



INNOVATION IN HOTEL MANAGEMENT **SEMINAR**



AUTHOR PROFILE



Arturo Cuenllas

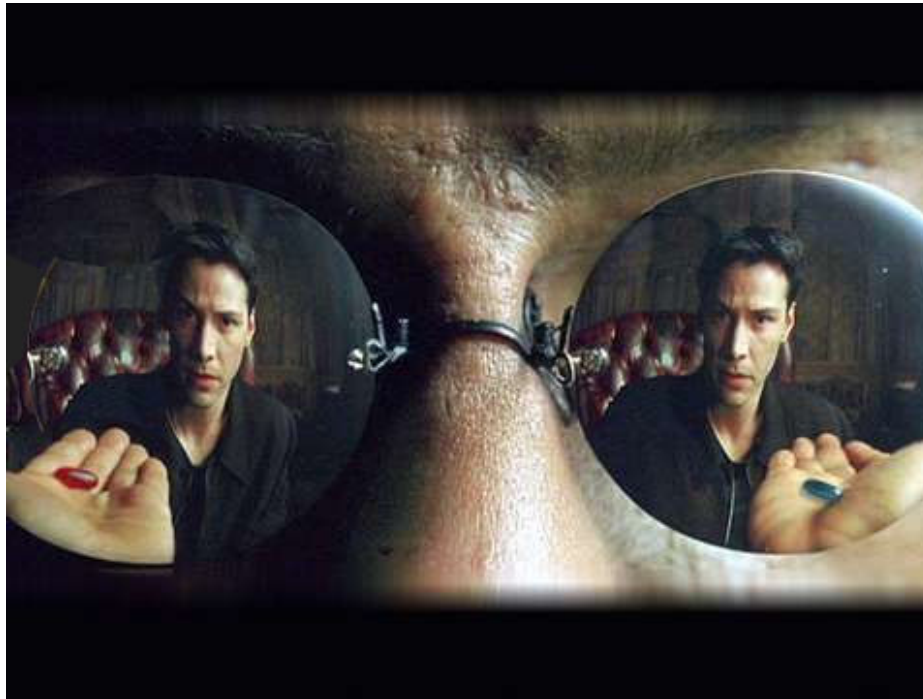
- **Experienced hotel General Manager, 20 years overall experience in the hotel industry –national and international. Working experience in luxury hotels, upscale hotels.**
- **Extensive professional executive education- in the top 5 business schools in Europe: *High Advanced Management Program* at IESE Business School and *Executive MBA* at the IE business School.**
- ***Diploma in Hotel and Restaurant Management* at Glion Hotel School (*former Hosta*) in Switzerland.**



WHAT IS THE PURPOSE OF THIS SEMINAR?

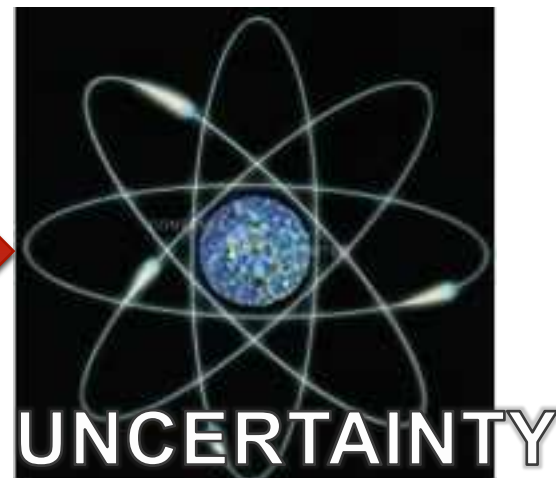
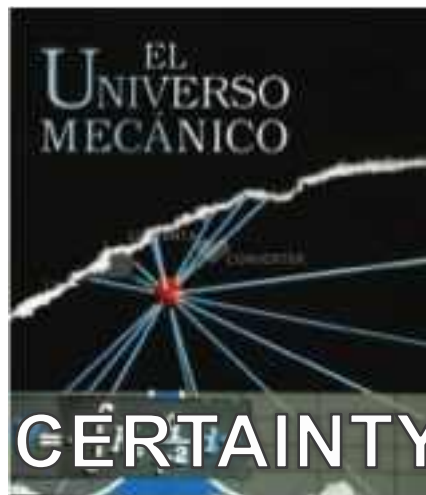


Would you like to take the red pill?





HOTEL BUSINESS: NOT AS PREDICTABLE AS BEFORE





**➔ WHY IS THE HOTEL
BUSINESS IN SPAIN MORE
COMPLICATED AND
UNCERTAIN NOWADAYS?**



HOTEL DEVELOPMENT FEVER!!



HOTEL OVERSUPPLY

HOTEL DEVELOPMENT BOOM IN SPAIN ALONG WITH A REAL STATE BUBBLE

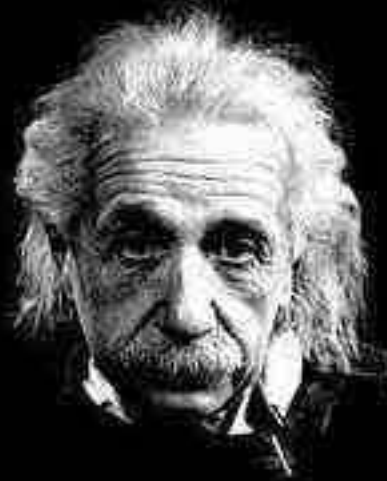


**HOTEL DEVELOPMENT AND BUSINESS
WERE VERY ATTRACTIVE TO NEW
INVESTORS AS
THE REAL STATE AND BUILDING BY
THEMSELVES WOULD GENERATE CAPITAL
GAINS.**



➔ 7 FACTS

"WE CANNOT
SOLVE OUR
PROBLEMS
WITH THE SAME
THINKING WE
USED WHEN WE
CREATED THEM"





ITS IS GETTING MORE DIFFICULT.....HYPERCOMPETITION!

1rs



CUSTOMERS

VS.



HOTELS



ECONOMIC DOWNTURN

2nd

FACT



... LESS INCOME TO SPEND



HOSPITALITY INDUSTRY: MAINLY A COMMODITY MARKET!

3rd

FACT



IT IS HARD TO SUSTAIN A
DIFFERENTIATION STRATEGY



PRICES GO DOWN BUT OPERATIONAL COSTS GO UP!

4th





SOCIAL MEDIA AND INTERNET: MAXIMUM TRANSPARENCY!

5th

FACT



**VALUE VS PRICE: IT'S ALL MORE
TRANSPARENT FOR GUESTS NOW!**



BARGAINING POWER OF CUSTOMERS AND DISTRIBUTION CHANNELS

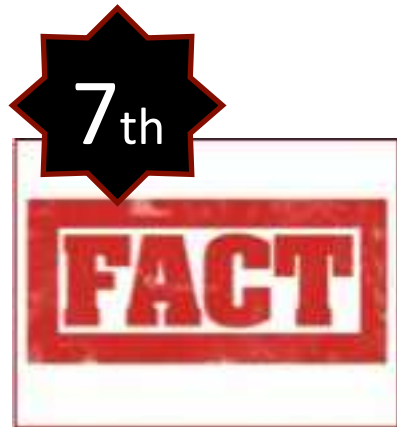
6th



HOTELS? NO PURCHASE POWER AT ALL.....



CUSTOMER EVOLUTION



GUEST LOYALTY? WHO SAID
GUEST WOULD PROMISE
INTERNAL LOVE?



➔ HOW IS THE HOTEL BUSINESS REACTING TO THIS COMPLEX SITUATION?







THE OBSOLESCENCE TRAP:

- TO LOWER PRICES IN A COMMODITY MARKET IMPLIES CUTTING COSTS ALONE WITH QUALITY AND ORGANIZATION CAPABILITIES.
- BY DOING SO, THE BRAND AND ORGANIZATIONAL CAPABILITIES COMMODITIZING EVEN MORE.





➔ HOW COULD HOTEL MANAGEMENT MAKE INNOVATION HAPPEN?

*...THE SOLUTION TO THE
OBSOLESCENCE TRAP*



To the origins: What is management and the main purpose of management?



STRENGTHS

The first resource of a manager is: PEOPLE!



Innovation also happens through continuous work improvement





How is the process of continuous job improvement happen?





Two financial purposes of innovation:

**1. HOW COULD WE INCREASE
OUR REVENUES BY
PROVIDING MORE VALUE
TO GUESTS?**

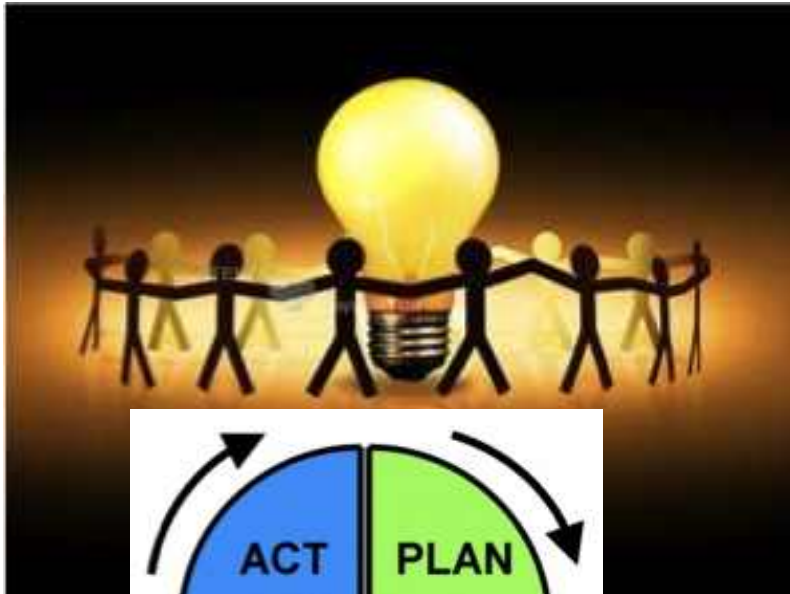
**2. HOW COULD WE REDUCE
OPERATIONAL COSTS –OR
BETTER OPTIMIZE THEM?**



**➔ WHY IS IT SO IMPORTANT
TO ENHANCE WORKING
LEARNING AND HOW
COULD ORGANIZATIONAL
LEARNING HAPPEN?**



KNOW-HOW VERSUS KNOW-WHAT





➔ COLLECTIVE MANAGEMENT IN HOSPITALITY (C-M)

AN INNOVATIVE
PROPOSAL OF
MANAGEMENT



Butterfly effect?



- 1. THE VISION: A SHARED VISION**
- 2. LEADERSHIP NEEDED**
- 3. HR: THE RIGHT EMPLOYEE ATTITUDES, CAPABILITIES AND VALUES**
- 4. THE IMPORTANCE OF THE ORGANIZATIONAL TEAM**
- 5. SERVICE FEEDBACK AND IN-TEAM ANALYSIS**
- 6. IN-TEAM DIALOGUES**
- 7. RECOGNIZING INDIVIDUAL ERRORS. MISTAKES SHARING AND LEARNING THROUGH ERROS**
- 8. IN ACTION WORKING AND IMPROVEMENTS.**
- 9. OPEN-BOOK MANANAGEMENT: HOW TO SHARE FINANCIAL OBJECTIVES. A PRACTICAL METHOD OF COST REDUCTION AND COST OPTIMIZATION IN-TEAM**
- 10. MERGE STRATEGIES**
- 11. THE COMPANY INTRANET AND COMMUNITY MANAGER.**





THE VISION

I. STRUCTURAL

➔ A VISION

*WHAT IS A SHARED
VISION?*





THE VISION

I. STRUCTURAL



A SHARED VISION: *to create a hotel organization that seeks innovation providing more value to guests; and that constantly learns through its operations, managers and service workers.*



THE LEADERSHIP NEEDED

I. STRUCTURAL

➔ **LEADERSHIP NEEDED**

*TO PROMOTE
INNOVATION AND
ORGANIZATIONAL
LEARNING*





THE LEADERSHIP NEEDED

I. STRUCTURAL





KNOWLEDGE WORKER

I. STRUCTURAL

➔ **THE RIGHT
EMPLOYEES**

*KNOWLEDGE SERVICE
WORKERS*





KNOWLEDGE WORKER

I. STRUCTURAL

1. LEARNING ATTITUDE

2. TO BE REFLECTIVE

3. TO BE FLEXIBLE

4. TO HAVE HUMILITY

5. TEAM WORKING ABILITY

6. TO HAVE SELF-CONFIDENCE

7. TO BE COMMITTED

8. TO BE SINCERE



ATTITUDES
&
SKILLS



A REAL TEAM

I. STRUCTURAL

➔ **THE IMPORTANCE OF
THE TEAM**

*...WE ARE ALL IN IT
TOGETHER*





A REAL TEAM

I. STRUCTURAL





GUEST'S FEEDBACK

II. WORKING METHOD

➔ GUEST'S FEEDBACK AT THE MOMENT OF SERVICE

...BY SERVICE

WORKERS



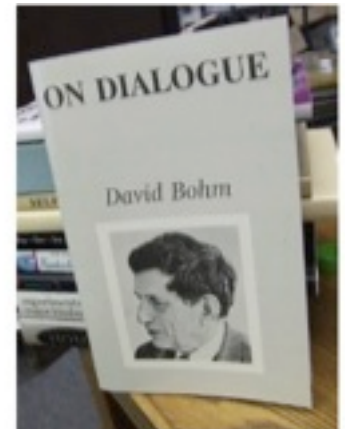


ON-DIALOGUES

II. WORKING METHOD

➔ ON-DIALOGUES

*TO BOOST KNOWLEDGE
AND BETTER PROBLEM
SOLUTION*





ADMITTIN ERRORS

II. WORKING METHOD

➔ **ADMITTING ERRORS**

*RECOGNIZING, SHARING, AND
IMPROVING FROM OUR
MISTAKES*

....THAT'S LEARNING!





IN-ACTION

II. WORKING METHOD

➔ **IN-ACTION**

JUST DO IT!

*...BUT CONSTANTLY
ANALYSE...*

JUST DO IT.



OPEN-BOOK-MANAGEMENT

II. WORKING METHOD

➔ OPEN-BOOK- MANAGEMENT

*WE SHARE FINANCIAL
INFORMATION TO
EVERYONE*





OPEN-BOOK-MANAGEMENT

SAVING COSTS



II. WORKING METHOD





MERGE STRATEGIES

III. STRATEGICAL

➔ MERGE STRATEGIES

***FROM UNEXPECTED
OPPORTUNITIES***

***...SOMETHING LOCAL AND
SMALL COULD TURN OUT
TO BE BIG AND GLOBAL***





THE INTRANET

III. STRATEGICAL

➔ **THE INTRANET AND
THE I-COMMUNITY
MANAGER**

*A HOTEL COMMUNITY
BOOSTING LEARNING AND
COMPANY KNOW-HOW*

