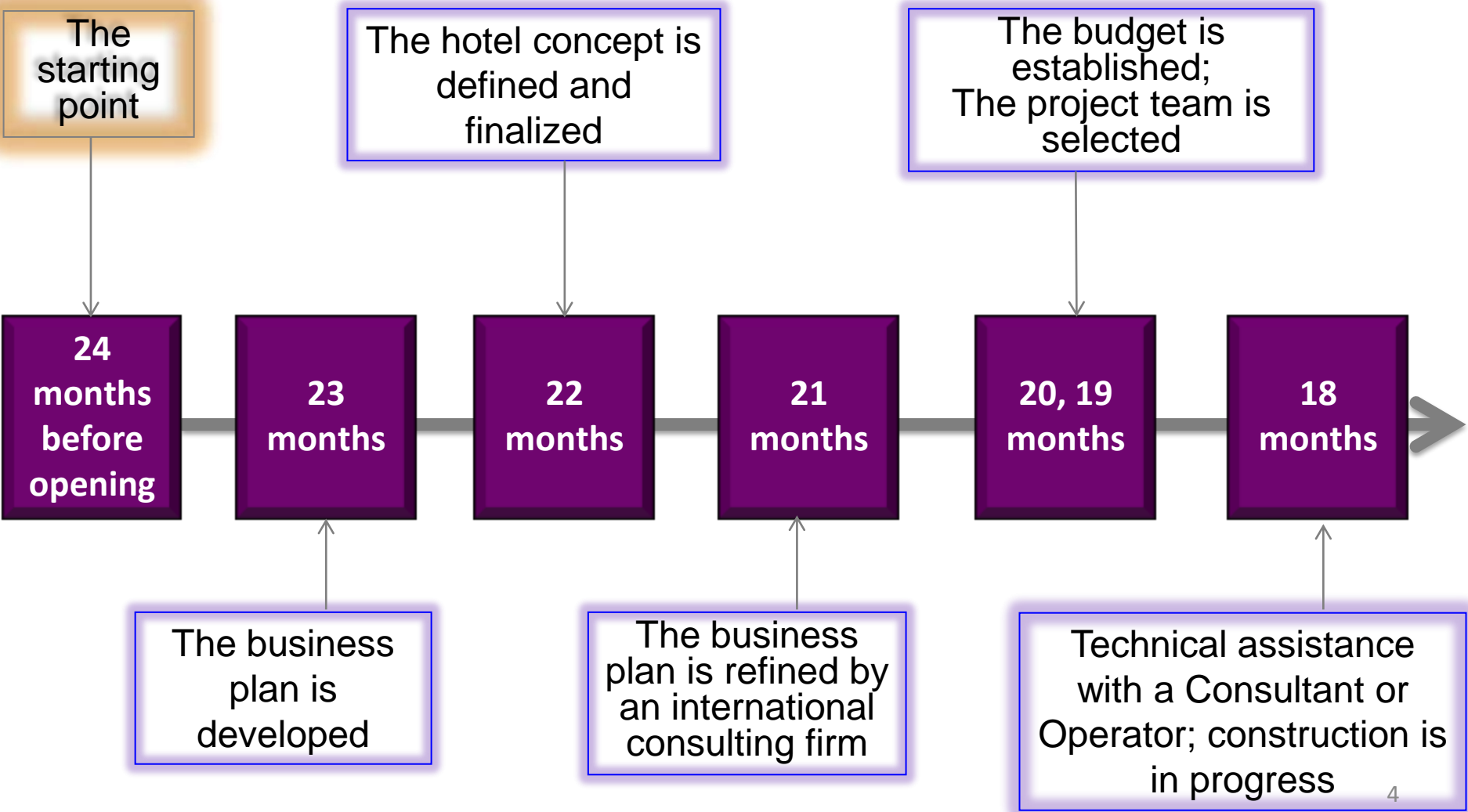
My experience



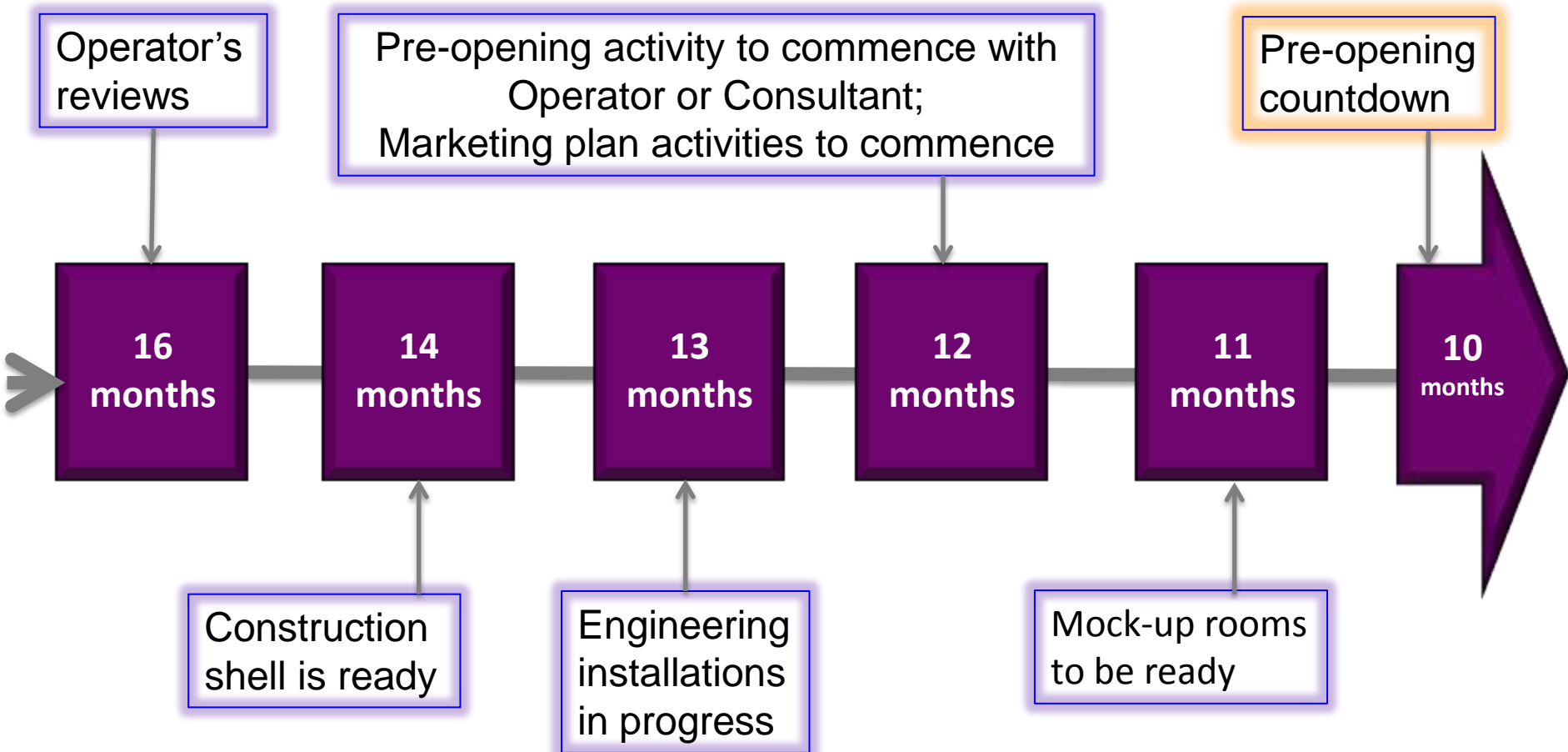
Thomas Noll
President,
TN Hotels & More...

- Over 30 years of working experience in hospitality industry
- International experience of working at top management positions in over 10 countries
- Extensive experience of rebranding and full renovation in upscale hotels, involving 100% change of staff
- Hotel openings done in Crete, Kenya, Egypt, Switzerland
- Renovations and conversions done in Malta, Egypt, Russia
- Rebranding done in Egypt and Russia

General Countdown (to be continued on the next page)



General Countdown (continuation)



Creating a hotel concept: 3 options

I Establishing your own independent hotel

- Liberty to scope out your competition and offer rates that can draw in flocks of interested clients
- Creation of personalized services
- Unique atmosphere of hospitality, typical only of your hotel

II Buying franchise of an existing hotel brands:



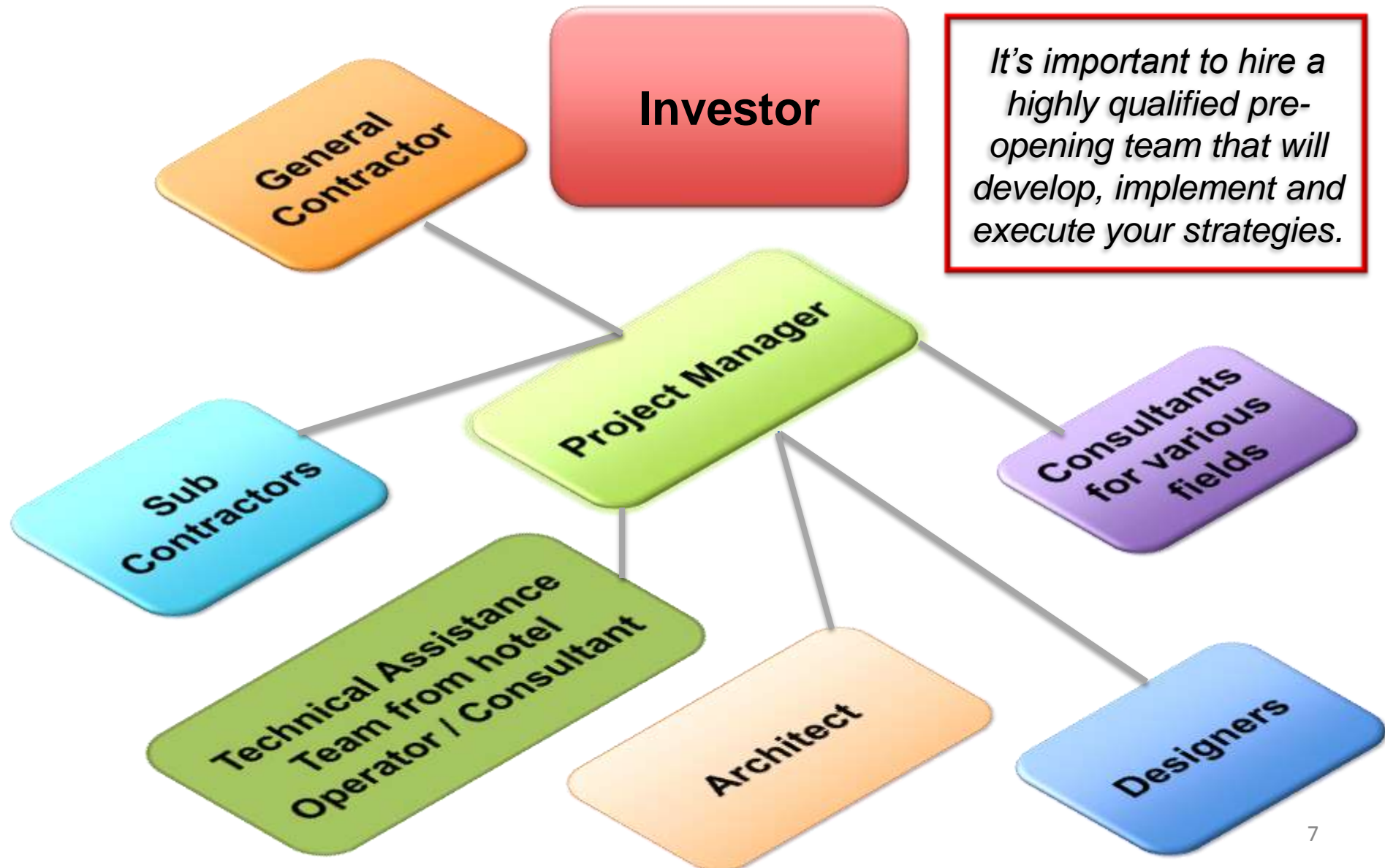
- Prominent name and years of experience will significantly back you up
- Full support with basic ground work concerning customer relations, staffing, security issues, promo packages, etc.
- No problem with advertising: the hotel name will do it on its own

III Managed hotels



One of many reputable hotel companies manages the property on behalf of the owner in compliance with international standards.

Establishing a project team



Developing a critical path

Purpose of a detailed critical path: to maximize the working efficiency of the whole team to achieve the target opening date



Critical path is the Bible for the management team through out the pre - opening process.

Operations Project Manager Checklist - PreOpening Offices

TASKS	DAYS			COMP LETE?	ASSIGNE D TO	COMMENTS	EXTERNAL RESOURCE	CONTACT INFO
	BEFORE DEOPENIN T	DUE G	DATE					
1 Budget, Pre-opening - Finalize & agree with the investor	HG	150	16-окт-11		TN	To be directed by TN, needs to be completed before office site selection is made.		
2 Obtain copy of POB	OPS	120	15-нояб-11		TN	To be directed by TN, needs to be completed before office site selection is made.		
3 O S & E Budget	OPS	130	05-нояб-11		TN	To be approved and orders to be out by mid november		
4 Obtain information on Check Book Accounting (For details see PO Check Book Acc tab)	OPS	100	05-дек-11		TN, GM, DOF	Procedure to be established, Account to be funded. CC card for TN and GM and DOS & M		
5 Secure IT Budget and IT Matrix	IT	100	05-дек-11		HG, TN	Orders to go out by this time latest		
6 Secure Phone Budget	IT	100	05-дек-11		HG, TN	Verification with Oksmi on who is responsible for phone, vendor.		
7 Identify Project Manager	OKS MI	560	01-сент-10		EB	Project Manager to be identified by Oksmi		
8 Introduce Project Manager to Dir. Of Sales and Marketing	OPS	110	25-нояб-11		TN	They need to team work in regards to any possible disturbances or potential non completion items		
9 Obtain Lap-Top, Cell Phone, E-Mail address for any one that starts as per schedule with Ops team	IT	110	25-нояб-11		CORP MIS/DONB	To work in conjunction with HG for specifications		
10 Obtain lap size plans of Hotel, to include copies of change orders	OPS	110	25-нояб-11		A & C/ PM, all team members	Secure a copy from Ownership or DONB. Study plans and become familiar with layout and design.		9

SAMPLE

CRITICAL PATH DEVELOPMENT: PROJECT MANAGER KEY CONTACTS LIST

PROJECT MANAGER KEY CONTACTS

<i>Name & Title</i>	<i>Company Name & Address</i>	<i>Responsibility</i>	<i>Phone</i>	<i>Fax</i>
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Main building team

Executive director from the owner side, Deputy executive director from the owner side, PA, Architect (technical drawings), kitchen technology specialist				
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Potential partners

Specialists on Interior Design and Architecture of the project, on F&B concepts & designs, on SPA Design, Construction budget consultants, etc.				
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Project Manager Resource Team

Project Manager from managing company, Project Manager from the owner side				
Handles all the management and coaching-related activities, as well as PR, Marketing, Technical coordination, provides support with documentation and information				

Project Contacts

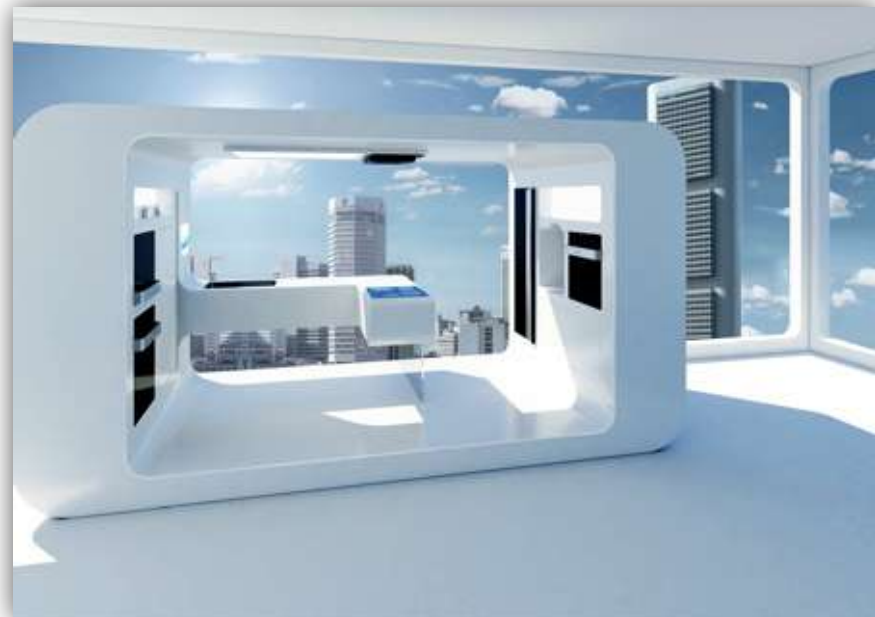
Handles construction w/owner: daily coordination of all the works on the site, kitchen technology, all the activities related to the main concept of the project				
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SAMPLE

Implementing a construction phase

Key recommendations:

- Be ahead of time! Build a “next-generation” hotel by using super modern materials and equipment.
- Design your hotel for the future, not for today. Think futuristic!
- Analyze and implement the best practices in the hotel construction / design.
- Maximize your property’s functionality by cooperating with a cutting-edge technical assistance consultants with broad experience in the hotels openings



Pre-opening phase: avoid typical mistakes

1-st typical mistake:

The absence of detailed check lists for the General Manager and all other departments indicating the tasks to be completed and the timing.

2-nd typical mistake:

The absence of a realistic time frame to enroll the required personnel in the payroll.

SOLUTIONS

The development of the lists and their co-ordination must be done by the General Manager with close supervision from the operating company's head office and regular follow up on the progress by the owner. It is highly advisable that owners have regular meetings with the General Manager, once a week or at least bi-weekly to monitor the progress on all activities and ensure timely compliance.

This important activity should be monitored very closely in order not to overrun the budget which can be easily done.

The recommended time frame must be presented and discussed with the owners well in advance.

Pre – opening PR

- Get everybody **excited** about the project.
- Put up a big sign “**Coming Soon**” with some breathtaking images of the future hotel.
- **Attract the attention** of people walking and driving by, keep them updated on your progress.
- Create **buzz with the press**: sell the dream of what the property will look like. This is best done through building a prototype of your design or concept, and then releasing previews of that.
- Make sure your **media package is intriguing** and encompasses the true vision and mission statement of your hotel.

PR should start simultaneously with the first construction launch.




Pre-opening Sales & Marketing

- Establishing a corporate identity and marketing campaign
- Defining the distribution and sales channels
- Connecting the hotel on the GDS - Global Distribution System
- Create a pricing policy
- Preparing collaterals, web-site, communication plan
- Preparation and implementation of the opening ceremony – “Grand Opening”



Efficient work by the Sales and Marketing team allows a hotel to generate its cash flow from the first month of opening.

'Next – generation' hotel web-site: key elements



Extensive use of
photos and rich
visuals

High speed and
accessibility on a
wide range of
devices

Integration with
many other
relevant external
networks – being
“social”

Active sales'
oriented interface
and structure
(the hotel site must sell)



Avoid typical mistake: the absence of a timely professional website detailing the hotel's facilities, prices and availability – and the opening date!

Robust social media strategy

Social media plays a crucial role in obtaining target media coverage during a hotel's opening period.

Can be one of the most cost-effective maneuvers a hotel sales and marketing director can make.

Both leisure and business travelers are searching for the right accommodations on Facebook, Twitter and YouTube as much as Google, Bing or TripAdvisor.



Avoid typical mistake: do not ignore negative feedbacks re your hotel. Complaints can quickly spread virally throughout online social networks, damaging your reputation. You should tackle problems swiftly and transparently.

OPENING PHASE

SOFT - OPENING

A *soft opening*, or *soft launch* is an unofficial opening, usually held with little or no publicity, weeks or months before the official grand opening. This allows the hotel to become more organized the first few weeks or months before the more publicized Grand Opening, and gives the management and staff a chance to become familiar with the daily operations of the daily running of the hotel.



GRAND OPENING

When you are certain the property is functioning efficiently, you are ready for your grand opening events and promotions.



Summary

- **Choose the right brand.**
- **Be creative. Think futuristic.**
- **Hire best people from the industry.**
- **Follow strictly the budget set.**
- **Constantly excite the market about your hotel.**
- **Implement your project in full compliance with a detailed plan developed.**



THANK YOU FOR YOUR ATTENTION!



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