

HSMAI Europe

Leadership Development Camp



Venue to be announced

Sunday, 3rd May to Thursday, 7th May 2026



We are looking forward to welcoming you to HSMAI Europe's Leadership Development Camp in Paris

We hope you are as eager as we are to meet, mingle and develop your skills. The week will be intense and interactive.

Please visit our landing page [here](#) to read more.

In this document you will find the programme and some practical information.



HSMAI Europe Leadership Development Camp

From Recognition to Leadership: Why We Created the HSMAI Europe Leadership Development Camp

The **HSMAI Europe Leadership Development Camp** (formerly the Commercial Summer Camp) was created with a clear purpose: to invest in people with talent and ambition, and to support their development into confident, commercially minded leaders.

The programme grew out of HSMAI's long-standing commitment to recognising excellence in hospitality. Since the launch of the local HSMAI Awards in Norway in 2003, we have celebrated outstanding commercial performance across the industry in Europe. Over time, it became clear that recognition should be followed by opportunity. Award winners were given the opportunity to access education designed to help them continue their professional development, as part of their award.

With the launch of HSMAI Awards Europe in 2019, this ambition expanded to a European level. That same year, we held our first camp in Amsterdam. Since then, through London and Lisbon, we have continued to evolve the programme, shaping it around the changing demands placed on today's hospitality leaders.

This year marks an important step forward. The programme has been renamed the HSMAI Europe Leadership Development Camp to better reflect its ambition and focus, while commercial excellence and cross-functional decision-making remains central.

This year the camp is set to take place in the wonderful city of Paris, with France being a key target market for HSMAI Europe moving forward, with also many local activities to come.

The first two days of the camp focus on business acumen and financial confidence, helping participants think like owners and translate strategy into measurable results through practical learning and simulation. The final two days turn to commercial leadership excellence, bringing together revenue management, sales, marketing, distribution, AI, data, and negotiation skills to show how true value is created when these disciplines work in alignment. We begin the week on Sunday evening with a welcome dinner, giving participants the opportunity to connect, meet fellow attendees, and set the tone for the days ahead. **The target group for the camp are;** General Managers and Rising General Manager, Heads of Department, Senior Supervisors, Sales/Marketing/Revenue Directors, Asset Managers, and Multi Unit Staff.

At HSMAI Europe, part of our strategic focus is to inspire and develop the next generation of hospitality leaders. This camp is part of that commitment—and I look forward to welcoming you to our camp.

– **Ingunn Hofseth, President & CEO at HSMAI Europe**



HSMAI Europe Leadership Development Camp

SUNDAY, MAY 3RD

- 18:00** **Registration opens**
Participants are invited to register
- 19:00** **Welcome followed by dinner**
You will meet the other participants
- 20:30** **End of the day**

MONDAY, MAY 4TH

- 09:00** **Welcome**
- 09:30** **Targeting Business Priorities**
By Heidi Anaya, Head of Education at Russell Partnership Technology

Provides complete competence in using the Income Statement, Balance Sheet, and Cash Flow Statement to target the business priorities that will produce business results. Participants will become financially fearless in putting financial information to use.

ABOUT HEIDI ANAYA

Heidi is the Head of Education with Russell Partnership Technology where she provides simulation support to hospitality educators in over 30 countries. Prior to this, Heidi's career in the hospitality industry began in 1991 and has included leadership roles in Operations, Sales, and Human Resources.



Heidi has been a guest lecturer at several hotel schools in the area of Strategic Revenue Management. She is also the trainer of the Certified in Hospitality Business Acumen (CHBA) and the facilitator of the Certified Hospitality Sales Leader (CHSL) review course for the Hospitality Sales & Marketing Association International (HSMAI). Heidi is the current Vice President of EuroCHRIE, the International Council on Hotel, Restaurant and Institutional Education for Europe, the Middle East, and Africa.

Heidi is a past recipient of the STR Bridging the Gap Award, which is presented to an industry professional who works to bring industry and education closer together. A native of Canada, Heidi now lives in Tucson, Arizona (USA).

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10:45 **Coffee Break**

11:00 **Managing Business Priorities**

By Heidi Anaya, Head of Education at Russell Partnership Technology

Participants will have mastery of the STR metrics, terminology, and lodging calculations that assist in turning business priorities into measurable business results. Participants will be competent in measuring both internal business results and indexing those results against the field of competitors.

12:15 **Lunch**

13:15 **Simulation Orientation**

By Heidi Anaya, Head of Education at Russell Partnership Technology

13:45 **Simulation Activity (with a working break included)**

By Heidi Anaya, Head of Education at Russell Partnership Technology

Participants will work to construct, promote and deliver a competitive price/value proposition to the market.

During the simulation, participants will make decisions on all aspects of hotel management:

- Forecasting
- Room and F&B outlet pricing
- Refurbishment
- Capital improvements
- Staffing salaries, training & development
- Marketing & advertising,
- RFP's and displacement analysis

17:00 **End of the day**

TUESDAY, MAY 5TH

09:00 **Welcome**

09:15 **Leading with Communications**

By Heidi Anaya, Head of Education at Russell Partnership Technology

Turning business priorities into business results means working through and with other people. Here participants will learn their own communications characteristics and how to put them to best use in one-to-one and group communications that drive business results.

10:15 **Coffee Break**

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10:30 **Partnering with Owners Priorities**
By Heidi Anaya, Head of Education at Russell Partnership Technology

While the goals of owners and managers are similar, their views, jargon, and calculations may be quite different. Here participants will learn the owner's side, enabling them to partner effectively with owners in areas of asset management, capital investment, contracts, and return on equity.

11:30 **Lunch**

12:30 **Simulation Activity (with a working break included)**
By Heidi Anaya, Head of Education at Russell Partnership Technology

Participants will work to construct, promote and deliver a competitive price/value proposition to the market.

During the simulation, participants will make decisions on all aspects of hotel management:

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- Staffing salaries, training & development
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- RFP's and displacement analysis

15:30 **Presentation Prep Time**
By Heidi Anaya, Head of Education at Russell Partnership Technology

16:00 **Presentations**
By Heidi Anaya, Head of Education at Russell Partnership Technology

16:30 **Wrap Up**
By Heidi Anaya, Head of Education at Russell Partnership Technology

17:00 **End of the day**

WEDNESDAY, MAY 6TH

09:00 **From Room Revenue to Enterprise Profit**
By Frederic Toitot, Founder & Managing Director at Hotel Games and Vlatka Barcan, Founder & Managing Director at AAYA Group

From Room Revenue to Enterprise Profit is not a conference where you sit, listen, and forget. It's a day designed to **shake habits, challenge comfort zones, and rewire how revenue leaders think and act.**

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The morning starts fast. No polite small talk—just **60-second revenue confessions** that surface real 2026 headaches and instantly connect the room. From there, we dive straight into the uncomfortable truths: why RevPAR no longer tells the whole story, why static budgets are holding you back, and why even the best RMS often aren't doing the heavy lifting we expect.

Participants don't just hear opinions—they **diagnose themselves**. How mature is your revenue brain, really? Data, collaboration, automation, profit focus—it all goes on the table. And when the collective results are revealed live, the conversations get real.

Before lunch, the pace shifts. Walking discussions turn insight into action, blockers into opportunities, and individual reflections into a **shared 2026 Revenue Manifesto**. Everyone leaves the morning with something rare: a **Monday-morning-ready action plan**.

The afternoon brings energy—and pressure. A quick-fire Kahoot wakes up competitive instincts before teams step into the shoes of a Director of Revenue facing chaos: downturns, tough pricing calls, promotions that can make or break profitability. Decisions are debated, defended, and tested in real time. There's a winning team—but more importantly, there are **hard-earned lessons you won't get from slides**.

This is a day for people who are ready to stop optimizing yesterday's metrics—and start building **enterprise profit thinking** for tomorrow.

ACTIVITY 1 (ice breaker) – Round table and presentations

"Revenue Speed Intros": participants stand in two lines and have 60 seconds each to share: name, role, biggest 2026 revenue headache. Then rotate 3–4 times.

With this exercise we set the networking tone within the first 15 minutes and we surface themes that we can refer back to during sessions.

ABOUT FREDERIC TOITOT



Frederic Toitot, a seasoned professional in Hospitality and Travel, with 15 years at Accor's global headquarters. Frederic is committed to making learning a vibrant and meaningful experience, ensuring you gain practical insights to excel in revenue management. Frederic is the Founder & Managing Director at Hotel Games and Member and past chair of the HSMAI Europe Revenue

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Optimization Advisory Board. He is the former Vice President Global Learning & Development for Accor.

ABOUT VLATKA BARCAN

With over 20 years in the Hospitality industry, Vlatka Barcan moved quickly through the management ranks, eventually stepping into her latest role as Founder & Managing Director at AAYA Group. Before starting her own business she worked as Group Director of Revenue at Sirle Collection, where she led revenue for all Sirle Collection hotels across major European cities. Previous to this role, she was Revenue Director for all US Market citizenM hotels, overseeing revenue for all operating and new openings hotels in the US and leading the company through its biggest growth and expansion.



09:30

ACTIVITY 2 – Opening: The uncomfortable truths of modern revenue management

- Why RevPAR is an incomplete metric
- Why static budgets are obsolete
- Why most RMS are underutilized
- Too many systems for each needed function

Questions like:

- **What decision did you get wrong in 2025 and why?**
- **Where is revenue management overestimating its impact?**

Interactive diagnostic workshop: “How mature is your revenue brain?”
Participants score their own organization across:

- Data integration
- Cross-department collaboration
- Profit focus vs revenue focus
- Automation vs manual control

Small group discussions. Then we reveal aggregate results live. Now people are talking to each other.

11:00

Coffee Break

11:20

ACTIVITY 3 – “Walk-and-Talk”:

Ask participants to pair up with someone they haven’t spoken to yet and do a 15-minute “walk-and-talk” around the venue or lobby, guided by two questions:

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- “What is one idea from this morning you could test within 30 days?”
- “What is blocking you from doing it?”

Each “couple” makes a summary of their respective answers and gets ready to present them to the whole group. Instead of the audience asking us questions, we ask them questions.

“What keeps you up at night regarding your RM team?” This makes the attendees feel heard and provides immense value to the pros in the room.

The Roadmap Wrap-up: **We co-create a “2026 Revenue Manifesto”** on a digital whiteboard or flipchart based on the morning’s findings. Every attendee leaves with a concrete “Monday Morning Action Plan”

12:45

Lunch

14:00

ACTIVITY 4 (back to work booster)

Fun contest on tricky revenue management questions (part of the Simulation game of the afternoon)

Kahoot game in teams of four participants (same teams as for the game below)

14:20

ACTIVITY 5 – RM simulation game (part 1) : Pricing during unexpected downturns

Participants are split into teams of 4 people.

They act as the new Director of Revenue in an upscale hotel on a tropical island.

Teams are handed out a business case (with data, graphs, hotel & market insights).

Short lecture by the animator (key concepts, importance of the problem)

Teams work for 40 minutes

One team is drawn at random to present the case

Feedback and group short discussion on recommendations and outcomes

15:50

Coffee Break

16:10

ACTIVITY 6 – RM simulation game (part 2): Special offers & Promotions management

Same teams

Same process

Announcement of the winning team!

17:30

End of this session

Bonus Optional Evening Session — please see the next page.

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Optional Evening Session: Workshop

We're delighted to offer you the opportunity to join one of our local events that will be a workshop, hosted at the same venue on **Wednesday, May 6th** from **6:00 PM – 9:00 PM**, including networking.

Session Details:

MICE Workshop: The Profitability Equation: Rooms × Meetings. How Meetings Multiply Your Hotel's Total Revenue per m²

By Thijs Peters, Partner at Conventus Consultants

Hotels often underestimate the real financial impact of MICE — not only in room nights, but in hidden margins, F&B, upsell opportunities and the true value of meeting space. This workshop explores the commercial tension every hotel faces: should you contract rooms far in advance at lower group rates to secure meeting business, or hold out for high-yield transient demand on peak dates?

Using real data insights, profitability dilemmas and strategic trade-offs, we challenge industry assumptions and reveal how smarter alignment between Sales and Revenue can dramatically increase Total Revenue per m².

This workshop is designed for senior hoteliers, commercial strategists, revenue leaders, and sales & marketing professionals looking for new perspectives and inspiration.

If you would like to join, please follow this link to register:

<https://hsm.ai/event/mice-workshop-paris-may-2026/>

THURSDAY, MAY 7TH

09:00

In an industry increasingly shaped by data, automation and AI, what is the true role of sales leadership?

By Keith Butler, Director of Sales, UK & Ireland at Radisson Hotels

This session challenges traditional perceptions of sales and reframes it as a strategic leadership capability that drives long-term value, not just transactions. Participants will explore how modern sales leaders create competitive advantage by combining commercial insight, human connection and disciplined execution.

Together, we will examine:

- How sales moves beyond “selling rooms” to becoming a trusted, value-creating partner for clients and owners

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- Where automation and AI enhance performance — and where human judgement, creativity and relationships remain irreplaceable
- What today's clients really expect from commercial partners in a time-poor, experience-driven world
- Why sales is not just a department, but a leadership mindset that shapes culture, accountability and performance
- The growing talent gap in hospitality sales — and what future leaders must do to build sustainable commercial capability

Participants will leave with a clearer understanding of how sales leadership supports asset value, strengthens commercial alignment, and drives measurable performance in complex hospitality environments.

ABOUT KEITH BUTLER



Keith Butler is Director of Sales, UK & Ireland at Radisson Hotels and a senior sales leader with extensive experience in optimising sales performance and empowering high-performing teams across the region. Passionate about talent development, collaboration, and continuous improvement, Keith provides strategic direction, coaching, and accountability to drive exceptional results for guests, hotels, and owners. He is recognised for building innovative, people-centred cultures that enable teams to adapt to market change, unlock their full potential, and consistently exceed expectations.

10:30

Coffee Break

10:45

Negotiation & Influence: A Leadership Skill

By Philippe Roy, Founder at Red Yucca

Negotiation and influence are everyday leadership tools: to align stakeholders, move decisions forward, handle tension, and create better outcomes under constraints. In this 2-hour session, participants will go through a curated set of practical strategies drawn from real negotiation situations—what to do when stakes are high, when emotions shape the conversation, and when the other side pushes back or slows things down.

The session combines classic negotiation moves that still work with more unconventional strategies for difficult moments, and concludes with essential cross-cultural reflexes for international environments. Participants will leave with a concise set of takeaways they can apply immediately in their next negotiation.

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ABOUT PHILIPPE ROY



Philippe Roy is the founder of Red Yucca, an advisory firm specialising in influence strategies, complex negotiation, and relationship management. He has held leadership roles across multinationals including IBM, Motorola, and American Express. At American Express Payment Services Limited, he led the Hospitality industry vertical in EMEA. Philippe is a contributor to HSMAI Europe and regularly delivers in-company keynotes and talks.

He is also a regular contributor to Harvard Business Review France, Forbes France (and other outlets like Management Today, Lawyer Magazine etc..) on negotiation and influence.

12:45

Lunch

13:45

The New Rules of Distribution: Search, SEO and Beyond

By TBA

14:45

World Café: Building a Commercial Strategy & the Teams to Deliver It

By Gil Mulders, Founder at The Talent Network

An interactive World Café designed to bring Sales, Revenue, and Operations leaders together to think, talk, share, and learn from each other's real-life experience. Through a series of facilitated table conversations, participants will explore how internal culture and cross-functional collaboration can strengthen commercial performance.

Purpose of the session

- Encourage open dialogue across disciplines
- Leverage the collective experience in the room
- Surface practical ideas, best practices, and challenges
- Build shared understanding between Sales, Revenue Management, Marketing, and Operations

Participants rotate tables between rounds, allowing ideas to cross-pollinate and ensuring everyone benefits from **diverse perspectives and collective insight**.

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ABOUT GIL MULDER



Gil Mulders is the Founder of The Talent Network. He works with a range of clients with their development and delivery of learning interventions that focus on customer centric leadership, brand development and customer experience. Before joining , at IHG Hotels & Resorts as Head of Learning, Europe, Gil gained extensive experience on a property level, holding key roles in renowned hotel brands such as Hilton and Crowne Plaza.

Gil also served as Chair of the HSMAI Europe People & Culture Advisory Board, and later as a member of the advisory board, contributing his expertise to advancing leadership and culture within the hospitality industry.

- 15:45** **Coffee Break**
- 16:00** **World Café: Building a Commercial Strategy & the Teams to Deliver It**
By Gil Mulders, Founder at The Talent Network
- 17:00** **End of the programme**

GENERAL INFORMATION

Dress Code

Business Casual

Key contact for potential questions:

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