



TOWER HOTEL MANAGEMENT

Part of The Peel Group

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Group Support



Operations



Sales



Marketing



Accommodation
Services



Food and
Beverage



Revenue
Management



Systems



Property



Human
Resources



Finance



Operations

Operational Summary

- General management support
- Monthly hotel finance reviews
- Operational auditing
- Compliance auditing
- Hotel benchmarking and best practice implementation

On-site Schedule

- Monthly business review meeting
- Monthly property inspection

Remote Support

- Telephone and email support
- Revenue management auditing

Monthly Business Review Meeting Agenda

1. Property tour
2. Review previous minutes and weekly critique
3. Review latest weekly revenue
 - a. KPI's
 - b. Food and beverage ratios /audit
4. Forecast review – month / 3 months
5. Debtors review
6. Guest ledger review
7. Deposit ledger review
8. Revenue
 - a. STR / market share review
 - b. Demand calendar
 - c. Market vision report
 - d. Review of tactical promotions
9. Key drivers and balanced scorecard
10. Quality:
 - a. Review of guest / TPI feedback
 - b. Latest QE audit and action plan update
 - c. Property issues
 - d. Complaints via guest relations / webguru
11. Communication:
 - a. Review of internal communication
 - b. Notice boards
12. HR:
 - a. Staff turnover / issues
 - b. HR audit
 - c. Succession plan
 - d. In house incentives
 - e. Training update
13. Sales and marketing update
 - a. Review sales and marketing plan
 - b. Brand promotions
14. Statuary inspections
 - a. Hands audit update / actions / issues
 - b. Accident and incident review
15. Food and beverage review
16. Profit recovery plan
17. AOB

Quarterly Checks:

1. Audit of fire, life, safety files / HR etc.
2. Capex review
3. Payroll audit
4. IT system issues





Sales

Sales Summary

- Specialist sales manager covering national accounts, business travel agents and TPI's
- Working with the brand sales team
- Quarterly sales reviews
- Coaching and development days
- Joint appointments and client reviews
- Target setting, action planning, reviewing and challenging
- Quarterly telesales blitz in regions
- Support and ownership of account plans

Remote Support

- Weekly measurement of sales activity and movements
- Monthly sales report
- Sharing of best practice

Support Documentation

- Sales audit process (bi-annual)
- 6 Month hotel sales support plans
- Annual sales and marketing business plan
- Corporate trackers
- Monthly sales reporting
- Pace reports

Marketing

Marketing Support

- Planning and strategy
- Website development
- Website optimisation
- Cross selling collateral
- Package promotions
- Pr co-ordination
- Tactical advertising campaigns
- Event management
- Social media support
- Analytics and reporting

On-site Support Schedule

Every quarter the marketing, sales and revenue teams are onsite to review the hotel .

Remote Support

Each hotel has a representative assigned to their particular property. This representative carries out all marketing requests for the hotel as well as briefing the hotel on up and coming projects.

Support Documentation Available

- Marketing request form
- Weekly marketing update and monthly marketing report to operations team





Accommodation Services

Accommodation Services

- Contract cleaning negotiation and co-ordination
- Regular on-site auditing of cleaning contract fulfilment
- Linen cleaning contract negotiation and co-ordination
- Hygiene services contract negotiation and co-ordination
- Assistance with sourcing and procurement of supplies
- Assistance and review of window cleaning contracts
- Review preventative maintenance on laundry equipment

On-site Schedule

Quarterly site visits to include the following:-

- Minimum of 10% of bedrooms audited for cleanliness and maintenance
- All corridors and stairways checked
- All public areas checked
- Kerb appeal checked
- All back of house areas checked
- Staff presentation
- All training records reviewed

- All statutory training reviewed and scheduled if required e.g. COSHH, manual handling
- Linen management reviewed
- Quality of linen supplied review and level of rejects
- Housekeeping purchasing review to ensure buying from the correct supplier and paying agreed price
- Review any changes to standards
- Assist with uniform ordering
- All action plans from previous visits reviewed

Remote Support

- Telephone and email support

Support Documentation Available

- Quarterly visit review audit documentation



Food and Beverage

Operational Summary

Centrally control suppliers, ensuring consistency of product quality and cost.

Regular revision and re-engineering of menu offerings, the team works closely with each hotel and brand to assist in keeping concepts current and market appropriate.

As well as providing a bespoke service per hotel the food and beverage team runs a promotional calendar to drive spend throughout the year.

Undertake regular operational audits covering food quality, hygiene and service standards together with development of food and beverage teams through internal and external training programmes.

Monthly food and beverage stocktake.

Quarterly health and safety audits.





Revenue Management

Revenue Management

- Brand reservations training
- Revenue reporting co-ordination
- Market performance analysis
- Distribution channel auditing
- TPI content reviews
- Standardised revenue tools (daily forecasting model by market, demand calendar, revenue growth opportunity)
- Regular hotel review visits and periodical revenue audits – focusing on pricing, inventory and processes
- Yield management system support (where applicable)
- RFP pricing structure

On Site Schedule

- Quarterly sales/marketing and revenue review
- Two day induction carried out for all new appointments
- Induction of all General Manager's

Remote Support

- Weekly and monthly revenue inventory audits
- Support the solicitation of tactical and promotional rates in CRS and inventory reviews

Revenue Management Reporting Schedule

- Booking pace report
- Rooms forecast model
- Rooms budget model
- Demand calendar (limited service and full service)
- Weekly critique
- Market segmentation reports





Systems

Systems Summary

- IT software contract negotiation and co-ordination
- IT hardware contract negotiation and co-ordination
- 24hr support by IT specialists – software and hardware (remote and on-site)
- System installation and upgrade project management
- Yearly survey sent to all General Manager's

On -site Schedule

- Quarterly site visits for preventative maintenance
- Support based IT visits as per issues on site

Remote Support

- All IT based calls logged on servicedesk@peel.co.uk
- Remote check on backups for brilliant and user data
- Interface checks to confirm connectivity across systems
- Calls will be resolved as per the IT service level agreement

Support Documentation Available

- Call logging procedure



Human Resources

Human Resources Summary

- National partnerships to drive cost saving for training and cost saving
- E-learning tools - FLOW
- NVQ's
- Robust tools to measure absence and employee turnover
- Full HR policy tool kit
- Internal training provision
 - Group induction
 - Appraisal skills
 - Interview skills
 - Interaction management
 - Supervisory skills
 - Train the trainer

On Site Schedule

- A planned quarterly visit from HR support
- Accountability and ownership for people is not Removed from the general manager and their management team. The HR support is to assist and Consult on employee issues and assist with training
- Review actions and support needed and share best practice between hotels

Payroll

- Providing help and assistance
- Checking payroll submission is correct and back up in place recruitment
- Support and advice on advertising and job descriptions
- Assist with open days



Finance

Central Finance Summary

- Centralised accounting
- Sales ledger support and monitoring
- Financial auditing
- Monthly P&L production
- Centralised purchasing

Remote Support

- Telephone and email support
- P&L query support
- Sales ledger support
- Systematic checking of daily business

Support Documentation Produced

- Daily / weekly business done summary
- Monthly (period) reporting





TOWER HOTEL MANAGEMENT

Part of The Peel Group

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