

# HSMAI Region Europe Commercial Summer Camp

NOVA School of Business & Economics, R. da  
Holanda 1, 2775-405 Carcavelos, Portugal



**Sunday 30th July to Friday 4th August 2023**



## **HSMAI Europe's Commercial Summer Camp 2023 at the NOVA School of Business & Economics, Portugal**

We are eager to meet, mingle and develop. The week will be intense and interactive.  
Our website [www.hsmái.eu](http://www.hsmái.eu) will be regularly updated for this programme and more.

See also below for the programme and some practical information.



# HSMAI Region Europe Commercial Summer Camp

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## Day 1, Sunday July 30th

**18:00**      **Registration opens**  
Participants are invited to register

**19:00**      **Welcome followed by dinner**  
A warm welcome from Ingunn Hofseth and Gil Mulders. You will also meet the other participants

By Ingunn Hofseth, President and CEO at HSMAI Europe and Gil Mulders, Founder at The Talent Network & Member of the HSMAI Europe People & Culture Advisory Board



**21:00**      **Wrap up**

## Day 2, Monday July 31st

**09:00**      **Positive Leadership**  
Successful Leadership Program

**Objectives:**

- *Organizational structures in change*
- *Leadership in times of permanent change*
- *Understanding the essence of leadership*
- *Different leadership styles*
- *The main functions of leadership*
- *Vision, mission, and purpose*
- *Leadership and organizational resilience*
- *Create the new generation of leaders*
- *Building a targeted organization for commitment and involvement*
- *The puzzle of individual and organizational resilience*
- *Leadership and coaching*



By Filipa Rodrigues, Assistant Professor Adjunct at NOVA School of Business & Economics

**11:00**      **Coffee Break**

**11:30**      **Positive Leadership (continued)**  
Successful Leadership Program

By Filipa Rodrigues, Assistant Professor Adjunct at NOVA School of Business & Economics

**13:00**      **Lunch**

# HSMAI Region Europe Commercial Summer Camp

14:00

## Building Agile Organisations

Successful Leadership Program

*Agility is essential for making the right decision. Many companies have redesigned their structures to allow for faster decisions and better circulation of information, optimising processes, leveraging agile models and building more horizontal organisations. Without a strong culture of cooperation, structural changes aimed at organizational agility are less likely to succeed. In this session, topics such as clarity, an essential source for agility, and coherence will be addressed, of action, to ensure more agile teams and positive change. Leaders are key to enabling agility.*



By Nadim Habib, Faculty Member at NOVA School of Business & Economics

16:00

## Coffee Break

16:30

## Building Agile Organisations (continued)

Successful Leadership Program

By Nadim Habib, Faculty Member at NOVA School of Business & Economics

18:00

## Wrap up

Summary of the day and wrap up

By Gil Mulders, Founder at The Talent Network & Member of the HSMAI Europe People & Culture Advisory Board



18:30

## End of the day

## Day 3, Tuesday August 1st

09:00

## Strategic Leadership

Successful Leadership Program

### Objectives:

- *The strategic formulation process*
- *“Sell” the strategy and garner support*
- *Strategic involvement, focus, and implementation*
- *Building a strategic scorecard*



By Anabela Figueiredo, Chair MindAlliance Portugal at MindForward Alliance

11:00

## Coffee Break

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**11:30**      **Strategic Leadership (continued)**  
Successful Leadership Program

By Anabela Figueiredo, Chair MindAlliance Portugal at MindForward Alliance

**13:00**      **Lunch**

**14:00**      **Servant Leadership**  
Successful Leadership Program

**“From Traditional Leadership to Servant Leadership”**

*This module is intended to alert participants to the importance of gaining an awareness of the purpose of service. How can leaders develop their purpose? How does a leader serve without losing his authority? And how can such a servant leader contribute to the organization's agility, resiliency, and purpose?*



**Main Topics:**

- *Understanding how servant leadership increases people's motivation and enhances the agility and resilience of organizations;*
- *Gain a full awareness of who you want to serve and why, and how this boosts a new level of performance for the organization;*
- *Learning that having a purpose is, above all, putting our talents and those of the organization at the service of others;*

By Sham Moodliar, Chief Executive Officer at Datonomy Solutions

**16:00**      **Coffee Break**

**16:30**      **Servant Leadership (continued)**  
Successful Leadership Program

By Sham Moodliar, Chief Executive Officer at Datonomy Solutions

**18:00**      **Wrap up**  
Summary of the day and wrap up

By Gil Mulders, Founder at The Talent Network & Member of the HSMAI Europe People & Culture Advisory Board



**18:30**      **End of the day**

# HSMAI Region Europe Commercial Summer Camp

## Day 4, Wednesday August 2nd

### 09:00 Sales Theory, Sales Strategy, Sales Leadership and Hands-on tips

*This session will begin by delineating the core definition of sales and the quintessential stages of the sales process. We will then explore strategic insights, emphasising the critical areas to address in understanding and satisfying customer needs. The lecture culminates with a holistic view on sales strategies, where participants will learn how to gain a comprehensive understanding of their sales landscape and be provided with practical leadership for boosting revenue.*



By Anant Vithlani, Vice President Sales at Strawberry (Formerly Nordic Choice Hotels) and Member of the HSMAI Region Europe Sales Advisory Board

### 11:00 Coffee Break

### 11:30 Sales Theory, Sales Strategy, Sales Leadership and Hands-on tips (continued)

By Anant Vithlani, Vice President Sales at Strawberry (Formerly Nordic Choice Hotels) and Member of the HSMAI Region Europe Sales Advisory Board

### 13:00 Lunch

### 14:00 Distribution, Marketing, Data & CRM Strategy

- **Digital distribution** - strategy, channels, KPIs, data management, innovative solutions
- **Digital Marketing Optimisation including ROI**
- **CRM & data** - systems, personalisation, loyalty, retention vs. acquisition, customer engagement, data privacy
- **Innovation in hospitality** - AI, blockchain, WEB3, new hybrid models



By Remy Merckx, Sr. Advisor - Travel, Leisure & Hospitality

### 15:30 Coffee Break

### 16:30 Distribution, Marketing, Data & CRM Strategy (continued)

By Remy Merckx, Sr. Advisor - Travel, Leisure & Hospitality

### 18:00 Wrap up

Summary of the day and wrap up

By Gil Mulders, Founder at The Talent Network and Member of the HSMAI Region Europe People & Culture Advisory Board



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18:30 End of the day

## Day 5, Thursday August 3rd

09:00 **Building a Commercial Strategy and the teams to do it**  
Commercial Program

*Current industry trends and the future of the commercial function*

By Jonathon Liu, Chief Commercial Officer (CCO) at Verdi Hotels



11:00 **Coffee Break**

11:30 **Total Revenue Management: Understanding what drives value**  
Commercial Program

- *Principles of value based pricing*
- *Understanding your customer & your competitive market place in order to know what drives value for your client.*
- *Using bundling techniques to gain more revenue from your customer*
- *What are the KPIS that should be used for:*
  - *F&B*
  - *M&E*
- *Should TREVPAR be used instead to encompass this?*
  - *What are the advantages /disadvantages to using TREVPAR vs individual KPIs*
  - *How do you utilise analytics to forecast & optimise TREVPAR*
- *Applying learnings from other industries around F&B optimisations*
  - *Cost optimization*
  - *Menu engineering*
  - *Analytical approaches ( package pricing, value pricing, and using technology)*
- *Getting buy in from operations*



By Shumi Khan, SVP Business Intelligence & Revenue Management at Accor Hotels and Chair of the HSMAI Europe Revenue Optimisation Advisory Board

13:00 **Lunch**

14:00 **Total Revenue Management (continued)**  
Commercial Program

By Shumi Khan, SVP Business Intelligence & Revenue Management at Accor Hotels and Chair of the HSMAI Europe Revenue Optimisation Advisory Board

16:00 **Coffee Break**

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**16:30**      **Total Revenue Management (continued)**  
Commercial Program

By Shumi Khan, SVP Business Intelligence & Revenue Management at Accor Hotels and Chair of the HSMAI Europe Revenue Optimisation Advisory Board

**18:00**      **Wrap up**  
Summary of the day and wrap up

By Gil Mulders, Founder at The Talent Network and Member of the HSMAI Region Europe People & Culture Advisory Board



**18:30**      **End of the day**

## Day 6, Friday August 4th

**09:00**      **Brand Strategy**  
Commercial Program

*An enlightening session featuring lecturer Siri Løining as she dives into the world of branding. Through captivating case studies from The Thief, Amerikalinjen, and Sommerro, Siri will showcase the transformative power of storytelling in branding. Learn how to build a brand from scratch, irrespective of historical baggage, and explore its manifestation in visual identity, partnerships, products, and the guest journey. Gain practical insights on crafting a compelling brand narrative and discover strategies for effective brand communication.*

By Siri Løining, Concept and Development Manager at Møller Eiendom



**10:00**      **Coffee Break**

**10:30**      **Understanding and positioning your brand: Customer Centricity**  
Commercial Program

*About delivering the promises made, managing the perception and trust of the brand on social and digital media through the experiences delivered.*

By Gil Mulders, Founder at The Talent Network and Member of the HSMAI Region Europe People & Culture Advisory Board



**13:00**      **Lunch**

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**14:00**      **Understanding and positioning your brand (continued)**  
Commercial Program

By Gil Mulders, Founder at The Talent Network and Member of the HSMAI Region Europe People & Culture Advisory Board

**16:00**      **Coffee Break**

**16:30**      **Sustainability: The action we need for the future we want**  
Commercial Program

By Michael Nowlis, Programme Director, Leadership Programmes at Cambridge Institute for Sustainability Leadership (CISL) and the chair of the board of directors of HSMAI Region Europe



**18:00**      **Wrap up**  
End of the program wrap up and goodbyes.

By Gil Mulders, Founder at The Talent Network and Member of the HSMAI Region Europe People & Culture Advisory Board



**18:30**      **End of the program**

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For any other questions for our London office, please contact us at [postbox@hsmmai.eu](mailto:postbox@hsmmai.eu)

**Bianca Miholca**  
Project Assistant