

# Short and Long-term Strategies Aimed at Improving the Occupancy Rate of the Hotel

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# Agenda

**Project scope and outline**

**Key findings**

**Recommendations**

**Questions and discussion**

# Hotel [REDACTED]

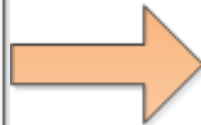
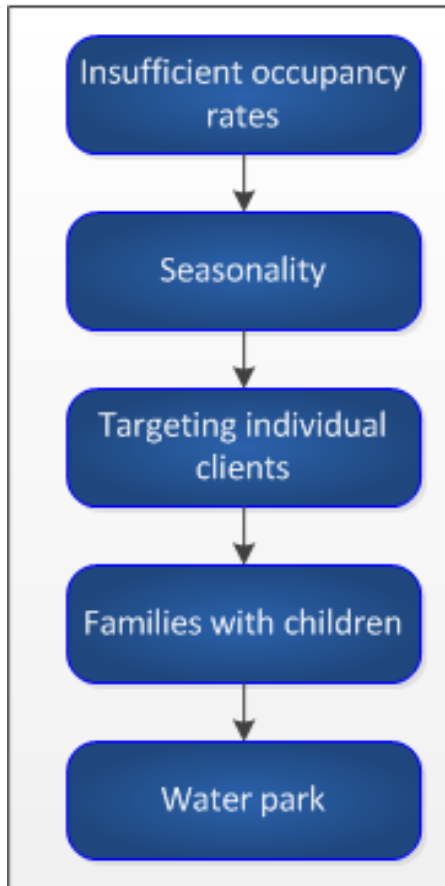


# Project Plan

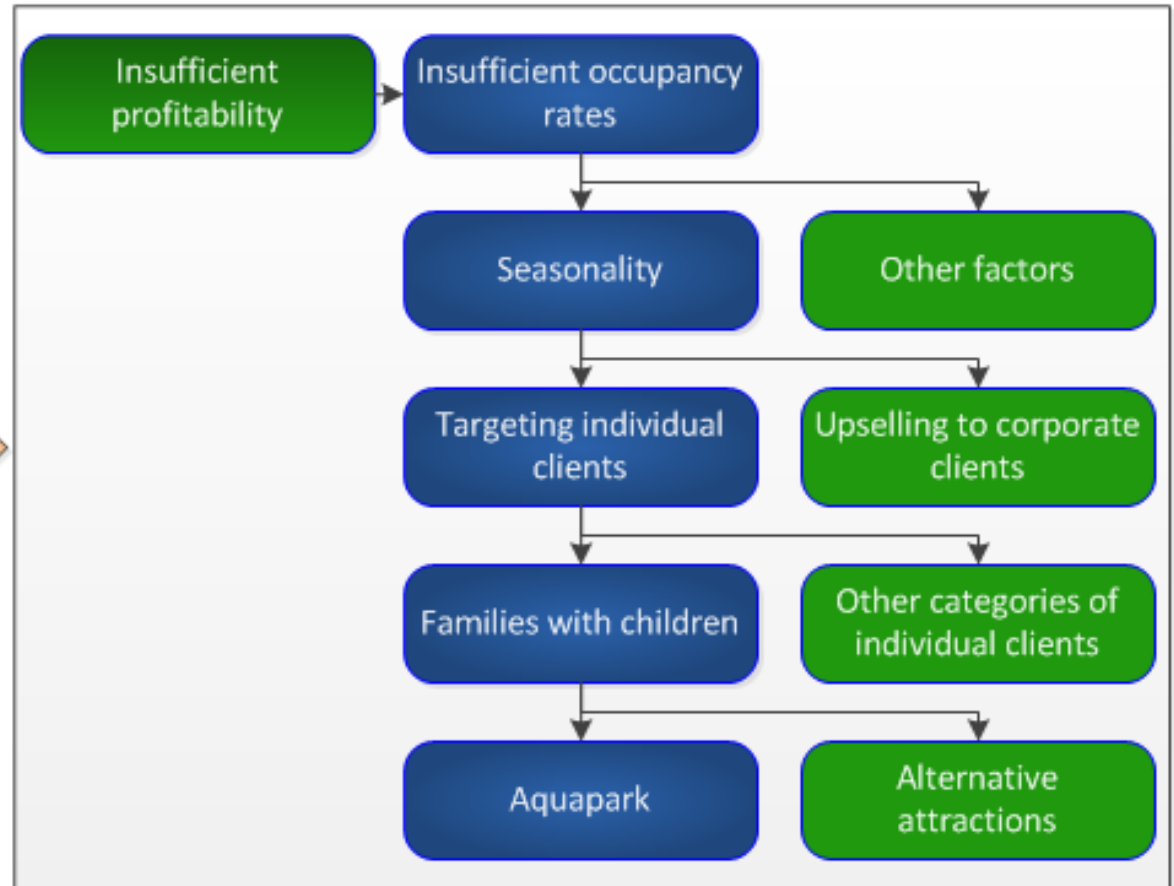


# Project Scope

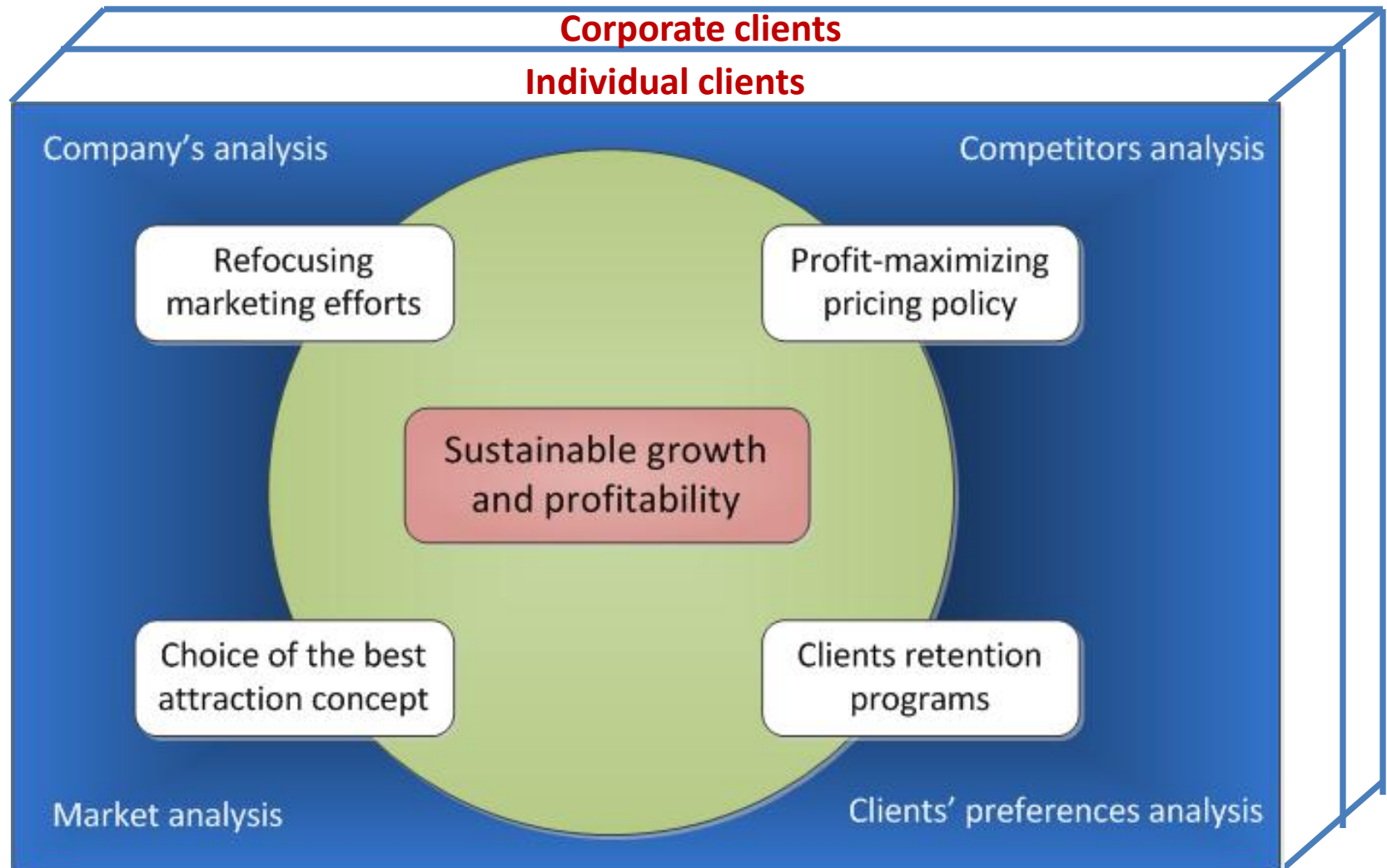
Initial Project Scope



Enlarged Project Scope



# Project Outline



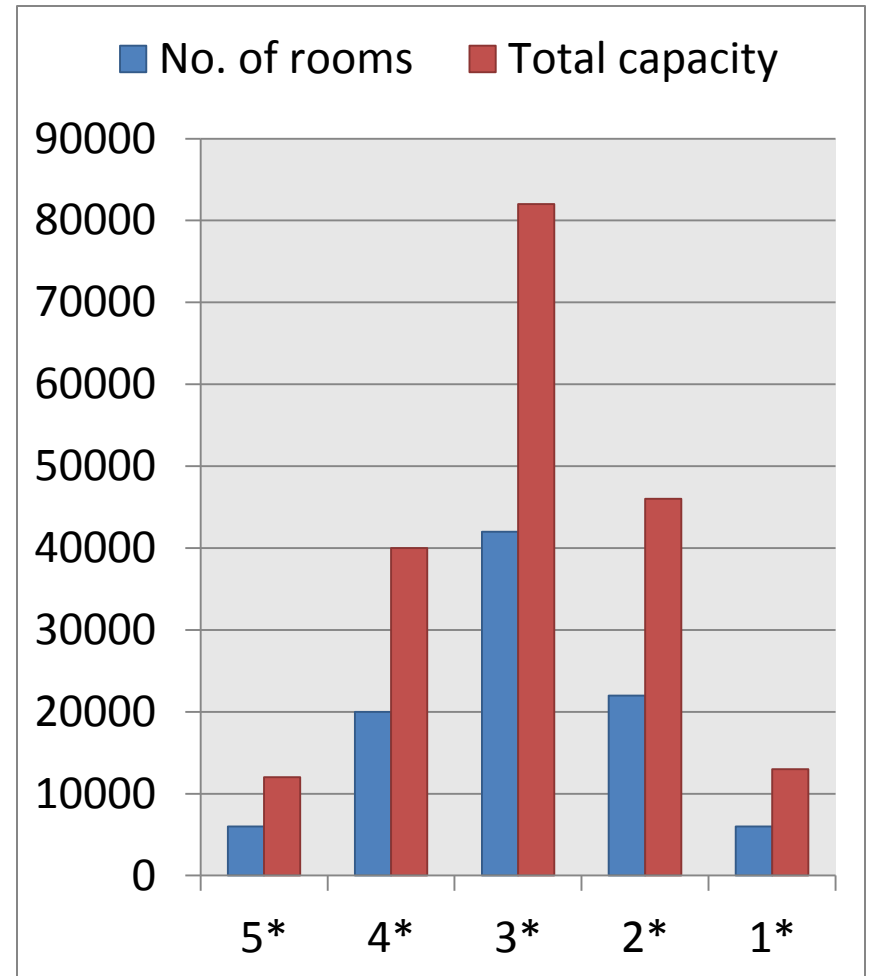
## Market Analysis

## Competitor Analysis

## Company Analysis

## Client Analysis

Hotel standard	2010 # hotels	2011 # hotels	% change
5*	38	42	10%
4*	160	180	12%
3*	807	868	7%
2*	633	634	0%
1*	231	208	-10%
<b>Total</b>	<b>1869</b>	<b>1932</b>	<b>4%</b>

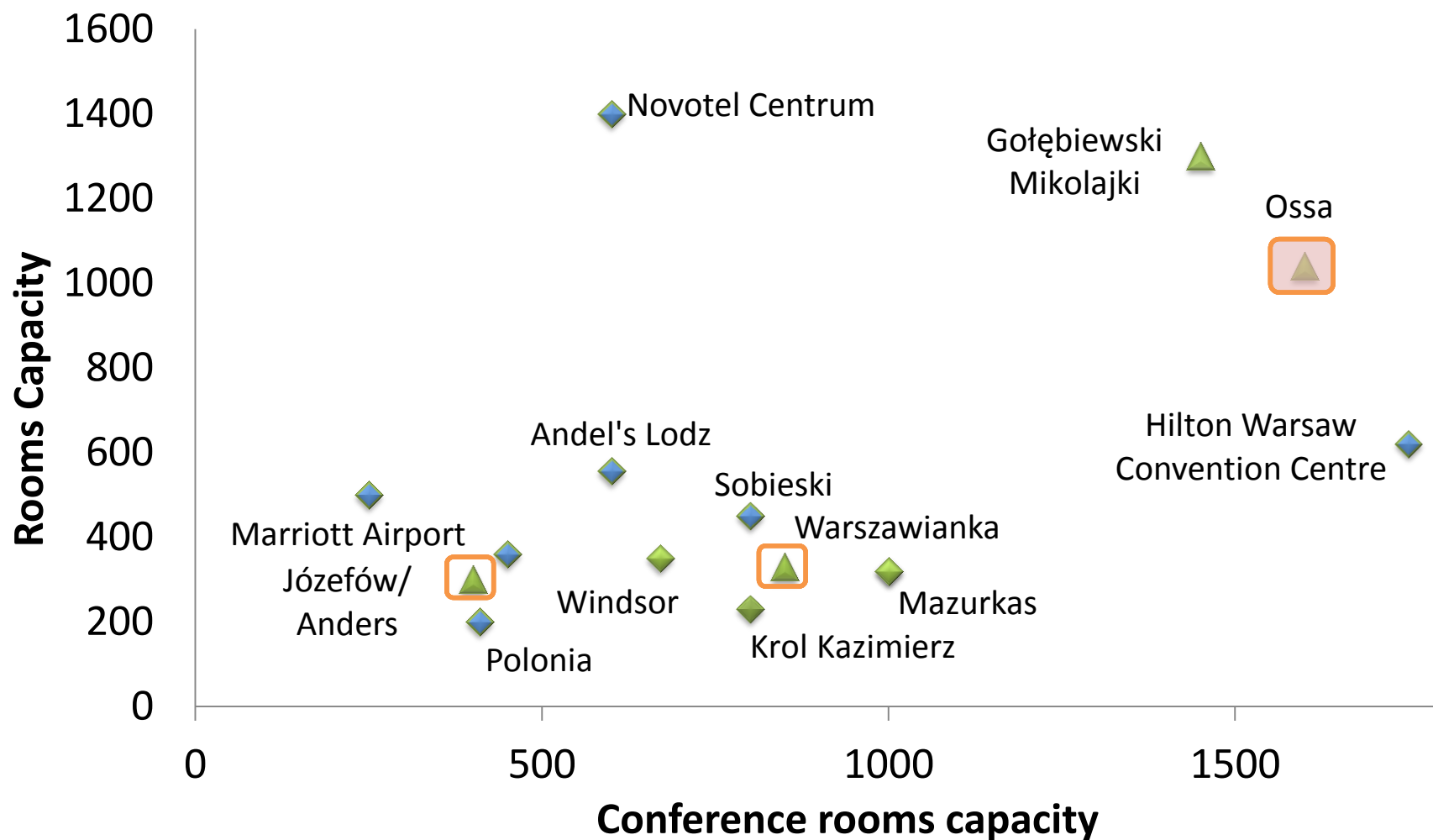


Market Analysis

Competitor  
Analysis

Company  
Analysis

Client  
Analysis





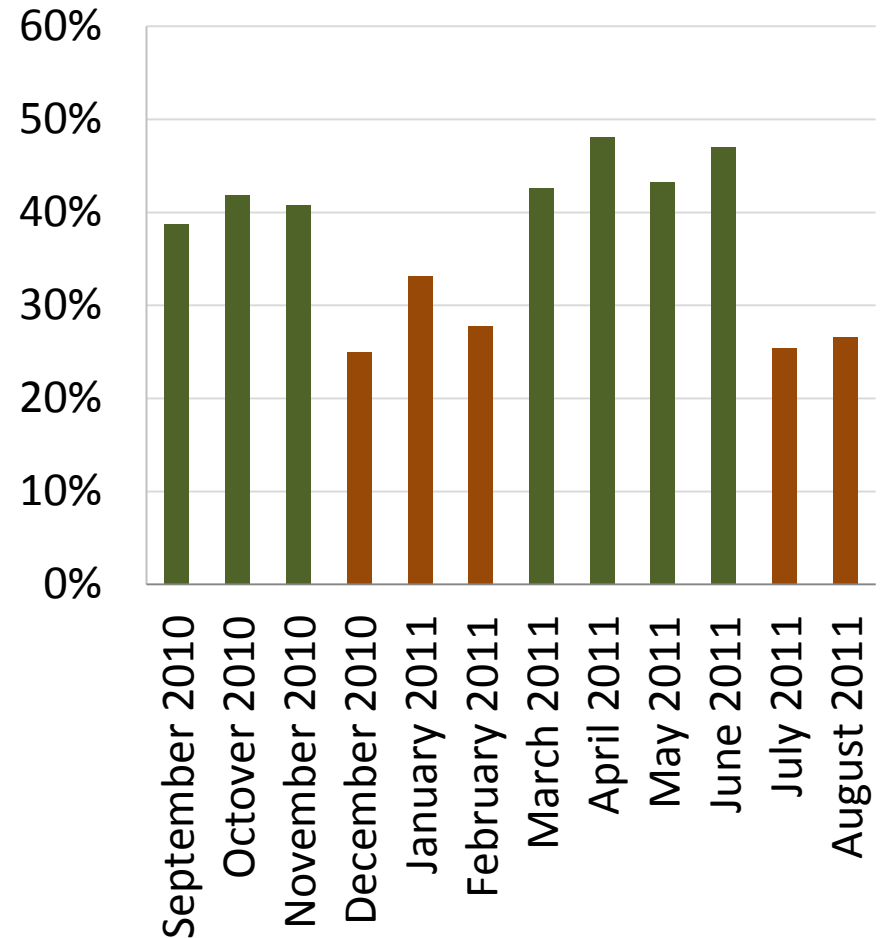
Market Analysis

Competitor  
Analysis

Company  
Analysis

Client  
Analysis

- Family owned business
- Borrowing – 214 mln PLN
- Debt ratio is about 85%
- Operating margin – 37%, while profit margin – 7%
- 1.50% ROI and 1.52% ROA
- Occupancy rate – 36.69%



Market Analysis

Competitor  
Analysis

Company  
Analysis

Client  
Analysis

## RESEARCH METHODS

Structured  
interviews  
with  
individual  
clients

Focus group  
with  
individual  
clients

Interviews  
with  
corporate  
events  
organizers

Mystery  
client  
research

Focus group  
with  
individual  
non-clients

On-line brand  
awareness  
survey

Market Analysis

Competitor  
Analysis

Company  
Analysis

Client  
Analysis

Animation for  
children

New attractions

Quality of food



Lack of a loyalty  
program

Small swimming  
pool

No attractions for  
adults

Market Analysis

Competitor  
Analysis

Company  
Analysis

Client  
Analysis

Flexibility

Price adjusting

Effective  
communication



Insufficient active  
sales

Unutilized conversion  
opportunity

## KEY ATTRACTION CONCEPT DEVELOPMENT

Synergy between a hotel and an attraction

Water park is unfeasible

Adventure park as an alternative to water park

Consider competitors

“Hotel plus attraction” promotion

Swimming pool as a qualifier

## REFOCUSING MARKETING EFFORTS

Documented marketing strategy

Keeping corporate clients in focus

Marketing budget division

E-marketing

Market and customer intelligence

Proactive sales

## PROFIT MAXIMIZING PRICING POLICY

Taking profitability into account

Higher flexibility in pricing

Profit-based KPIs for sales forces

Careful usage of special offers

Usage of IT solutions

Behavioral pricing

## CLIENT RETENTION PROGRAMS

Loyalty as a winning factor

Transparent algorithms

A card is only part of loyalty

Employ existing CRM system

Conference guests retention

Loyalty as a promotion tool

## KEY ATTRACTION CONCEPT DEVELOPMENT

Synergy between a hotel and an attraction

Water park is unfeasible

Adventure park as an alternative to water park

Consider competitors

Massive promotion

Swimming pool as a qualifier for 4-stars Hotel



### Water park

60 mln PLN

- 400 people
- 120 tys.
- 60 PLN
- 10,7 mln PLN
- 10,2 mln PLN
- 1%

**Investments**  
**Daily capacity**  
**Extra clients**  
**Price**  
**Total revenues**  
**Total costs**  
**ROI**

### Rope park



- 0,7 mln PLN
- 100 people
- 18 tys.
- 25 PLN
- 1,08 mln PLN
- 0,4 mln PLN
- 97%

## REFOCUSING MARKETING EFFORTS

Documented  
Marketing  
Strategy

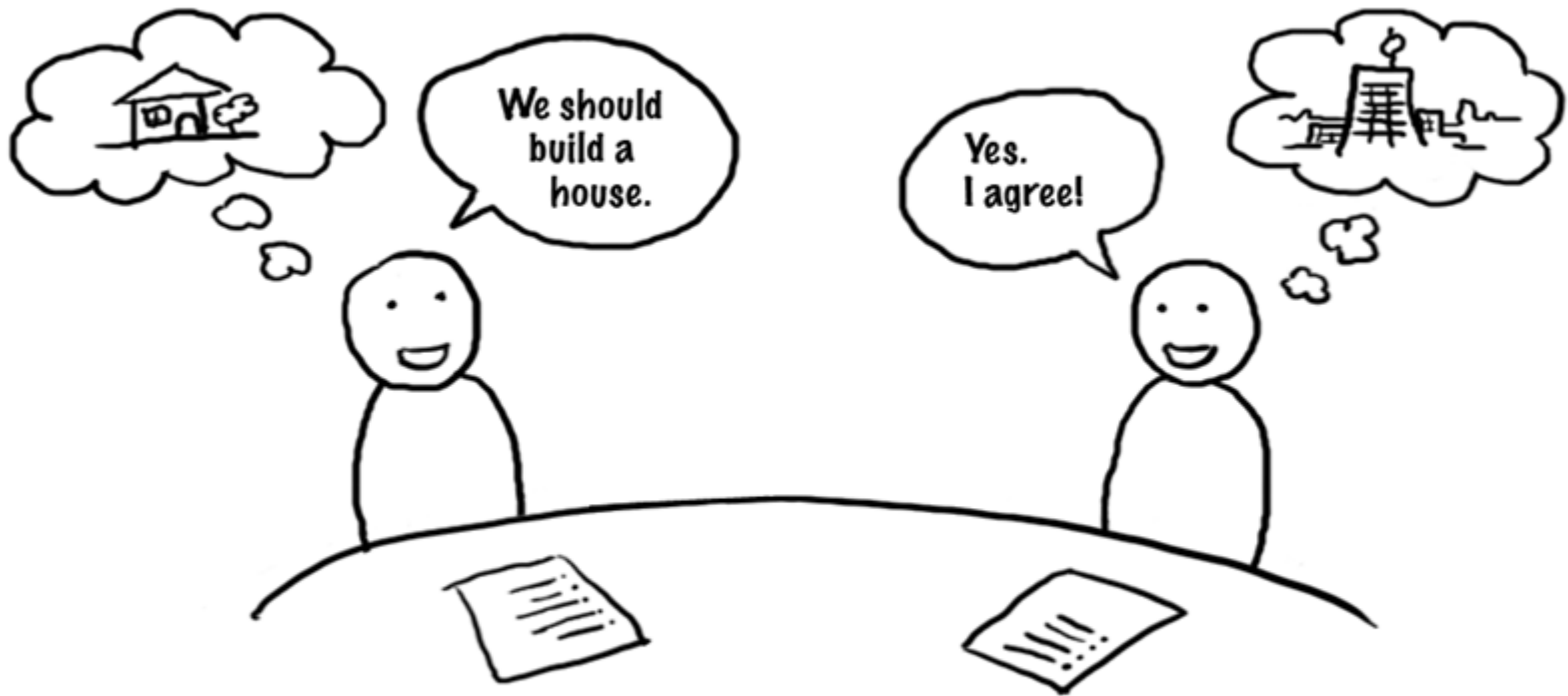
Keeping  
corporate  
clients in focus

Marketing  
Budget Division

E-Marketing

Market and  
customer  
intelligence

Proactive Sales



## PROFIT MAXIMIZING PRICING POLICY

Taking  
profitability  
into account

Higher  
flexibility in  
pricing

Profit-based  
KPIs for sales  
forces

Careful usage  
of special offers

Usage of IT  
solutions

Behavioral  
pricing





## CLIENT RETENTION PROGRAMS

Loyalty as a  
winning factor

Transparent  
algorithms

A card is only  
part of loyalty

Employ existing  
CRM system

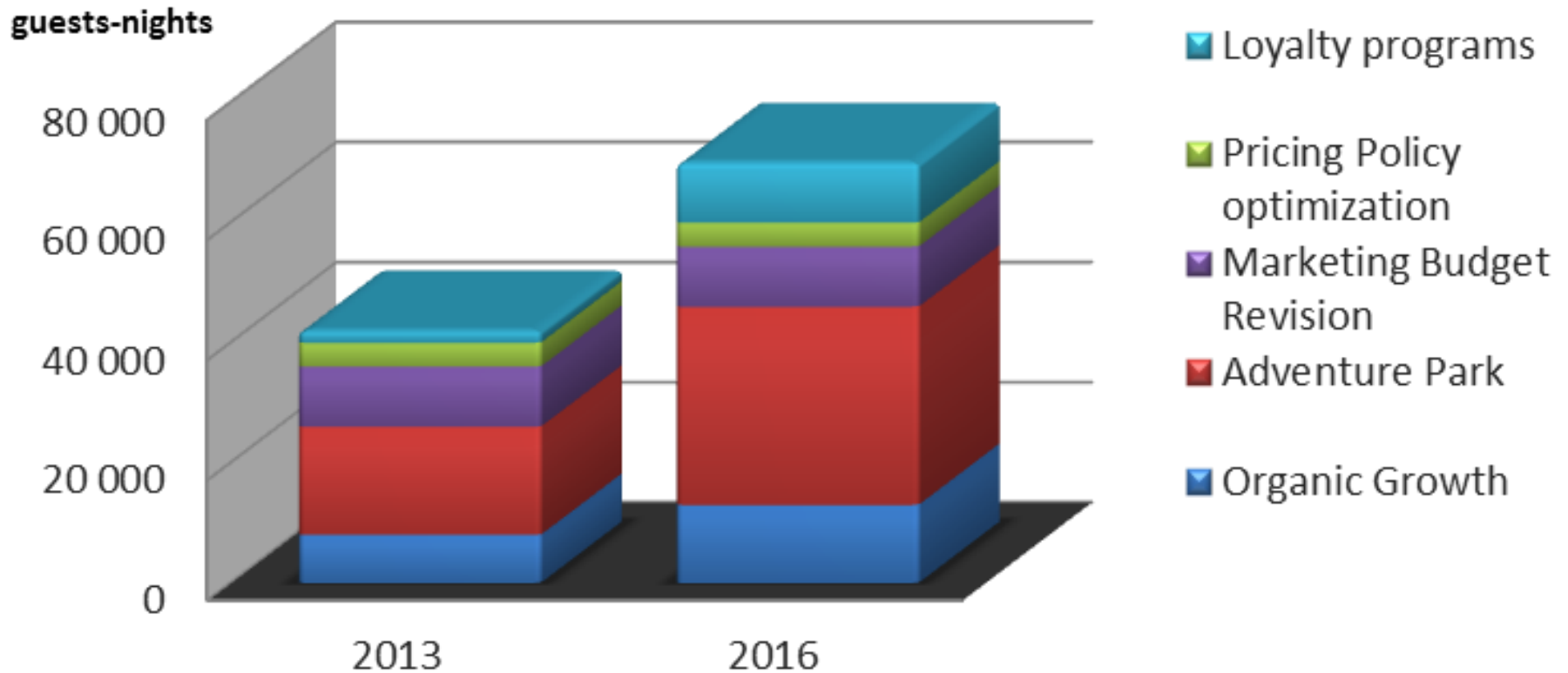
Conference  
guests  
retention

Loyalty as a  
promotion  
tool



# Summary

## Growth Structure of Hotel [REDACTED] comparing to 2010



**Increase: +46% guests-nights**  
**Overall occupancy: 54%**

**Increase: +74% guests-nights**  
**Overall occupancy: 64%**

# Q&A



Thank you for your attention!

