

5 Practical Tips to Help Hoteliers Survive Uncertain Times



It's not what happens but how you react that matters.

Times are tough. But like everything else, this disruption will pass and the market will rebound again. Decisions you make now will impact your speed of recovery when the market bounces back.

IDeaS is here to help you prepare for the recovery ahead.

1



Work Together

We are a team—every department needs to work together and communicate. This is no time for silos. Sharing information will support and optimise your overall strategy.

- Get your revenue team together, discuss and agree on your approach and strategy (what is the primary focus for the organization, frequency of updates, rates/occupancy, goals)
- Ensure you stay updated with key developments on travel restrictions and other regulations to prepare for shifts in demand
- Uphold quality service levels to be ready for recovery
- Maintain cash flow and operations

2

Manage Rates & Keep an Eye on Forecast

Don't rush to cut your rates—it won't increase demand, and you will have a problem maintaining your original ADR when business bounces back.

- Monitor and update occupancy forecasts and communicate these to other departments regularly
- Understand which market segments may recover quickly and stay close to the channels they book through to take advantage of demand when markets recover
- Use data to make decisions and adjust demand based on level of impact in your market
- Work with the commercial team to assess any base or contract business on the books to understand how this may impact demand
- Keep track of group cancellations and ensure sales resources are available to help follow up on rebooking, especially where bookings are banked without committing to confirmed future dates
- Continue to monitor future business and evaluate future opportunities so you are ready to put strategies in place to replace lost business
- Reevaluate your offering, consider how you can maintain price point (i.e., include added value services)
- Don't follow competitors driving down pricing; they may not follow you when it is time to raise your rates



3



Reallocate & Refocus Your Marketing

Focus on maintaining guest loyalty and use your customer data toward greater personalisation of offerings.

- Determine new success criteria for your current situation
- Invest time in gathering positive reviews from your happy customers or responding to negative reviews
- Review your marketing message so it's relevant and reassuring
- Concentrate on local sales & marketing (e.g., staycations, extended stays, etc.)
- Make any adjustment to your geo-fencing strategy (location-based digital advertising) as necessary
- Engage and entice your loyal customers (flexible cancellation policy, welcome-back packages, special offers and incentives)
- Meetings & Events —work with your clients to postpone, not cancel, whenever possible
- Focus efforts on ancillary spend (e.g., bar, restaurant, spa, M&E and room service)

4

Create Efficiencies & Focus on Improvements

Use this downtime wisely and find creative ways to cut costs.

- Consider spending time on long overdue maintenance (e.g., spring cleaning, servicing A/C units—which can also help reduce energy costs)
- Save energy by closing floors or wings
- Be flexible and stay focused on cost
- Don't be complacent—we are likely to see pick-up in demand as quickly as we have seen a drop in occupancy, so be prepared
- Evaluate your tech stack and understand what new technology investments can do for your business



5

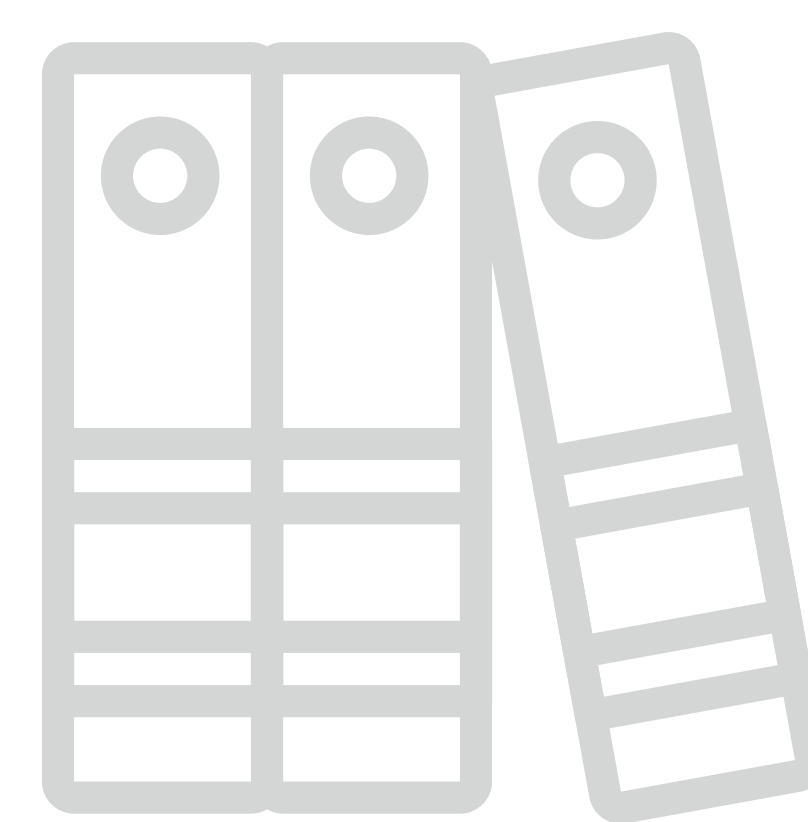


Stay Informed

Educate yourself with resources you can trust.

- Brief all client-facing staff to answer any questions
- Take the opportunity to expand learning and skills development for you and your team to keep abreast of the evolving industry
- Capitalise on cross-team efficiencies—can certain tasks be picked up by other team members?

Additional Resources



IDeaS COVID-19 Hospitality Hub

<https://go.rev.ideas.com/COVID-19-hospitality-hub>

Coronavirus survival tips for hotels by Sheryl Kimes
<https://www.hospitalitynet.org/opinion/4097392.html>

10 things to do when your hotel is slow by Rupesh Patel
<https://www.linkedin.com/pulse/10-things-do-when-your-hotel-slow-rupesh-patel/>

View from an Italian hotelier

<https://www.phocuswire-com.cdn.ampproject.org/c/s/www.phocuswire.com/italy-hotels-coronavirus-booking/AMP>

Revenue management strategies to deal with COVID-19 by Ally Northfield
<https://www.revenuebydesign.co.uk/blog/covid-19-strategies-revenue-design>