
Hotel and Tourism Business Leadership: Revenue, Guest Experience and Resilience Course

17 – 21 May 2027
Tokyo





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Programme Summary

Hotel and tourism business leadership is a five-day training course for general managers and senior tourism leaders at advanced level, culminating in a business resilience and performance plan for their hotel, resort or destination business. Demand in tourism shifts quickly with markets, channels and disruptive events, and leaders must protect revenue, guest experience and safety at the same time. The approach moves from market and business model analysis to revenue, service quality, risk and sustainability. Mars Training Centre UK delivers this programme in hotel and tourism business leadership.

The Business Case

Hotels and tourism businesses often manage revenue, guest experience and risk in separate departments with separate reports. Pricing ignores service consequences, and crisis plans sit apart from commercial plans until an incident tests both. Leaders who connect these disciplines protect performance through demand cycles and recover faster when disruption arrives.

- Revenue per Available Room and Total Revenue: Improve as pricing, channels and segments are managed together.
- Guest Satisfaction and Repeat Business: Rise as service gaps are diagnosed and closed.
- Disruption Recovery Time: Shortens as continuity and crisis arrangements are planned and rehearsed.

Principles and Evidence Base

- SERVQUAL Service Quality Gap Model: Its five gaps structure the guest experience diagnosis in Session 3.
- ISO 31000: Its risk management guidelines frame how hospitality risks are identified and treated in Session 4.
- ISO 22301: Its business continuity requirements guide recovery planning for hotels and destinations in Session 4.
- GSTC Criteria: The Global Sustainable Tourism Council criteria for hotels and destinations inform sustainability priorities in Session 5.



Intended Participants

- Leaders accountable for the commercial results of hotels, resorts or tourism businesses.
- Executives who set pricing, distribution and segment strategy.
- Leaders who own guest experience standards across several departments or properties.
- Executives responsible for safety, security, crisis response and continuity in tourism operations.
- Senior officials who shape destination and tourism development plans.

The programme serves hotel groups, resorts, tour operators and destination management organisations.

Learning Outcomes

1. Participants will be able to evaluate tourism market trends and hospitality business models for their organisation.
2. Participants will be able to construct a revenue strategy linking pricing, distribution channels and segments.
3. Participants will be able to diagnose guest experience gaps using the SERVQUAL model and guest feedback.
4. Participants will be able to prioritise hospitality risks and design continuity and crisis arrangements.
5. Participants will be able to justify sustainability priorities against recognised tourism criteria.
6. Participants will be able to design a leadership plan that aligns hospitality teams with performance goals.

Programme Structure

Day 1: Tourism Markets and Hotel and Tourism Business Models

Where is demand moving, and which business models capture it?

- Tourism Demand Trends and Source Market Analysis
- Destination Life Cycle and Competitive Positioning
- Owned, Leased, Managed and Franchised Hotel Models
- Tour Operator and Destination Management Value Chains
- Hospitality Performance Indicators: Occupancy, ADR and RevPAR

Day 2: Revenue Management and Distribution

How are price, channel and segment decisions made together?

- Demand Forecasting and Booking Pace Analysis
- Dynamic Pricing and Rate Fences
- Distribution Channel Mix and Cost of Acquisition
- Group, Corporate and Leisure Segment Strategy
- Total Revenue Management Across Rooms, Food and Events



Day 3: Guest Experience and Service Quality

Where do guest expectations and delivered service diverge?

- SERVQUAL Gap Analysis for Hotels and Tourism Services
- Guest Journey Mapping and Moments of Truth
- Online Reviews, Feedback Analytics and Net Promoter Measures
- Service Standards, Recovery and Empowerment
- Personalisation and Digital Guest Services

Day 4: Hospitality Risk Management and Resilience

How are guests, staff and the business protected when things go wrong?

- ISO 31000 Risk Assessment for Hotels and Attractions
- Guest Safety, Fire and Security Management
- Food Safety and Public Health Incidents
- ISO 22301 Business Impact Analysis and Continuity Planning
- Crisis Communication and Reputation Recovery

Day 5: Sustainable Tourism and Applying the Plan

Is the business ready to perform and recover through the next cycle?

- GSTC Criteria and Sustainability Priorities for Hotels and Destinations
- Leading and Retaining Hospitality Teams
- Aligning the Day 2 Revenue Strategy with Day 3 Service Standards
- Testing Day 4 Continuity Plans Against a Disruption Scenario
- Business Resilience and Performance Plan Completion

Methodology

The programme uses case analysis of city hotels, resorts and destination organisations that faced demand shifts, service failures or major incidents. Each session pairs a short briefing with group exercises applied to participants' own businesses.

- Suggested activity: Rebuilding the channel mix of a resort after a source market declines.
- Suggested activity: Running a SERVQUAL gap analysis on a city hotel's guest reviews.
- Suggested activity: Leading a crisis simulation for a destination during a public health incident.



Capstone Output

Each participant completes a business resilience and performance plan for their hotel, resort or tourism business. It sets out market positioning, revenue strategy, priority guest experience fixes, the risk and continuity register, sustainability actions and team leadership commitments for presentation to owners or boards.

Frequently Asked Questions

Is hotel and tourism business leadership training suitable for newly appointed general managers?

Yes. It is set at advanced level and assumes experience leading a department or property; new general managers use it to connect commercial, service and risk responsibilities early.

Which models does the hotel and tourism business leadership course rest on?

It rests on the SERVQUAL service quality gap model, ISO 31000 for risk management, ISO 22301 for business continuity and the GSTC criteria for sustainable tourism.

How is the resilience and performance plan from hotel and tourism leadership training used at work?

You can use it to brief owners or boards, set annual priorities and test readiness for the next disruption.