



Hotel Revenue Optimization Review © By Jo-Anne Hill, JH Hospitality Consulting

Take the following self-audit to see how your hotel is optimizing/maximizing revenue. Are there opportunities to dramatically increase revenue at your hotel?

Respond to each question by ranking your success on a scale of 1 to 5, with 1 indicating this area is not doing well and 5 indicating exceptional performance. Add up the score for each section and then the total score for all five areas. Check your results with the scoring matrix below.

Hotel Performance

1. How well is the total hotel revenue performing compared to budget?
Not well ___ 1 ___ 2 ___ 3 ___ 4 ___ 5 Very well
2. How well is the hotel performing compared to the competitive set? (RevPAR, RGI)
Not well ___ 1 ___ 2 ___ 3 ___ 4 ___ 5 Very well
3. If there are weekly revenue management meetings, are they successful, with good discussion and effective decisions?
Not successful ___ 1 ___ 2 ___ 3 ___ 4 ___ 5 Very successful
4. How well do the sales and marketing team and executive committee communicate the hotel positioning and the hotel direction for the year?
Not well ___ 1 ___ 2 ___ 3 ___ 4 ___ 5 Very well
5. Is there a comprehensive off-season action plan that is in place at least six months in advance?
No ___ 1 ___ 2 ___ 3 ___ 4 ___ 5 Nothing in place

Sub-total Hotel Performance _____ (Maximum score is 25 points.)

Customer Satisfaction

1. Looking at the current TripAdvisor ranking for the hotel, has it increased compared to previous years and is it shared with the team as a source of pride?
No ___ 1 ___ 2 ___ 3 ___ 4 ___ 5 Yes
2. Does the senior leadership team review the comments daily to fix and solve identified guest issues immediately?
Inconsistently ___ 1 ___ 2 ___ 3 ___ 4 ___ 5 Without fail
3. Fill in the blank with the largest segment for the hotel between group, leisure, and business travel. How well is _____ future pace compared to the same time last year? Is this in keeping with the strategic direction or cause for concern?
Not well ___ 1 ___ 2 ___ 3 ___ 4 ___ 5 Very well
4. Does senior leadership at the hotel (e.g., the general manager) know who are the top five customers for the most important market segment?
No ___ 1 ___ 2 ___ 3 ___ 4 ___ 5 Very well
5. Is there a guest recognition program in place that acknowledges top repeat guests by name?
No ___ 1 ___ 2 ___ 3 ___ 4 ___ 5 All departments excel at this

Sub-total Customer Satisfaction _____ (Maximum score is 25 points.)

Employee Morale

1. Is the Employee Satisfaction Survey (or similar feedback) satisfactory and do the results show improvement compared to last year?
No measurement or declining results ___ 1 ___ 2 ___ 3 ___ 4 ___ 5
Dramatic improvement this year
2. Is the employee turn-over volume acceptable? Are open positions filled in an acceptable time frame?
Very high turn-over ___ 1 ___ 2 ___ 3 ___ 4 ___ 5 Very low turn-over around the hotel

3. Would the employees describe the hotel culture as positive and having a feeling of collaboration, respect, and teamwork? Have you asked your employees in the last six months how they are feeling?
Low level of teamwork ___ 1 ___ 2 ___ 3 ___ 4 ___ 5 Very positive environment
4. Is leadership effective—present and supportive and providing clear direction?
No ___ 1 ___ 2 ___ 3 ___ 4 ___ 5 Very effective
5. Are there regular meetings, such as monthly departmental and weekly operational meetings? Is there a bi-annual 'town hall' meeting that includes as many line staff personnel as possible?
Inconsistent meetings ___ 1 ___ 2 ___ 3 ___ 4 ___ 5 They happen like clockwork

Sub-total Employee Morale _____ (Maximum score is 25 points.)

Ease of Doing Business (sales, marketing, and reservation departments)

1. Does the hotel's website reflect the hotel's assets and benefits? Is the booking process easy to navigate?
No ___ 1 ___ 2 ___ 3 ___ 4 ___ 5 Best in class website
2. Does the hotel have a mystery shopper process to understand how salespeople communicate with customers and their probability of getting the sale?
No ___ 1 ___ 2 ___ 3 ___ 4 ___ 5 Sales team are 'shopped' regularly
3. Are there recent professionally taken photos of every room type, suite, and function room that show the hotel at its best? Are they readily available for use by the sales team as well as posted on the website?
Very outdated photography ___ 1 ___ 2 ___ 3 ___ 4 ___ 5 Yes
4. Is there a plan for finding new business (e.g., prospecting), including targeting specific industries, type of events and/or a geographical focus?
No plan ___ 1 ___ 2 ___ 3 ___ 4 ___ 5 Very effective plan with weekly follow-up

5. Is booking conversion both in the sales department and reservations calculated, and are you happy with the results?
Not happy with conversion ___ 1 ___ 2 ___ 3 ___ 4 ___ 5 Very proud of results

Sub-total Ease of Doing Business _____ (Maximum score is 25 points.)

Additional Revenue Opportunities

1. At the front desk, is there a guestroom upsell program in place, even if it's as simple as the agent asking if the guest would be interested?
Nothing in place ___ 1 ___ 2 ___ 3 ___ 4 ___ 5 Great program in place
2. Does the hotel have an ongoing site-experience program for the front-of-house team to learn about menu changes in the restaurants and room service? Are employees occasionally offered a complimentary stay overnight, including a spa treatment, with their significant other to learn first-hand what it feels like to be a guest (so they can make authentic recommendations to guests)?
Nothing in place ___ 1 ___ 2 ___ 3 ___ 4 ___ 5 On-going program that yields increased patronage to the restaurant and spa
3. Is there a measurement in place that records and compares month-over-month (and to previous years), average checks in room service, restaurants, bars, and/or catering? Is it shared with the team and then discussed to encourage improvement?
No measurement ___ 1 ___ 2 ___ 3 ___ 4 ___ 5 Measurement and feedback loop in place
4. Does each guest receive a pre-arrival email that encourages the advanced purchase of special dinners or at least a recommendation to make reservations for dinner? If so, does it include special events and other things going on in the city during their stay to encourage them to extend their stay?
Nothing in place ___ 1 ___ 2 ___ 3 ___ 4 ___ 5 Program in place
5. On guest departure, do front-desk agents thank guests for staying and offer to re-book them? Are they all trained on how to make a booking versus asking the guest to call the reservations line?
Not happening ___ 1 ___ 2 ___ 3 ___ 4 ___ 5 Team is fully versed and trained

Sub-total Additional Revenue Opportunities _____ (Maximum score is 25 points.)

Total Score _____(Maximum score is 125)

Scoring

- | | |
|------------|--|
| 101 to 125 | This hotel's focus on revenue rocks! Reward and recognize the team and do everything you can to keep the leadership team. If you want more ways to increase revenue, reach out to Jo-Anne at jo-anne@jhhospitality.com . |
| 76 to 100 | The organization is doing well; however, some adjustments could dramatically impact revenue. Check areas that have a lower score and challenge the team to come up with ways to improve. If you want more ways to increase revenue, reach out to Jo-Anne at jo-anne@jhhospitality.com . |
| 51 to 75 | The ability to generate revenue at this hotel is concerning and requires an objective view to get the team on track. It may require coaching and training of leadership and helping the team implement these (and other) suggestions. Contact Jo-Anne for help at jo-anne@jhhospitality.com . |
| 50 or less | This hotel is either in or heading for challenging times. Find an outside expert to get the hotel back on track quickly. It will probably require substantial change. Reach out to Jo-Anne immediately for help! |

Take the Next Step Now

Need more ideas of how to generate revenue? Contact Jo-Anne at jo-anne@jhhospitality.com.