



Leadership and Management Development Programme for Irish Hotels and Guesthouses

Date: September – December 2022

Upskill | Manage | Motivate



The Programme

22nd September - 8th December 2022

Limited to 20 places

For managers & supervisors

About The Programme:

- 9 key management modules delivered by leading industry experts
- Hybrid delivery with a mixture of 4 days in person (safe distancing) and remainder remotely
- Mixture of 6 full days and 4 half days - every Thursday throughout the course
- Short assessments will follow each module to address current challenges in your property
- Participants who successfully complete all assignments will be presented with IHF Skillnet Certificate of Achievement

Key Reasons To Attend:

Many staff have been promoted without formal training in management and may want this opportunity to upskill. Managers are often being challenged in their role as the industry is more complex than ever before. Here are some of the benefits of the programme:

- Increased understanding of marketing, revenue management and accounting knowledge
- Improved interviewing skills to attract and retain staff
- Upselling skills to increase revenue
- How to deal with customer complaints to avoid adverse publicity
- Increased conversion of event / booking enquiries
- Improved staff motivation and retention

"Training on an industry specific Leadership & Management Development Programme has been proven to be a key motivator of staff and will increase the confidence of managers to deal with the challenges of today"

Course Leader Marc Thornton, DTA Marketing

Testimonials

What did the class of 2021 think?

"This course will be the benchmark for all Managerial courses going forward and it exceeded my expectations. I have gained so much knowledge over the 9 weeks. Excellent content within modules, each module professionally delivered by experts in their field, assignments that encourage you to assess operations in your hotel and make necessary changes and a great opportunity to learn from other Hotels. Thoroughly enjoyed this Leadership Programme and would highly recommend - this course is a must for all Hotel Supervisors/Managers!"

- Catriona Brennan, Financial Controller
Woodford Dolmen Hotel

"I am delighted to be part of the first class of this course. Thank you very much for the opportunity. I feel much better prepared for my role now."

- Guilherme Antonagi Bonadia
Hard Rock Hotel

"I just want to let you know that I really enjoyed the course and I'm delighted that I had the pleasure to meet all of you. Was a very useful course for me and I've learned lots of new important aspects regarding hotel operation."

- Victoria Goia, Food & Beverage Assistant Manager
Carton House

"Also just wanted to thank you for the amazing course. It has really been an eye opening and great to learn more about the different hotel departments!"

- Felipe Ovalhe Bueno, Front Office Manager
Hilton Hotel Kilmainham





Topics



1. Marketing Planning

Date: 22 September

– Marc Thornton,
DTA Marketing
{Full day in person}
Time: 9.30am - 5pm

Objectives

- To learn how to devise a Marketing Action Plan for the property
- Understand the different marketing tools

Learning Outcomes

- Contribute to marketing discussions and critique marketing tools
- Generate marketing ideas for the property

Modules

- How to devise a Marketing Action Plan for the Hotel
- Objectives and Strategy development
- Marketing Action Plans
- Practical marketing tools
- Websites, logos, and brochures
- Online, Digital and Social Media Marketing



2. Financial Management

Date: 29 September

– John Carolan,
Solve Accounting
{Full day}
Time: 9.30am - 5pm

Objectives

- To learn how to manage costs
- To understand accounting methods

Learning Outcomes

- Practical cost and cash flow techniques
- Greater understanding of the accounts of your property

Modules

- Understanding your accounts – what to look for
- Labour Costs – Wages %'s and the true cost of your staff
- Costs / margins and Pricing
- Breakeven analysis – How to calculate
- Key Performance Indicators (KPI's) – Margins, % of turnover, etc.
- Improving the profitability of the business
- Practical cost reduction strategies
- Cashflow
- Management reporting
- Taxes in hospitality



3. Human Resources

Date: 6 & 13 October

– Valerie Keenan Farrell,

Simply HR

{2 x half days}

Time: 9.30am - 1pm

Objectives

- Understand the legal requirements in employing and retaining staff
- How to manage people

Learning Outcomes

- How to manage difficult staff and situations
- How to appraise and motivate staff

Modules

- Interview skills
- Employment law / records
- Managing staff
- Staff motivation / incentives
- Induction
- People handling skills
- Managing difficult staff
- Staff performance / appraisals / reviews
- Time management



4. Role of the Manager

Date: 20 October

– John Healy,

Suesey Street Restaurant

{Full day in person}

Time: 9.30am - 5pm

Objectives

- Understand the role of the manager
- Improved management of staff

Learning Outcomes

- Greater understanding of how to manage staff
- How to motivate staff

Modules

- Team building
- Manage people / Emotional Intelligence
- Responsibilities / Challenges
- KPI planning
- Delegation / Coaching



5. Health and Safety

Date: 10 November

– John Cronin,
ECS Safety Training
{1/2 day}
Time: 9.30am - 1pm

Objectives

- To understand the legal requirements with Covid-19 and H & S legislation
- To learn about safety and training in the workplace

Learning Outcomes

- Reduce the risk of accidents
- Increase safety in the property

Modules

- Covid-19 regulations
- Tracking H & S activities
- First Aid
- Manual handling
- Safety in the Workplace / Fire Safety



6. Revenue Management

Date: 17 November

– Oonagh Cremins & Deirdre McDonald,
The Innovate Room
{1/2 day}
Time: 9.30am - 1pm

Objectives

- Introduction to Revenue Management
- Understand pricing strategies

Learning Outcomes

- Understand KPI's for the sector
- How to apply Revenue Management to your property

Modules

- The Revenue Management Concept
- Introduction to revenue management and distribution
- Understanding the metrics that drive Hotel performance
- Some KPSIs to understand
- Channel Distribution; how and where to sell your hotel rooms and services
- Case Study work to bring learning to life
- Pricing strategies



7. Kitchen & Waste Management

Date: 24 November

- Martin Potts,
Synergy Prochef
{Full day}
Time: 9.30am - 5pm

Objectives

- To understand waste management systems
- To learn how to prevent accidents in the kitchen

Learning Outcomes

- To avoid waste and needless costs
- Control costs of food and waste

Modules

- Kitchen HACCP
- Food Waste Systems
- Protection - workplace
- Legal requirements
- Cost Control
- Menu design
- Allergens



8. F & B Operations Management

Date: 1 December

- Blathnaid Bergin,
The Business of Food
{Full day in person}
Time: 9.30am - 5pm

Objectives

- To plan menus for maximising available skills and knowledge
- To design menus to maximise high margin items
- To analyse and review current FOH operating systems

Learning Outcomes

- Menu Planning to maximise current resources
- Menu Design to drive high margin sales
- Front of House Operating Systems review

Modules

- Menu Planning
- Menu Design
- Waste avoidance through correct menu planning
- Support and promote local, seasonal, Irish produce
- Analysis of current FOH systems
- Case Study



9. Upselling and Customer Service

Date: 8 December

– Marc Thornton,
DTA Marketing
{Full day in person}
Time: 9.30am - 5pm

Objectives

- To learn about customer care and its importance in service delivery
- Learn how to delight the guests

Learning Outcomes

- How to fix complaints
- Upsell to increase revenues

Modules

- Understanding customers' needs
- Handling complaints
- Making a difference
- Delighting customers
- Upselling techniques
- Staff morale
- Setting KPI's & Tracking



Duration

The format is **9.30 – 1.00** and **2.00 – 5.00** (if full day)

Fee

The fee is subsidised by the IHF Skillnet

- **Members** €550.00
- **Non Members** €650.00

Booking

Places are limited to 20 people

Apply now by emailing Dervla O'Neill at oneilld@ihf.ie
or call **086 083 6626** for more information



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An Roinn Breisoideachais agus Ardoideachais,
Taighde, Nuálaíochta agus Eolaíochta
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