

SAFEGUARDING FUTURE REVENUE

Dealing with Cancellations

*Responding to questions from
Industry on Coronavirus (COVID-19)*



How should I manage cancellations on my website?

Consider...



- 01 Cancellation & Penalty Charges**
Remove cancellation or penalty charges for all rate types including Advance Purchase or full prepaid packages for all bookings that fall within the next 12-week period
- 02 Prompt Guests to Rebook**
For cancellations, adding a call to action to your cancellation confirmation email to prompt guests to book a future stay at a discounted rate
- 03 Cancellation Policies**
Extending your cancellation policies to all phone and email bookings too.

What can you do now?

- 01 FOCUS**
Focus on your most cost-effective booking channels and retain control of your own inventory
- 02 BOOK DIRECT**
Ensure that any book direct advantages that you offer are prominently displayed throughout your website such as 10% savings etc
- 03 TRACK**
Track all cancelled bookings
- 04 CLEAN-UP**
This is the time to clean up your CRM system and really work to have as clean and meaningful a database as you possibly can.



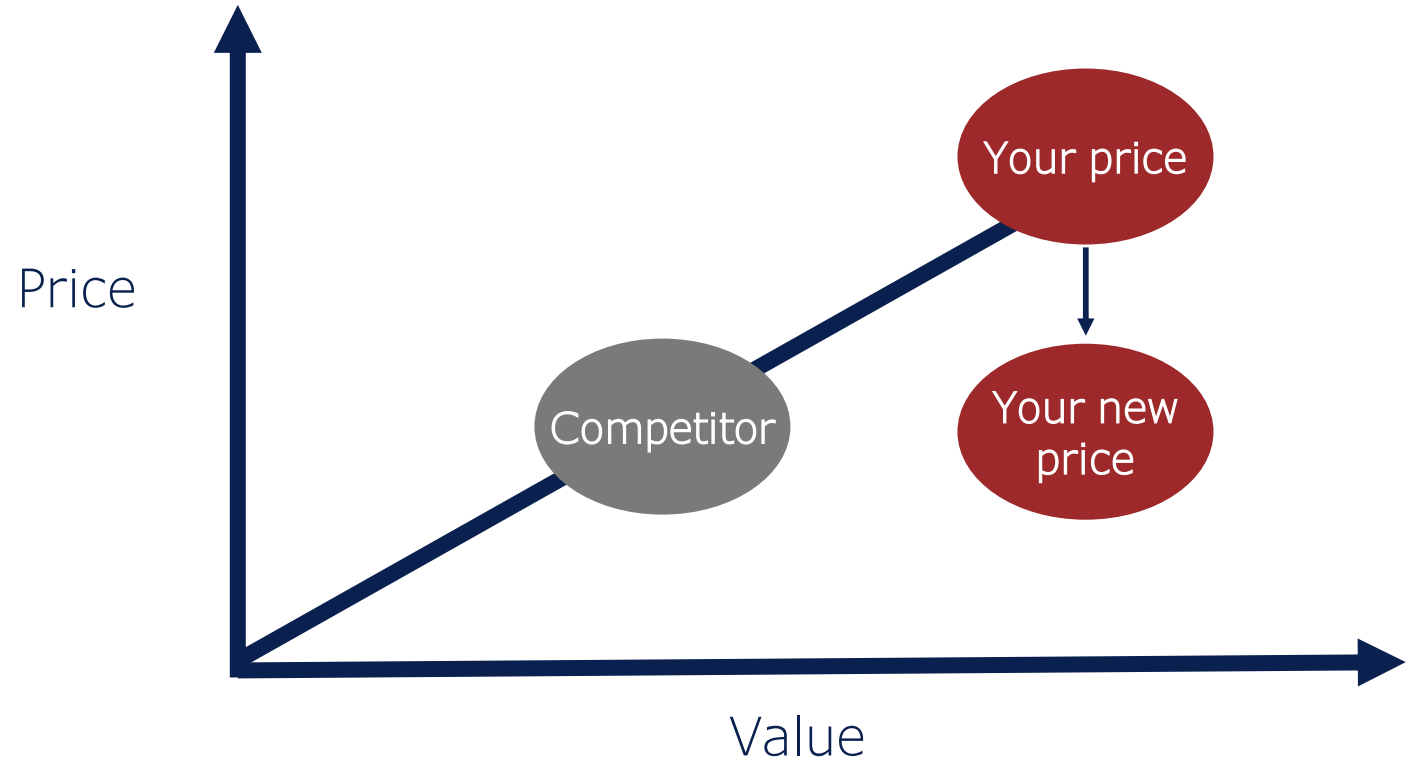
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Managing Your Rates

*Responding to questions from
Industry on Coronavirus (COVID-19)*



How should I manage my rate?



What is the typical reaction?

How should I manage my rate?



Avoid the pricing downward spiral

- ▶ Decisions in this space to be as level headed as possible
- ▶ Short term strategy
- ▶ Long road to recovery
- ▶ Discounting takes time to rectify once demand rebounds!

How should I manage for the medium to long term future?

01

Creating innovative added value packages – that leverage your hotels locations, facilities and activities

02

Diversifying product and value



FOCUS
ON

03

Planning for your Easter and Summer campaigns – it is never too early

04

Marketing to loyal or repeat guests - offer to them closed offers or special added value packages – this will be remembered

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Structuring Your Team

*Responding to questions from
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How should I structure my team/work over the coming weeks?

01

Crisis
Reactive
Team



02

Planning &
Demand
Generation Team

Crisis Reactive Team



- ▶ Meet daily - morning and evening - quick decision Making
- ▶ Focus on short term window, 0-12 weeks
- ▶ Review daily data - review cancellation policies
- ▶ Review product offer and create new product where appropriate
- ▶ CRM – leverage all you can
- ▶ Review marketing spend and allocate as appropriate
- ▶ Communicate clearly with operations

- ▶ Meet weekly after initial planning session
- ▶ Focus on long term window, 12 – 30 weeks
- ▶ Research all events due to take place in this window. Research what segments are likely to perform in this window.
- ▶ Keep in touch with postponed business with a view to rebooking it
- ▶ CRM - keep engaging with your customers, buyers, corporate decision makers to understand how travel policies are evolving
- ▶ Review product offer and create new product where appropriate
- ▶ Review marketing spend and allocate as appropriate

Planning & Demand Generation Team



- 01 Shorter – term forecasts will become the norm
- 02 Be ready to adapt quickly as possible
- 03 Keep your decision circle short and focussed

- 04 Understand the implications of all your decisions
- 05 Focus on making all your decisions customer centric

The Practicality