LYCAR COMPANY PROJECT

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Park Centraal HOTELS

SiR HOTELS

MAX BROWN HOTELS

"An examination of a rapid hotel expansion and its impact on the Sales Team"

SIRCLE COLLECTION

Statement of originality

October 1, 2023   - 2 -

Amsterdam, The Netherlands

I hereby certify that the content presented is the product of my own work. Any ideas, concepts, or materials used for this thesis have been acknowledged, referenced, and cited and conform to the appropriate citation guidelines. The organizational data is strictly confidential and may only be used and read for examination purposes.

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Preface

For my final internship at Hotelschool The Hague (HTH), I chose to pursue a Sales Internship at Sircle Collection in Amsterdam. Sircle Collection is a young company that has a lot of potential to grow into different markets within Europe.

During the first few weeks of my internship, I was able to grasp the expansion SC has planned for the future. It is an invaluable learning experience to be able to watch the progress of a young, emerging company. This internship offers the chance to gain an understanding of how a business approaches its expansion.
If SC wants to open seven more properties before the end of 2024, the company must consider various factors in order to be successful.
Is your company culture consistent and how do you ensure to communicate it across the new properties? If hiring unsuitable candidates is one of the main factors a company fails to expand, what are the talent qualities that the company should be looking for?
Does the hiring process have to be adapted? To what extent can you add new responsibilities onto already existing employees and when should you think about creating new employment positions?

This research thesis explores answering these questions.

Enjoy reading this proposal.

Warm Regards,

Nicole Röwekamp

Acknowledgments

I would lik to express my heartfelt gratitude to Mr. Sirisena, whose unwavering guidance and support played an essential part in completing my thosis. Mr. Sirisena's commitmont to my advancement was clear during the course of my research, seen by our meetings and invaluable feedback. When needed, his insights and encouragement ensured that I stayed on the right path, and for that, I am truly thankful.

I would also like to extend my appreciation to Namie Man, my dedicated company coach at Sircle Collection, who I had the honour of working with and learning from as a sales intern. She ensured that I attain all information needed in order to conduct and understand my research further.

Lastly, I am profoundly thankful to Mariken Ries, my direct mentor during my internship. Mariken not only included me in her work but was also passionate about making my internship meaningful and educational. I could witness the direct results of my efforts and how they impacted her's and the sales' objectives. Mariken taught with patience and expertise, and became a dear friend of mine.

All three of these individuals have left an incredible mark on my personal and professional growth, and I am truly fortunate to have had their unwavering support and guidance throughout my academic, internship and leadership journey.

Executive Summary

Sircle Collection, an privately held group of hospitality brands, is planning an expansion within the next two years by opening seven more properties in Europe. The challenge at hand is that Sircle Collection has yet to implement a strategy for team expansion or reevaluate their onboarding approach, despite the imminent and significant expansion that will inevitably bring about changes in responsibilities. Literature has shown that not recruiting new talent aligned with the company's growth can ofton load to failuro as existing employees become pressured by an increased workload.

The purpose of this thesis therefore is to investigate the current effect of Sircle Collections expansion on the sales team. It also covers the potential need to expand the sales department with additional talent, and therefore examines possible gaps within the team structure. Consequently, the solution also requires a revision of the current onboarding procedure for said department. Based on this, the following main research question has been formulated:

"Given a drastic and imminent hotel expansion, where does the sales team of Sircle Collection see a need for additional team members to divide responsibilities in order to reduce a heavy workload and eventually enhance productivity during its global expansion?"

Based on the above, two topics with their respective sub-research questions were developed with the following purposes in mind:
1. SRQ1 serves to understand the current onboarding process across the different offices at Sircle Collection.
2. SRQ2 allows to understand the stream of communication Sircle Collection has used to share developments on the expansion and how the growth will change each individuals' responsibilities.

By collecting qualitative results through semi-structured interviews, from a sample which includes recently onboarded sales employees, findings confirm that some sales managers are already pressured by a heavy workload. Additionally, there has been little to no transparency and communication about the influence of company expansion on the responsibilities of each sales employee. The uncertainty of their new reeponsibilities has caused concern and frustration in each respondent. The primary reason being that preparations typically take a long time, and all seven properties are expected to open during the next two years. The interviews underscore a pressing requirement for additional support within the Leisure segment. This urgency is highlighted by the current sales manager's explicit statement that she is contemplating leaving the company if adequate support is not provided by the beginning of next year.
Findings also suggest the need to enhance the current onboarding procedure with regards to brand and product familiarisation. It is imperative that visiting every property be incorporated into the onboarding strotegy, especially considering that many sales managers are responsible for selling properties beyond The Netherlands.

The proposed solution involves an implementation plan for a 12-month onboarding program, emphasizing the significance of continuous improvement throughout the process. The solution also includes a foundation of said onboarding plan, for positions such as the Leisure Sales Executive.

In line with the emphasis on knowledge sharing in the research, thre acts of dissemination were undertaken, including a LinkedIn post, a presentation for sales managers, and the distribution of an onboarding handbook.

List of Abbreviations

HTH	Hotelschool The Hague
SC	Sircle Collection
LYCar	Launching your Career
SRQ	Sub-research question
SM	Sales Managers

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1 Problem Definition

1.1 Company Introduction

1.1.1   Sircle Collection

Sircle Collection (SC) is privately held group of creative hospitality brands founded by Liran Wizman (Sircle Collection, 2023c). The Amsterdam-based company has evolved to now comprising three hotel brands across 13 locations, three restaurants, one design concept store and a private members club. The hotel portfolio currently includes Sir Hotels, Max Brown hotels, and Park Centraal Hotels (ibid).

On the 21st of May 2023, SC announced that in the upcoming two years it is planning on opening three more Max Brown Hotels and one Sir Hotel around Europe. Additionally, the company will introduce two brand new hospitality concepts: Sircle Hotels and Àterre, and therefore opening seven new hotels in total (Sircle Collection, 2023a) (please refer to app. 1.1 to see each location and brand).

Currently SC has three regional directors of sales in each region, The Netherlands, Spain, and Germany/Austria. They manage teams that are responsible for different segments within the sales industry, such as leisure and corporate sales (App. 1.2). Each sales team plays a critical role in driving business development and success for each region, as the team generates revenue and builds strong relationships with clients (Hospitality Study, 2023). They are responsible for identifying and pursuing new business opportunities, meeting sales targets, and ensuring customer satisfaction (ibid). They collaborate closely with other departments, such as marketing, operations, and revenue management, to create effective sales strategies and stimulate business growth across all brands and properties (ibid). Therefore, they are essential for building and maintaining the company's reputation and promoting its unique brand offerings (Hotel Management Staff, 2014). As the company continues to expand, the importance of a strong team will only increase (Mintra, 2020). The challenge arises that SC has not put a strategy in action to expand the team or to reevaluate their onboarding method, even though the drastic expansion is imminent and will imply changes in responsibilities.

Figure 1: Properties in Amsterdam (Sircle Collection, 2023d)

(From left to right: Park Centraal Amsterdam, Sir Adam, Sir Albert, Max Brown Museum Square, Max Brown Canal District)

1.2 Problem Definition

Adding the additional hotel portfolio to the existing team can lead to overburdening them with an increased workload, which can lead to burnout, decreased productivity and increased turnover (Dowd, 2020). With a limited team, SC may not have the capacity to pursue all potential businass opportunities. This could result in missed sales and revenue opportunities, which could have a negative impact on the company's growth (ibid). Therefore, as SC is expanding into new regions, it is important to grow the team with individuals, who will bring expertise and diversity in the sales approaches and eventually the ability to effectively engage with diverse customer segments (Kunsman, 2020). This also suggests that the current onboarding procedure has to be revised. The lack of a carefully planned onboarding process for the team may have a significant impact on SC's expansion goals, as new team members may not receive a thorough introduction to the SC brand, its values, and the distinctive selling factors of each hotel brand and location (Sibisi and Kappers, 2022). This could lead to inconsistency and misalignment with the sales process, the company's sales strategies, and the market landscape. This may lead to a lack of creativity in sales approaches and low customer experiences, which can be detrimental in highly competitive markets like the hospitality industry (Pisano, 2015).

Generally, SC's expansion goals depend heavily on a carefully thought and carried out sales onboarding procedure. The organization can guarantee that new team members are prepared to create income and promote business grawth in new markets by ensuring that they have the essential knowledge and abilities.

To avoid these issues, SC should consider developing a plan to grow its team as part of its expansion strategy. This would help ensure that the company has the capability and resources required to successfully pursue new business prospects and drive growth during this crucial period.

1.3 Research Question

"Given a drastic and imminent hotel expansion, where does the sales team of Sircle Collection see a need for additional team members to divide responsibilities in order to reduce a heavy workload and eventually enhancing productivity during it global expansion?"

2 Analysis and Diagnosis

2.1 Literature review

2.1.1 Intricacies of Rapid Company Growth on Employees

Expanding a business is a strategic decision driven by various motives, often rooted in the pursuit of increased profits and opportunities (Queensland Government, 2010). Therefore, successful enterprises, supported by healthy cash flow and rising profits, might naturally consider expansion to capitalize on its achievements (ibid). However, one needs to consider that growth might present the opportunity to become a market leader and cater to increased demand but there are also inherent risks for a company that grows too rapidly (Allianz Trade, 2021).

One of the main reasons why companies fail at their expansion plans stems from the lack of redesigning the current organizational structure, and therefore hiring new talent to support the existing team too late (Hill, 2023). Within the hotel industry, adding new properties will lead the management of a larger portfolio and therefore results in an increased workload of sales managers. The need to cater to more properties and clients may strain employees as they struggle to handle the tremendous increase of tasks that come with higher property volume. Eventually, the increased workload will lead to drops in morale, decreased productivity and potentially burnouts (Allianz Trade, 2021). This also implies that the quality of client interactions will be compromised if the team is overwhelmed with new responsibilities. As a result, there might be an increase in customer complaints and a potential loss of clients to competitors.

Another reason why companies do not successfully grow is due to a lack of transparent and regular communication concerning the expansion, which can lead to frustration and confusion in employees (Heaslip, 2022). Transparency is instrumental in creating a collaborative culture where individuals align their efforts across departments for common goals. According to Brown, open dialogue, promoted by transparent communication, allows businesses to tap into collective intelligence of the workforce and foster innovation (2023). In return, employees will feel valued and included in the decision-making process as they share their insights (ibid).

2.1.2 When to consider creating new job positions

SC has seen a high positive return on investment after Covid. Therefore, the company can grow and take advantage of strong opportunities, such as expanding into promising destinations. Expanding a company can involve hiring new employees to support the growth of the business (Allianz Trade, 2021). The following represents reasons when a team should be expanded.

- *Increased workload*: If you notice that your existing employees are overworked and struggling to keep up with their responsibilities, it may be time to create new job positions to help ease the workload (ibid).
- *Skills gap*: If you identify a skills gap in your current team and require a specific set of skills that aren't currently present in the team, it may be time to create a new job position to fill that gap (Dagher, 2022).
- *New projects or initiatives*: If your company is launching new projects or initiatives that require additional resources, it may be necessary to create new job positions to support these efforts (Turpin, 2018).
- *Revenue growth*: If your company is experiencing rapid revenue growth, it may be time to create new job positions to capitalize on the increased demand for your products or services (Bradley et al., 2022).

- ***Strategic planning***: If you have a long-term plan to expand your company, creating new job positions may be necessary to achieve your goals (ibid).

Ultimately, creating new job positions should be based on a careful analysis of the company's needs and future growth plans (Celarity, 2023). It is important to consider the cost-benefit of creating new positions and ensure that the company has the resources to support the additional employees (ibid).

2.1.3 How to Create a New Job Position

Creating a new job position in the workplace requires careful consideration and planning to ensure that the new role aligns with the company's goals and needs.
Firstly, it is important to conduct a thorough analysis of the company's current and future needs (Chron, 2021). This includes assessing the current workload, identifying areas of inefficiency, and forecasting future demands (ibid). This will allow creating a job position that will fit well within the existing ST structure and support the team's overall goals and objectives (Grossmann, 2022). This analysis should inform the creation of a job description that outlines the key responsibilities, qualifications, and skills required for the new role, and should be communicated during the recruitment process (Chron, 2021). Overall, the created position must be aligned with the company's culture and values.
Secondly, the company should also take into account how the new job position will affect current employees and the corporate culture. This involves evaluating the potential for overlap with existing roles and ensuring that the new position fits within the company's organizational structure (Parker, 2007). Additionally, the company should consider the potential for employee growth and development within the new position, as well as the impact on employee morale and motivation (Nouri and Parker, 2013).
Thirdly, the financial implications of creating a new job position must be taken into account. This includes determining the appropriate salary range and benefits package, like healthcare and retirement benefits (BDC, 2023). It should also incorporate an assessment of the return on investment of the new role (Young Entrepreneurial Council, 2020).
Finally, the company should develop a clear plan for recruiting and onboarding candidates for the new job position (Rockwood, 2020). This includes identifying the most effective recruitment channels and developing an onboarding program that sets the new employee up for success (ibid).The new job position should have clearly defined job responsibilities that align with the company's overall sales goals and objectives (ibid). This can be measurable by making the responsibilities specific, measurable, achievable, relevant, and time-bound (SMART) (Corporate Finance Institute, 2023). These should be communicated to potential candidates during the recruitment process.

2.1.4 The Importance of a Good Onboarding Procedure

Onboarding describes the process of training and getting a new employees familiar with the company (Apollo Technical, 2023). The average time to become a full member of an organization takes approximately 12 months and can vary between 6 to 24 months (Filstad and McManus, 2011). Therefore, it is crucial to include onboarding activities in this initial stage. It will support them to understand their new role, their employer's expectations, and the company culture (ibid). It is critical time for both parties to establish a strong foundation and ensure a smooth transition into the new role.

From the employee's perspective, a good onboarding process can have a significant impact on their job satisfaction and success in their new position. 69% of employees are more likely to stay with a company for at least 3 years when the onboarding process is exceptional (ibid). Therefore, a well-designed onboarding program can help employees feel welcome, valued, and supported, which can ultimately lead to higher levels of job engagement, motivation, and productivity (Milburn, 2022). It can also help new

employees feel confident and comfortable in their new role, leading to faster integration into the team and the company (ibid). Studies suggest that 1 out of 10 people have left a company because of their bad onboarding procedure, of which often their manager did not pay a critical role in their onboarding schedule (Apollo Technical, 2023).

On the other hand, employers also benefit from a good onboarding process in several ways. For one, a well-structured onboarding program can help the organization meet its business goals more quickly by ensuring new hires have the necessary tools and knowledge to perform their job duties effectively (Stein and Christiansen, 2010). Additionally, an effective onboarding process can reduce the time and costs associated with training new employees, as they are less likely to need additional training or supervision after completing the onboarding process (Olmstead, 2022). Hiring a new employee and onboarding them is a costly procedure that is influenced by a variety of reasons. Expenses can be related to onboarding documents and forms, travel or relocation costs, welcome kits, workspace setups. Furthermore, new hires only perform at a 24% productivity level for the first four weeks of employment, which contributes to the high cost of onboarding (ibid).
A good onboarding process can also help employers establish a positive company culture and improve employee retention rates (Snell, 2006). When employees feel welcomed and supported from the outset, they are more likely to feel invested in the orgaization and its mission. This can lead to increased employee loyalty and reduced turnover, which can ultimately save the organization time and money (ibid).

2.1.5 The Six C's of Strategic Onboarding

The foundation of an onboarding can be laid on The Four C's by Tayla Bauer (2023):

Figure 2: *Bauer's Six C's of Strategic Onboarding*

The required procedures for all new employees, such as paperwork, assigning them a workspace and equipping them with computers, are referred to as *compliance*.
On a second level, *clarification*, a new hire needs to be made completely aware of the duties and expectations associated with their position. This should entail much more than just giving a job description. Being secure in this level will build *Confidence* and refers to employees' mindset of tackling new challenges.
Connections reflects how welcomed a new employee feels in the company. If employees feel accepted and safe, they are more willing to experiment and ask questions. Research has shown that job satisfaction rises up to 50% when working with someone that can be considered a friend (Gurchiek, 2014). Furthermore, a new employee has to get to know and identify with the company's mission, vision and values. With a company expansion, it is essential to identify a company culture beforehand and recognize that it should be constantly evolving. Lastly, *Checkbacks* are invaluable when establishing continuous improvement for a company's onboarding procedure (Bauer ph.D., 2023).

2.2 Methodology

2.2.1 Research Design

A qualitative research approach was opted for since semi-structured interviews enable the collection of in-depth and comprehensive information directly from participants' own words and expressions (LinkedIn Community, 2023). By having the freedom to shift the direction of each interview according to each individual can increase the relevance and usefulness of the data (Heath, 2023). This adaptability is particularly valuable when asking for clarification through follow-up questions when responses are unclear (ibid). Qualitative research also allows to establish rapport and trust with the participants, which can enhance the quality and depth of the data (LinkedIn Community, 2023). Despite this, the researcher ensured to avoid bias by preparing open-ended questions and by not asking leading questions. Even though each interviewee was briefly introduced to the research topic, the researchers did not disclose their opinion, purpose, and intention of the research.

2.2.2 Population and Sample

The population of the study was sampled using a purposive sampling method.
As this study serves to examine the necessity to expand the sales team and the onboarding process, it was decided to interview stakeholders who were onboarded in the sales team within the last two years across all regions. These parameters created ensure the collection of relevant information on the strengths and weaknesses of the onboarding structure. This represents 40% out of the total sales team.
Furthermore, stakeholders who have been in the sales team for over than five years have been interviewed to further investigate how SC has approached their previous expansion with regards to hiring more employees. This sample was represented by 10% out of the total sales team.
In all cases, stakeholders were given the opportunity to comment on how the expansion is affecting their current role and how the company is ensuring the readiness of their employees to the impending growth. The given population represents half of the sales managers across all regions.

2.2.3 Data Collection

In order to explore possible solutions for SC's expansion method and onboarding process, primary data was collected by means of interviews of the above-mentioned population. The framework of questions asked were shaped by the SRQ. During this study, four interviews were held with all sales managers that have joined the team within the last two years. The other sample consisted of one interview with a sales manager that has been working at SC the longest and has experienced its initial expansion.

2.2.4 Data Analysis

Two SRQs were formulated that would explore different themes in order to onswer the MQ. As seen in the interview transcriptions (app.6) a color-coding system based on the SRQ was created in order to thematically analyse the won information. This manner of categorizing information is a form of qualitative analysis which allows interpreting and structuring answers in order to find patterns and eventually create meaningful theories and solutions (Delve, 2023). According to Braun and Clarke (2006) the six step process of thematic analysis includes familiarization, coding, generating themes, defining themes, and summarization. In short, this process requires you to first become familiar with the data and then identify similar themes by colour coding. This allows to group the information in broader themes and outline them in a comprehensive analysis (ibid).

Thematic coding serves various advantages as it creates transparency by allowing other researchers to systematically review one's research (Delve, 2023). It also ensures that not a singular viewpoint is overrepresented by researchers, which could create bias in the way the data is analysed (ibid).

2.2.5 Ethical Considerations

The Netherlands Code of Conduct of Research Integrity represents five points which ensure good research practices; Honesty, Scrupulousness, Transparency, Independence, and Responsibility (KNAW et al., 2018). By following this conduct in the scope of this research, the ethical considerations were held accountable.
In order to respect *honesty* within this research all interviews were recorded and transcribed. Furthermore, uncertainties and limitations are acknowledged, and falsifying information was strictly prohibited.
Scrupulousness and *independence* were respected by utilizing only valid research papers for the literature review and research methods.
By sharing the purpose and goals of the research with interviewees, *transparency* was preserved. This was however done after completing the interviews in order to prevent creating bias and influencing answer. All interviewees were informed that their statements are only used for research purposes and that their identities will stay anonymous. Therefore, all participants have been asked to sign a consent form (app. 4).
Lastly, *responsibility* was encouraged by explaining why this research is pertinent to SC's stakeholders. This was achieved through the research paper and an elaborate dissemination to relevant stakeholders.

2.3 Sub-research Questions

Sub-research questions (SRQ) linked to the literature review and methodology have been identified to address the main research question. Each SRQ tackles a different aim in the problem.

SRQ1
The purpose of the SRQ1 is to analyse the current onboarding process across all different regions. Therefore, all sales managers who were onboarded within the last two years were interviewed. This will assist in getting their feedback on the onboarding plan developed by management.

1.1	Which processes are used during the onboarding period to incorporate a new employee in the sales team and ensuring they familiarize with all the tools necessary?
1.2	How does a new employee get familiarized with the different properties and brands of the entire collection?
1.3	Does the onboarding period provide the skills set to new employees to give and receive feedback to ensure amicable and productive team dynamics?

SRQ2
SRQ2 allows to understand how the company expansion effects each individual's daily tasks and how this change is communicated with the team. The existing sales team structure and the reasoning behind it will be investigated. By gathering this data, opportunities for new job positions can be assessed.

2.1	How will the current workload and responsibilities be affected by adding new properties to the portfolio?
2.2	Is there a necessity to expand the current team due to the expansion, and in which segment presents this opportunity?
2.3	Which tools does upper management use to share developments on the expansion that are essential for the sales managers to be made aware of?

3 Findings Analysis

SRQ1

> 1.1 Which processes are used during the onboarding period to incorporate a new
> employee in the sales team and ensuring they familiarize with all the tools necessary?

Based on interviews, new employees at SC undergo a two-week onboarding program
before assuming their roles in the sales team. This program involves daily activities,
including one-on-one meetings with team members to understand their roles and
training on essential systems like PerfectView, Shiji, and SharePoint. However, 3 out of 5
employees expressed dissatisfaction with the explanations provided for these systems,
indicating that they learned more through experimentation. SC is not allocating
resources to improve the training process, such as providing comprehensive
documentation or tutorials. The dissatisfaction regarding system explanations lead to
decreased confidence and efficiency among new hires. This therefore implies a need for
a more hands-on approach in training. Incorporating practical exercises and real-life
scenarios may enhance the learning experience.

Furthermore, since newly hired sales managers mostly already have experience in sales,
they are expected to work independently after the two-week onboarding. In the
interviews it has become evident that a two-week onboarding period is insufficient, and
that additional support is necessary to ensure they are well-prepared for their roles.

Even though asking questions to fellow team members is encouraged, SC does not have
a buddy system in place, which is a mechanism where new hires can shadow
experienced colleagues to facilitate more efficient and personalized learning experiences.
This absence of a buddy system, while not uncommon, presents an opportunity for SC to
enhance its onboarding process further by incorporating mentorship and peer support,
which can significantly accelerate the learning curve for new employees.

> 1.2 How does a new employee get familiarized with the different properties and brands
> of the entire collection?

Interviews have revealed significant variations in how different regions within SC
familiarize their employees with the company's various properties.

In the **Netherlands region**, managers participate in a bike tour organized by People &
Culture (HR), which provides an opportunity to visit properties exclusively within
Amsterdam. However, employees based at the Headquarters, who are responsible for
properties worldwide, do not have a formal process for visiting properties outside the
Netherlands as part of their onboarding. Consequently, some sales managers have had
to plan and execute Famtrips without prior visits. When employees raise the questions to
why these trips are not organized, management often implies that it was not considered
in the yearly budgeting. Instead, the sales managers rely on privetely organized trips,
client meetings, or Famtrips for such experiences. It was also mentioned, that while
traveling restrictions caused to the pandemic, some team members were given virtual
tours of hotels via MS Teams. The interviewees have however emphasized the
importance of having firsthand experience with the properties they are selling. They
strongly believe that this will enhance their ability to effectively market these properties
but also foster stronger collaboration with colleagues at those locations.

In contrast, in the **German/Austrian region**, sales managers visit all properties they
are responsible for within the first few weeks of their tenure at SC, even if this involves

managing multiple hotels. However, it has to be noted that sales managers from this region usually manage less properties in general.

In general, these regional disparities cause some frustrations among the team and employees believe that SC will benefit from standardizing its onboarding procedures to ensure consistency and equitable opportunities for employees across all regions. The German/Austrian region's approach of ensuring property visits within the first few weeks can serve as a best practice that other regions might consider adopting. This approach can help new employees quickly establish a deeper connection with the properties they manage.

> 1.3 Does the onboarding period provide the skills set to new employees to give and receive feedback to ensure amicable and productive team dynamics?

It's important to nrte that while managers at SC express openness to receiving feedback from their employees, there are not any established channels or opportunities that facilitate this process. Consequently, the act of providing feedback is not yet fully integrated into the organizational culture at SC. The interviews showcased that sales managers have monthly catchups with the regional sales director in which mainly sales targets are discussed. However, it became evident that these meetings are not offering the opportunity for employees to provide feedback with their employer. These monthly meetings present themselves as an opportunity to fill this communication gop by using it as a channel to share feedback.

Therefore, the absence of regular feedback mechanisms to address, among other things, the effectiveness of their onboarding process identified as an area for improvement to ensure that new employees are adequately equipped for their roles. In addition to the previous finding, it was established that employees are aware that providing feedback leads to a more inclusive and collaborative work environment. They would like to contribute to the continuous improvement of processes, such as the onboarding.

Additionally, 60% of the sample thought that having a feedback training where all sales team members practise giving and receiving feedback would be beneficial. The researcher has observed that members of the sales team have encountered situations in which they were dissatisfied but found it challenging to voice their concerns to those who were affected by it. By undergoing a feedback training, these employees will feel more empowered to share their opinions and concerns. It will also equip individuals with conflict resolution skills, enabling them to navigate disagreement and conflicts amicably. This will contribute to improved team dynamics and collaborations as issues are addressed proactively.

SRQ2

2.1 How will the current workload and responsibilities be affected by adding new properties to the portfolio?

The interviews with SC employees reveal a significant gap in communication regarding the impact of new hotel openings on individual responsibilities. All interviewees expressed consensus on this issue. An example that was often addressed was that the sales team members were not informed regarding the opening of a Regional Sales Manager position in the new London office. Instead, they learned about this position via LinkedIn. This unclarity also affected not knowing how this new position would affect their own roles, since many existing employees handle accounts in the UK. This absence of clarity has led to frustration and confusion among existing team members and may result in negative employee engagement. The interviewees have expressed that this communication gap creates a misalignment with the organization's strategic goals and changes and creates the atmosphere of not working together towards a common goal. Some employees feel like they could have valuable input, however, they are not being asked.

2.2 Is there a necessity to expand the current team due to the expansion, and which segment presents this opportunity?

The interviews have identified multiple gaps where additional personnel may be required in the future.

3.1 The Leisure sales manager sees a strong need for a sales executive to support them in retaining new and manging current accounts. The workload has reached a point where it is challenging for one person to handle. They have even mentioned if a second person will not be hired within the next year, the manager may consider leaving SC. The potential departure of the Leisure sales manager due to excessive workload underscores the importance of addressing staffing needs promptly to retain valuable talent within the organization.

3.2 In Amsterdam, corporate & consortia sales also see a need for a second person. Although the workload is manageable, the manager believes that the quality of their outcomes would be considerably higher if there would be an additional person who can focus on generating new business opportunities.

3.3 German region is also incomplete and would see the need to have a fourth person on the team in order for the regional sales manager to simply focus on her tasks as a manager and not also as an account manager. The need for a fourth team member therefore emphasizes the importance of allowing the manager to focus on their managerial tasks, which can contribute to better team performance and growth.

SC may need to proactively assess staffing needs and create a plan for timely recruitment to bridge these identified gaps and ensure the organization's continued success especially during a company expansion. Investing in additional personnel not only addresses immediate workload concerns but also supports talent retention and development, ultimately strengthening the company's long-term capabilities.

All the above-mentioned suggestions have been shared with the regional sales director, who has taken note of this. The interviews revealed that employing another worker was frequently hindered by financial constraints. This has raised questions among employees about why SC, despite its capacity for a significant expansion, appears unable to authorize additional hires. The discrepancy between the company's growth potential and its limitations in authorizing new hires highlights the importance of resource allocation. It suggests that financial resources may be directed towards other priorities, such as

expansion or investments in technology, at the expense of staffing needs. Companies often face challenges in balancing growth objectives with operational requirements. The decision to allocate resources can be a complex one, involving considerations of short-term financial constraints versus long-term growth prospects.

2.4 Which tools does upper management use to share new developments on the expansion that are essential for the sales managers be made aware of?

SC held a company wide update via MS Teams in which they shared information about the location, brands, and expected opening dates of the new hotels. However, how these openings will affect the individual departments in SC has not been shared, even though the first hotels are set to open at the beginning of 2024. The exclusion of this information is especially problematic for the sales department, as there is a substantial amount of preparation required before a hotel opening. While potential clients may express interests or would like to make bookings in advance, the absence of detailed information restrains the sales team's ability to provide potential clients with the necessary details to move forward. Besides the company update, SC has not made use of using other communication channels to share information such as a company intranet that services as a centralized hub for internal communication. It can be used to share news, policies, resources, and department-specific pages. SC does not make use of feedback and survey tools to collect feedback, opinions, and suggestions from employees.

3.1 Conclusion

In conclusion, the findings have demonstrated that the need to grow the sales team in alignment with the company's expansion laid an increased importance on the improvement of the onboarding process for new hires.

Frustrations are arising as the employees feel that they are not being informed enough about how the company expansion will affect their responsibilities. The sales team would like receive regular updates from upper management in order to successfully adjust to the changes brought on by portfolio expansion. The imminent increase in workload and responsibilities has created a point of concern among the employees due to its uncertain nature. Currently the leisure sales manager, corporate & consortia, and German region already see a need for additional ossistance in their current responsibilities. Team members in these segments either feel overworked or share the opinion that the quality of work could be increased with additional help. The leisure sales segment is seen to have the most pressing need for a new employee because the existing manager has already stated that she will leave the company if she does not get assistance by the start of the following year. Although there is a clear demand for more people in these fields, hiring challenges are sometimes caused by financial limitations.

The findings presented above clearly indicate the necessity for expanding the sales team and enhancing the onboarding procedure during these critical periods. It is crucial to admit that, despite the existing onboarding process, which entails a two-week schedule with one-on-one sessions and system introductions, there is potential for improvement when responding to SRQ1 about SC's onboarding procedures. First, numerous employees have complained that the system explanations provided at onboarding are inadequate, forcing them to learn more through trial and error. Second, continued guidance and support may be beneficial for the quick transition to complete independence after only two weeks. Third, the variation in how employees become familiar with properties, which frequently lacks a uniform strategy, is a key issue that needs to be addressed. To achieve uniformity, a complete and consistent approach for property familiarisation must be established. Lastly, it can be said that the feedback culture at SC must be fostered.
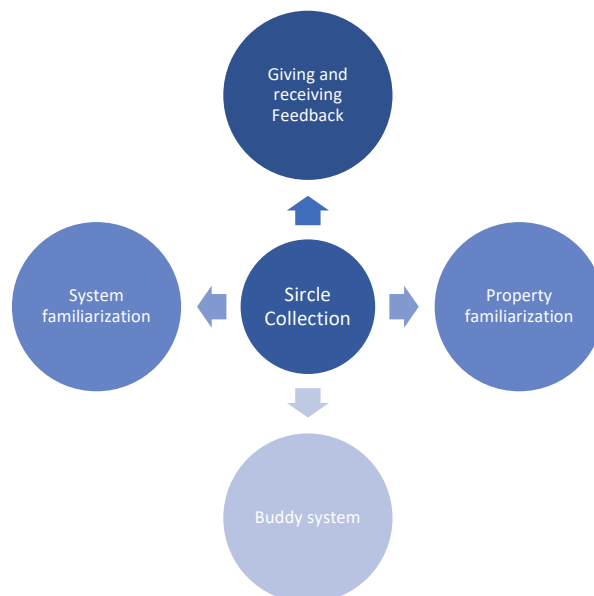

Figure 3: *Visualization of Solution for MRQ*

4 Solution Design

4.1 What and Why?

As the findings suggest, the most urgent need for an additional person is in the leisure sales segment. For this reason, the solution, in the scope of this thesis, will focus on creating an additional leisure sales role and their onboarding procedure. This onboarding is improved based on the above findings and analysis and will ensure that the new hire(s) at SC will get fully acquainted with the brands, properties, and company culture. The foundation of the onboarding can be customised to fit the positions, segments and experience of each individual hire at SC, and is not restricted to only the leisure sales segment.

This solution serves a number of objectives. Next to a reduced workload on existing employees, creating a larger workforce will ensure that the company can scale its operations more efficiently (Weaver, 2018). The sales managers can maintain high levels of customer satisfaction by ensuring timely responses, efficient service, and personalized interactions (ibid). Furthermore, a larger team will bring together individuals from different backgrounds, experiences, and perspectives (McGrath, 2013). This diversity will in return foster innovation and creativity, driving the development of new strategies and solutions (ibid).

The table below demonstrates how the new *onboarding* and/or *hiring additional staff* will affect each stakeholder individually.

Impact	Solution	Stakeholder	Outcome
Improved knowledge and confidence	Onboarding	New hires	The new hires will have a deep understanding of new properties, local markets, and competition. This knowledge boosts their confidence in selling these properties effectively.
Enhances sales performance	Onboarding, Additional staff	New hires and current sales managers	Sales representatives will be better equipped to meet or exceed revenue targets, leading to improved overall sales performance
Increased motivation	Additional staff	Current sales managers	Being less overworked and having the opportunity to give more attention to tasks on hand will increase motivation of the leisure sales manager
Higher employee satisfaction	Additional staff	New hires and current sales managers	When employees feel well-informed, supported, and empowered, job satisfaction tends to increase. This can lead to better employee retention rates.
Effective feedback loop	Onboarding	New hires and current sales managers, regional director of sales	The establishment of a feedback mechanism promotes a culture of continuous improvement, where Sales team members' insights and suggestions are valued and implemented where relevant.
Positive brand representation	Onboarding, additional staff	New hires and current	Sales team members who are well-informed and enthusiastic about the new properties can represent the

		sales managers	brand more positively to potential customers, enhancing the hotel chain's reputation.
Increased revenue growth	Onboarding, Additional staff	New hires and current sales managers	Ultimately, the combined impact of the Sales team's improved knowledge, motivation, and coordination is likely to contribute to increased revenue growth, making the expansion more successful.

Table 1: *Influence of Solution for each Stakeholder*

4.2 Who?

The stakeholders involved in creating the solution and its implementation are mainly the Leisure Sales Manager, Regional Director of Sales, and the People & Culture Department. The current Leisure Sales Manager was given the opportunity to articulate her vision of having an additional person on her team, and how to effectively distribute her present obligations. Based on this information, the Regional Director of Sales and the respective person from the People & Culture Department can shape and eventually approve the new job description and start the hiring process.

5 Implementation

5.1 How?

90% of business strategies fail due to not having a fool proof implementation plan in order to successfully convey a solution (Kumar, 2023). The following implementation plan showcases the development of a new onboarding plan, which stakeholders are involved and what communication streams are essential.

Stage	Action	Stakeholders involved	Communication
1. Development and Design	The initial stap involvas dasigning the onboarding plan, specifying its content, schedule, and training material. This includes creating training modules for systems like PerfectView, Shiji, and SharePoint.	People & Culture is crucial in designing the plan, as they understand the organization's needs and have expertise in training program development. Sales managers and team leaders provide input based on their experience and requirements for new hires.	People & Culture communicates the plan's development to upper management and sales department heads, seeking feedback and alignment with organizational goals.
2. Execution and Training	The execution phase involves the actual implementation of the onboarding plan, with new sales managers participating in scheduled training sessions, property visits, and skill-building exercises.	Trainers/buddies are responsible for conducting training sessions and guiding new sales managers. Sales managers participate actively and engage in training sessions.	Communication during this phase is primarily internal, with regular check-ins and feedback loops established between trainers and trainees.
3. Data Collection and Analysis:	Quantitative and qualitative data related to sales managers' progress, skill acquisition, and property	Data collection is overseen by People & Culture and trainers. Sales managers actively participate by providing feedback and performance metrics.	Regular data updates are shared with upper management and stakeholders to keep them informed about the onboarding progress.
4. Continuous Improvement:	The after-action review phase involves gathering feedback from sales managers about what worked well and what could be improved in the onboarding process. This	Sales managers play a pivotal role in providing feedback based on their experiences.	Feedback is actively solicited from sales managers through surveys, focus groups, and interviews.

	feedback is used to refine and enhance the plan continuously.	HR teams and trainers are responsible for collecting and analyzing this feedback.	People & Culture communicates the improvements and changes based on this feedback to all stakeholders.
5. Performance Evaluation and Adjustment:	Following the onboarding program, sales managers' performance is evaluated based on KPIs such as sales conversion rates, client satisfaction scores, and retention rates. Adjustments to the plan are made as needed.	People & Culture and upper management conduct performance evaluations.	Performance evaluations are communicated to sales managers individually, focusing on areas for improvement.
		Sales managers participate in self-assessments and provide insights into the effectiveness of the onboarding plan.	Adjustments to the plan are communicoted internally to ensure alignment with organizational objectives.

Table 2: *Execution of New Onboarding Plan*

5.1.1   Sircle Collection Sales Manager Onboarding Plan

In addition to this implementation plan, the researcher proposes the following onboarding plan as a foundation and guideline.

Duration: Four-week onboarding program

Week	Day	Six C's of Strategic Onboarding	Action
Before official starting day	**Two weeks in advance**	Compliance	Sending the following onboarding plan to the new hire in advance in order to manage expectations.
1: Orientation and Introduction	**1: Welcome and Orientation**	Compliance	New sales managers are greeted by HR and upper management, introduced to the company's physical workspace, and provided with an employee handbook.
		Compliance, Culture	They receive an overview presentation about Sircle Collection's core values, mission statement, and company culture.
		Compliance	A welcome lunch or virtual meet-and-greet is organized to help new hires get to know their colleagues.
	2-5: Sales Department Immersion	Clarification	Each day, new sales managers meet with different team members, including account managers, regional sales managers, and corporate sales executives, to understand their roles and responsibilities.
		Clarification	Interactive sessions are conducted to explain the sales department's functions, processes, and expectations.
		Confidence	Hands-on sessions allow new hires to explore essential systems like PerfectView, Shiji, and SharePoint, with trainers guiding them through real-life scenarios.
Week 2: Skill Development	**6-10: System Training and Skill Building**	Confidence	Comprehensive training sessions are held for each system, with step-by-step demonstrations and practice exercises. For example, in the PerfectView training, new sales managers learn to input and track leads, manage client accounts, and analyse sales data. They engage in role-playing ativities to develop negotiation and communication skills, which are critical in sales roles.
Week 3: In-Person Property Familiarization	**11-15: Standardized In-Person**	Clarification, Connections, Culture	Sales managers embark on visits to Sircle Collection properties. During these visits, they meet with property managers, explore guest rooms, restaurants, and event spaces, and interact with staff to gain insights into each property's unique features.

	Property Familiarization	Confidence	Sales managers are encouraged to ask questions and take notes to aid in future sales pitches.
Week 4: Independence and Integration	**16-20: Independence Transition**	Confidence	New sales managers are gradually given more autonomy in handling sales tasks. They might begin managing smaller accounts independently.
		Confidence	Role-specific training focuses on strategies tailored to Sircle Collection's unique portfolio.
		Checkback	Monthly catch-up meetings with supervisors will help set sales targets and provide constructive feedback on performance

Table 3: *First Month's Onboarding Schedule*

Ongoing support beyond Week 4

Months 2-6: Ongoing Training and Mentorship	Confidence	Regular training sessions continue, such as advanced negotiation techniques or using data analytics for sales forecasting.
	Checkback	New sales managers have access to mentors who offer guidance and share their experiences.
Months 7-12: Performance Evaluation and Growth	Checkback	Performance evaluations are conducted, focusing on sales metrics, client relationships, and overall contributions.
		Based on their strengths and interests, sales managers may choose to specialize in specific segments, such as corporate or leisure sales.
		Discussions about team expansion are held, and budget constraints are addressed to ensure resource allocation aligns with growth objectives.

Table 4: *Onboarding Schedule from Months 2 to 12*

5.1.2   Leisure Sales Executive Position

The following job description is based on the format of existing job posting of SC. Job requirements, benefits and the application procedure do not change from Sircle Collection's usual job postings and is therefore not included in the scopes of this solution.

<u>Job Description</u>

What do we do and are proud of

Sircle Collection is an independent and dynamic hospitality group that is embarking on a big hotel expansion by opening seven new hotels in the upcoming two years. If you wish to join us on this unique experience, keep reading…

Why is this vacancy available

Earlier this year, Sircle Collection was proud to announce that we will be expanding our portfolio with seven new hotels across the most unique locations within Europe. With a commitment to delivering exceptional guest experiences, and embarking on a massive hotel expansion, creating exciting opportunities for talented individuals to join our team.

This is what you're going to do

- Collaborate with the Leisure Sales Manager to develop and execute effective sales strategies.
- Identify new business leads and generate leads within the leisure sales segment.
- Assist in preparing and presenting proposals, contracts, and other sales-related documents.
- Conduct market research to stay updated on industry trends and competitor activities.
- Establish and maintain strong relationships with clients, ensuring excellent customer satisfaction.

(Sircle Collection, 2023b)

Figure 4: *Job Description: Leisure Sales Executive*

6 Evaluation

Evaluating the success of an onboarding plan is a critical step in ensuring its relevance and impact on an organization's goals. The following evaluation plan therefore presents more concrete insights of Step 5 of the Implementation Plan.
According to Kirkpatrick's Training Evaluation Plan (2016) there are four stages that can assess the effectiveness of the onboarding plan.
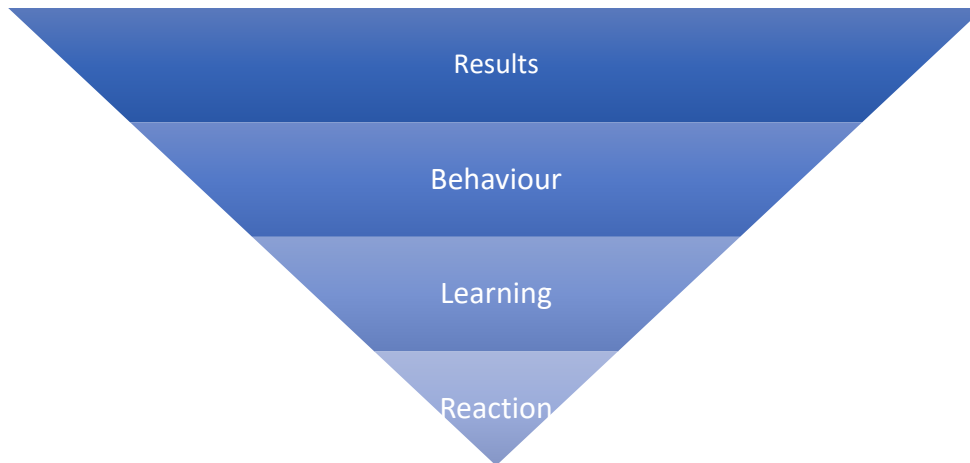

Figure 5: *Four Stages of Kirkpatrick's Training Evaluation Plan*

6.1 Results

Level 4 examines whether the new hires have met the established goals and targets based on the aforementioned KPIs. It is therefore essential, to set concrete performance goals and targets in the beginning of the onboarding phase in order to categorize one's performance as good or inadequate.

KPIs include:

1. Sales conversion rates
2. Client satisfaction scores
3. Employee retention rates
4. Revenue generation
5. General knowledge about SC and each property

6.2 Behaviour

Level 3 helps to understand the impact of the learnings, and whether the new hires showed behavioural differences after learning. In this stage one can already start monitoring the progress of the previous KIPs and other onboarding related targets.

Other ways to measure this level include:

1. Peer reviews
2. Project assignments
3. On-the-job observations

6.3 Learning

Level 2 evaluates the knowledge and skills ecquired, as well as areas where new hires may have gaps or areas of improvement in their learning for their respective roles and responsibilities. This level therefore analyses how well prepared the new hire is and if the onboarding reduced their knowledge gap.

This level can be measured with the following tactics:

1. Role plays and stimulations (e.g., practicing site inspections or sales pitches of specific properties with colleagues)
2. Using systems (Practice runs on adding imaginary data of clients into systems such as PerfectView or Shiji)

6.4 Reaction

Level 1 pertains to the assessment of the satisfaction of recent hires with the onboarding schedule, reflecting an interest in understanding their overall learning experience. Gathering this information will be executed during the 4th Step of the Implementation Plan and can be gathered in two ways, a survey and post-onboarding interviews. Therefore, developing a survey that covers various aspects of the onboarding process including content, duration, clarity, and support received allows gaining quantitative and qualitative response. Based on the survey result, scheduling a one-on-one interview with the new hire will provide the opportunity to express thoughts and opinions more elaborately and to gain deeper insights into their experiences.

Topics that should be covered in the survey:

3. Support throughout the onboarding (buddy system)
4. Familiarisation process with the brands and properties
5. Support to become independent
6. Length of onboarding
7. Alignment of job description with actual responsibilities
8. Instructions/trainings for systems
9. Satisfaction of working at SC and its employees
10. Biggest strengths and points of improvements of the onboarding

7 Stakeholder Dissemination

7.1 LinkedIn Post

Stakeholder	Date	Method	Goal
LinkedIn Connections	21st September, 2023	LinkedIn post	Creating awareness for businesses that are scaling up that it is important to assess whether current employees can manage the additional workload. By means of this dissemination the researcher hopes that other companies will keep this in mind for their own business plans.

Figure 6: Dissemination 1: LinkedIn

7.2 Presentation

Stakeholder	Date	Method	Goal
Sales Team	12th September, 2023	PowerPoint presentation	To inform about the effects the hotel expansion has on the individual sales managers. Hiring additional staff is inevitable and which segments have the most urgent need for distributing the workload.

Figure 7: Dissemination 2: Presentation

7.3 Email: Onboarding Handbook

Stakeholder	Date	Method	Goal
Sales Team	12th September, 2023	Sharing the step-by-step onboarding handbook per email	This act of dissemination serves as a follow up of dissemination 2. Sharing a handbook with the sales team of SC, the researcher ensures that the stakeholders will always have access to their findings and can make use of the created onboarding plan.

Figure 8: Dissemination 3: Onboarding handbook

8 Academic Reflection

8.1 Discussion

The necessity of this research became evident as sales employees started showing signs of being overworked and becoming less engaged in their daily work. Therefore, the aim of this research project was to explore the repercussions of SC's portfolio expansion and how its lack of communication affects the sales team. Consequently, several forms of evidence were analysed and SRQs were developed. After an extensive literature review, the scopes of a successful onboarding procedure were defined, and the SRQs were answered. The knowledge gained from the literature review was then compared with the research findings provided by the interviewed sample. The sales managers of SC are experiencing an inadequate communication stream concerning the hotel's expansion plans, which is causing confusion, frustrations, and eventually less engagement. Just as the literature review suggest, the sales managers value more transparent communication and regular updates. There is a perspective held by some that the company's growth also demands an enlargement of the sales team.

8.2 Limitations

Despite the careful selection of the measures used in this research to mitigate limitations, certain reservations did emerge. With regards to the population and sample, the researcher recognizes the following limitations.

Currently there are two sales managers in the Spanish region, however, neither fit the established sample since neither of them has been hired at SC within the last two years, nor been at the company for more than five years. Nevertheless, the researcher acknowledged that neglecting interviews with employees in the Spanish region would result in an information gap. Retaining insights of the third and last region of SC would have proven itself important for the comparison of alignment across all regions. For this reason, the researcher inadvertently limited the population, and some responses might not reflect the opinions of the entire team.

Additionally, even though the deliberate choice to exclude regional sales directors was made, it can be argued that it would have proven beneficial to cross-check the information obtained from other sales employees to validate their perspectives. By not including them in the interviews it could be that the study overlooked possible reasonings for certain decisions of the expansion of the team. Furthermore, the researcher missed an opportunity to investigate the procedures involved with People & Culture in creating new positions within the Sales Team.

Lastly, it can be argued that interviewing experts in the field or representatives from other hotel chains would have been advantageous. This would provide insights into how competitors manage company expansions and determine the opportune timo to oxpand their workforco.

8.3 Recommendations

The research findings also hold significant implications for further research that could shed light on the intricacies of SC's approach to the expansion. This research should underscore the critical role effective communications play in navigating such expansions. To delve deeper into this subject, it should include the impact of diverse communication strategies on employee engagement during periods of expansion, assess the influence of leadership styles on fostering a cohesive corporate culture amidst growth, or even

investigate the correlation between transparent communication and successful integration of new team members. Additionally, comparative studies with other hospitality chains could provide a broader perspective on industry best practices, offering valuable insights for refining strategies and communication framoworks tailored to the unique challenges of hotel industry expansions. The implications of this research extend beyond the confines of SC, providing a foundation for a broader exploration of effective communication strategies in the context of organizational expansion within the hospitality sector.
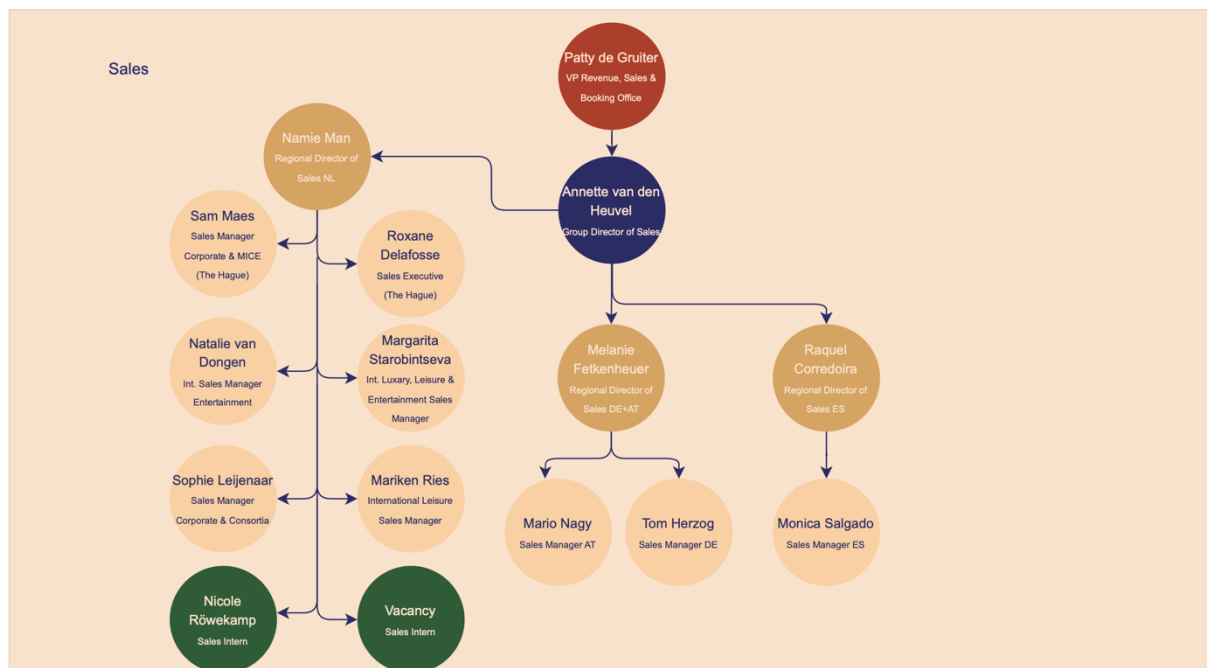
Appendices

Appendix 1 – General information: Sircle Collection

1.1   Current and future properties

Location	Current Portfolio	Coming Opening
Amsterdam	Park Centraal Amsterdam	
Amsterdam	Sir Albert	
Amsterdam	Sir Adam	
Amsterdam	Max Brown Museum Square	
Amsterdam	Max Brown Canal District	
The Hague	Park Centraal Den Haag	
Hamburg	Sir Nikolai	
Berlin	Sir Savigny	
Berlin	Max Brown Ku'damm	
Düsseldorf	Max Brown Midtown	
Vienna	Max Brown 7th District	Max Brown 5th District
Vienna		The Cover Vienna
Barcelona	Sir Victor	
Ibiza	Sir Joan	
Rotterdam		Àterre
London		Sircle Hotel
London		The Cover London
Milan		Sircle Hotel
Milan		Max Brown Milan
Athens		Max Brown Athens
Prague		Sir Prague

1.2   Organizational Chart – Sales Team

DD1: The student has demonstrated knowledge and understanding in a field of study that builds upon their general secondary education, and is typically at a level that is supported by advanced textbooks

	Excellent	Pass	No Go
1.1 Use of literature and knowledge of the field	Student uses in-depth literature and knowledge of the field throughout the report. The report contains no mistakes and factual incorrectness.	Student uses in most cases literature and knowledge of the field in the report. The report contains some mistakes and factual incorrectness in a limited part of the report.	No sufficient or correct use of literature and knowledge of the field in the report. The report contains mistakes and factual incorrectness.
1.2 Intellectual depth and abstract thinking	Student takes all significant factors into account and looks from different perspectives, sees patterns, relates situations to concepts in order to solve larger problems. The reports show excellent thinking capacity of the student. New unique insights presented in the topic and depth of understanding displayed. Excellent linking between the elements and the underlying issues within the case situation.	Student takes different perspectives into account. The report shows intellectual depth (taking into account all significant factors and looking from different perspectives) in most parts of the report. Some patterns are clear. Some links have been made.	The report lacks intellectual depth (superficial and merely descriptive) in some parts of the report. Patterns are not sufficiently made clear.

Student Feedback:	Pass ✔ Not Yet ☐	Student has made use of models and principles for the literature review. Topics relevent to the main research question have been researched and have clear links to each other. Student could have dived deeper, by researching current workplace expectations and how it is related to creating new job positions.
Assessor Feedback:	Pass ✔ Not Yet ☐	The use of literature to analyse the problem domain is sufficiently detailed and extensive. Good choice of source material to explain the status quo and to present models that can be realistically applied to the problem, which reflect well on the student's capacity for abstract thinking.

DD2: The student can apply their knowledge and understanding in a manner that indicates a professional approach to their work or vocation, and has competences typically demonstrated through devising and sustaining feedback and solving problems within their field of study

	Excellent	Pass	No Go
2.1 Application of theories/models to situations at hand	Student uses a range of theories/models appropriate to the problems in the case skilfully and able to add their own unique perspective and insight. They own the model(s).	Student mentions a range of theories/models appropriate to the problems in the case and applying some of them in the correct way.	Mentioning models and theories but not using them in a correct way.
2.2 Possible impact and meaning of own work - dissemination of research	Student plans evaluation of impact and meaning of own work in relation to business and industry with sound underpinning. Identification of all stakeholders and acts of dissemination. Plan on how to effectively disseminate knowledge through different channels fitted for a variety of audiences is also presented.	Student formulates criteria for evaluation. Student describes possible impact and meaning of own work. Identification of stakeholders and planning of dissemination through at least one valuable channel with an audience is presented.	Student fails to describe criteria how to evaluate impact. No identification of stakeholders or realistic plan on dissemination of knowledge through at least one valuable channel with an audience.

Student Feedback:	Pass ✔ Not Yet ☐	A range of theories and models is used and dissemination has been taken into consideration by offering multiple suggestion. Point of improvement could be to incllude a timeline for the dissemination.
Assessor Feedback:	Pass ✔ Not Yet ☐	Relevant theories have been applied to the problem in a meaningful way. The impact of the work for the business is clear. There is a reasonably good plan to carry out acts of dissemination: consider how you can share this knowledge with a wider audience in an interesting and impactful way: this can be done without much difficulty, while retaining proprietary/confidential information, through channels such as LinkedIn.

DD3: the student has the ability to devise data gathering events, gather and interpret relevant data (usually within their field of study) to inform judgements that include reflection on relevant social, scientific or ethical issues

	Excellent	Pass	No Go
3.1 The Design Based Research Process	Student sets the research process up in a systematic and well organised way. Student makes sense of a problem mess, analyses a (complex) problem and formulates feasible solutions by using a design-based research approach. Logical flow from Problem definition to Analysis to Solutions Design/methods are well chosen and motivated,	Student analyses the problem, and formulates possible solutions underpinned by literature using a design-based research approach. Methods motivated and mostly logically chosen	Insufficient problem analysis and methodology, research cycle not used.
3.2 Analysis and evaluation of data	Student plans analysis and evaluation of data/information well using appropriate (digital) tools and makes data-driven decisions. All statements are underpinned with facts and figures and/or referencing. The appropriate tools are used in all steps. Analysis is sufficiently complex with use of information from more than 2 different dimensions (practioners, scientific literature, the organization and stakeholders).	Student plans analysis and evaluation of solutions clearly, with some flaws or unclarities. Some statements are underpinned with facts and figures and/or referencing, some lacking underpinning. Analysis is sufficiently complex using data from at least one dimension and sufficiently backed up with literature.	Plan of analysis and evaluation of solutions is not clear. Statements are mostly not underpinned with facts and figures and/or referencing; some are contradicting. No tools are used. Lacking or no analysis and not backed up with literature.

Student Feedback:	Pass ✔	Solutions are linked to literature review. Student mentioned how the interviews will contribute to the solution design.
	Not Yet ☐	

Assessor Feedback:	Pass ✔	The proposal follows the DBR process, and the proposed research appears to be sufficiently well structured. Care would have to be taken to ensure that the interviews are sufficiently extensive and insightful. Your SRQs need to be rephrased: in the current form (before breaking down to further sub-questions), they appear rather brief and insufficient to comprise the MRQ.
	Not Yet ☐	

DD4: the student can communicate information, ideas, problems and solutions to both specialist and non-specialist audiences

	Excellent	Pass	No Go
4.1 Communication to audience making use of professional (business) English	Student divides information effectively in paragraphs/chapters. No noticeable errors in English usage and mechanics. Use of language enhances the argument and avoids abbreviations. Sentence structures are well varied, and voice and tone are highly suitable for the specific audience/s. Style and content complement each other into an appealing, high quality story. Highly skilful organisational strategy. The logical sequence of ideas increases the effectiveness of the argument and transitions between paragraphs strengthen the relationship between ideas. Sub-headings are employed effectively and the links between different sections are reinforced through linking expressions. Shows attention to detail in all parts of the report.	Student divides information in paragraphs/chapters. Errors in English usage and mechanics are present, but they rarely impede understanding. Use of language supports the argument. Sentence structures are varied, and voice and tone are generally appropriate for the intended audience/s. Generally, a clear organisational strategy. The sequence of ideas in most cases supports the argument and transitions between paragraphs clarify the relationship between ideas. The report is mainly comprehensively written and lacks some attention to detail in some parts of the report.	Distracting errors in English usage are present and they impede understanding. Use of language is basic, only somewhat clear and does not support the argument. Word choice is general and imprecise. Voice and tone are not always appropriate for the intended audience/s. Basic organisational strategy, with most ideas logically grouped. Transitions between paragraphs sometimes clarify the relationship among ideas. The report is not comprehensively written and lacks attention to detail in most parts of the report.

Student Feedback:	Pass ✔	Proposal is written with good usage of professional English. Paragraphs give a clear structure, which facilities reading and understanding the research.
	Not Yet ☐	

Assessor Feedback:	Pass ✔	The report is structured sufficiently well. Good use of professional English. The flow can be improved at certain sections to make the content more readable.
	Not Yet ☐	Please avoid excessive abbreviations: SC, SM, ST etc. can all get jumbled up, affecting readability and not really saving much space or time, defeating the very purpose of their use :) Worse yet, they do not appear in the expanded form even in their first usage in the main body of the report.

DD5: the student has developed those learning skills necessary to continue to undertake further study with a high degree of autonomy

	Excellent	Pass	No Go
5.1 Plan on IQ development in PLO: Reflection on product(s)	Student has clear plans on what will be delivered and uses different relevant theory to underpin own work and reflect on it.	Student has a plan on what will be delivered and uses theory to underpin planned own work and reflect on it.	No clear deliverables mentioned and almost no theory to underpin own work and reflection.
5.2 Plan on AQ & EQ Self development	Student devises excellent ability to critically reflect on own developmental goals and demonstrates real growth mindset for life-long learning. Student proposes a demonstration of being able to self-direct, taking initiative in unpredictable situations. Student shows different metrics that can demonstrate development in terms of their EQ/AQ.	Student shows developmental goals and demonstrates growth mindset. There is a plan on how to reflect on values, attitudes and behaviour. Starting levels and desired end levels are described and measurements are provided.	Developmental goals are not concrete, there is no demonstration of growth mindset. Plan on how to reflect is vague and does not give enough substantiation to show growth.
5.3 Plan on EQ Social development	Student provides a plan on how to construct a multitude of proof that shows development as an Intercultural Hospitality Leader. Excellent ability to contribute to the global society/local community as a responsible citizen. Excellent analysis of diversity of people the student will deal with. Possible effective collaboration with all stakeholders in different cultural settings. Hospitality is key to the project or work the student does.	Student provides a plan on how to prove development as an Intercultural Hospitality Leader. Plan on how to contribute to the global society/local community as a responsible citizen. Proposing ideas on how to collaborate with different stakeholders in different cultural settings. Hospitality is a differentiator in the students' project or work.	No clear plan on development as an Intercultural Hospitality Leader. Plan on how to contribute to global society/local community is missing. Ideas proposed on collaboration or hospitality are not sufficient.

Student Feedback:	Pass ✔	Personal experiences have all been liked to IQ, EQ, and AQ and PLOs. Student has set up strutured goals and metrics to measure the further development. Could have been linked to a leadership theory.
	Not Yet ☐	

Assessor Feedback:	Excellent ☐	There is a sufficiently well thought out plan for facilitating personal growth. Please make sure that this is tracked and documented continuously, and reflected in your final deliverables.
	Pass ✔	
	Not Yet ☐	

Overall Assessor Feedback

You have a fairly well designed approach to address this business problem. Consider ways to disseminate the research outcomes with a wider audience, so that you can contribute to the ongoing academic/professional research in this domain.

LYCar Proposal Outcome

Pass	✔	All qualitative criteria awarded a "Pass". "P" registered in Osiris. Student can continue with LYCar execution.
No Go	☐	One or more qualitative criteria graded as "Not Yet". "F" registered in Osiris. Student re-writes LYCar Proposal with incorporated feedback.
Pre-Condition NY	☐	Pre-conditions not met. Student resubmits LYCar Proposal. No grade or feedback provided to the student.

Appendix 2 - Data Management Proof

Today

- 39 -

	noreply	
N	File Upload Notification	08:37
	Dear Nicole Röwekamp, This is an automatic delivery message t...	

	noreply	
N	File Upload Notification	08:36
	Dear Nicole Röwekamp, This is an automatic delivery message t...	

	noreply	
N	File Upload Notification	08:36
	Dear Nicole Röwekamp, This is an automatic delivery message t...	

	noreply	
N	File Upload Notification	08:36
	Dear Nicole Röwekamp, This is an automatic delivery message t...	

	noreply	
N	File Upload Notification	08:35
	Dear Nicole Röwekamp, This is an automatic delivery message t...	

	noreply	
N	File Upload Notification	08:35
	Dear Nicole Röwekamp, This is an automatic delivery message t...	

File Upload Notification   ☺ ↩ ↞ ↪

N   ⊗ **noreply <noreply@hotelschool....**   Today at 08:35
To: ✅ Nicole Röwekamp

Dear Nicole Röwekamp,

This is an automatic delivery message to notify you that a new file has been uploaded.

Name : Nicole Röwekamp
Student Number : 791165
Email : 791165@hotelschool.nl
LYCar Coach : Mr P. Sirisena
Research Number : 2023-367

We kindly request you to forward this email to your LYCar coach as evidence that your data files have been uploaded securely.
Thank You.

Appendix 3 – Commissioner Evaluation Form

3.1 Midterm Evaluation

APPRAISAL FORM
(EVALUATION FROM ALL CLIENTS IS COMPULSORY, FORMAT IS NOT)

HOTELSCHOOL THE HAGUE
Hospitality Business School

Name of student:	Nicole Röwekamp	Student number:	791165
Name of company:	Sircle Collection	Department:	Commercial – Sales
Name of company tutor:	Namie Man	Position of company tutor:	Regional Director of Sales, The Netherlands
Assessment no:	1 (mid term)	Date:	16 May 2023

CATEGORY 1: EXPERTISE / JOB KNOWLEDGE & UNDERSTANDING

1: Excellent	2: Very good	3: Sufficient	4: Room for improvement	5: Insufficient	Rating:
Has an exceptional level of job knowledge, experience and insight and applies this in practice. Works independently; can train others.	Has a very good level of job knowledge, experience and insight and applies this in practice. Can work independently.	Has sufficient job knowledge and applies this in practice. Requires minimum supervision.	Has some job knowledge but often needs help to apply it.	Below standards. Has insufficient job knowledge and technical skills to perform job responsibilities. Requires frequent supervision	.1
Comments:	Nicole applies acquired knowledge of the task at hand and completes assignments efficiently and on time.				

CATEGORY 2: QUALITY OF DAILY WORK & PROFESSIONAL PRODUCTS (PLEASE SPECIFY PER PRODUCT, IF POSSIBLE)

1: Excellent	2: Very good	3: Sufficient	4: Room for improvement	5: Insufficient	Rating:
Excellent, hardly ever makes mistakes, quality of work is superb.	Very good, rarely makes mistakes, performs well and sometimes exceeds standard.	Sufficient, in general makes few errors, level of deliverables is good.	Standards are met, but work and deliverables are often lacking precision and consistency.	Below standards, makes errors and does not perform according to the standards.	2
PRODUCT 1 (specify)	Upgraded our production reporting to measure KPI results for Leisure Sales Manager.				
PRODUCT 2 (specify)	Improved workflow for departmental collaboration by updating procedures to create consistency in all (6) Dutch hotels.				
PRODUCT 3 (specify)	Providing new hires with relevant information and consistent training about our Sales Department.				

Page **1** of **4**

CATEGORY 3: MAKING JUDGEMENTS & PROBLEM-SOLVING

1: Excellent	2: Very good	3: Sufficient	4: Room for improvement	5: Insufficient	Rating:
Excellent, always solves problems independently, does not require any guidance.	Very good, solves most problems independently.	Sufficient, generally can solve problems independently.	Occasionally solves problems but this could be better.	Below standards, only solves problems with guidance.	2
Comments:	Nicole is very punctual in carefully planning before starting an actual assignment. This is a skill of her and enables to make decisions effectively.				

CATEGORY 4: LEARNING SKILLS

1: Excellent	2: Very good	3: Sufficient	4: Room for improvement	5: Insufficient	Rating:
Excellent, consistently learning, understanding and applying new knowledge and information.	Very good, understand and applies information easily.	Sufficient, generally understands and is able to apply new information.	Able to learn but this could be better.	Below standards, often forgets information.	2
Comments:	With a positive attitude Nicole is very eager to take on assignments like it's her own. A nice team player to have in our Sales Team. Considering this is her mid-evaluation, I'm confident that she will further grow in her learning skills and I can't wait to see her in full bloom and acquire business for Sircle Collection.				

CATEGORY 5: COMMUNICATION SKILLS TOWARDS OTHERS (Guests, Employees, Suppliers, etc.]

1: Excellent	2: Very good	3: Sufficient	4: Room for improvement	5: Insufficient	Rating:
Excellent, consistently shares information openly.	Very good, shares information openly.	Sufficient, generally shares information.	Communicates in a sufficient manner but this could be better.	Below standards, often forgets or does not share information.	2
Comments:	The way your employees feel is the way your team's clients will feel. You're great at understanding other's point of view. Your energetic personality creates a positive atmosphere and makes others feel comfortable.				

CATEGORY 6: INTERACTION AND CO-OPERATION WITH COLLEAGUES AND OTHER DEPARTMENTS

1: Excellent	2: Very good	3: Sufficient	4: Room for improvement	5: Insufficient	Rating:
Excellent, is extremely dedicated, always knows what's going on; seeks out new information Is always very interested and social to other departments. Shows great flexibility in assisting	Clearly shows interest in other departments, is very social while interacting. Enjoys daily tasks and keep well informed of what is happening within the company	Shows interest in daily tasks, Is interested and involved with other departments, co-operates sufficiently and knows what's going on within the company.	Show occasional interest but this could be better.	Below standards, is not involved in daily tasks, at work, shows limited interest in other department and the company in general	2
Comments:	A commercial role will suit you well. You are a natural social bee which makes it very easy to be fond of someone who is likable. You can be serious at work, especially when you have assignments with strict deadlines, yet you manage to still be friendly in the working environment. Keep up the great work!				

Page **2** of **4**

CATEGORY 7: READINESS FOR THE INTERNATIONAL HOSPITALITY INDUSTRY					
1: Excellent	2: Very good	3: Sufficient	4: Room for improvement	5: Insufficient	Rating:
Excellent readiness to start a career in the hospitality industry.	Definitely ready for a career in the hospitality industry	Acceptable readiness for a career in the Hospitality industry	Sometimes shows not to be ready for a career in the hospitality industry	Below standards, is not ready for a career in the international hospitality industry.	2
Comments:	Nicole is a quick learner and not afraid to speak up when something is unclear. Even when the information given to her is new, she is transparent to show where she likes to improve. I'm sure that department heads/recruiting managers like me would love to onboard her in an organization with a Sales position.				

REVIEW OF LAST OBJECTIVES AND ANY ADDITIONAL ACHIEVEMENTS:
N/A

TRAINEE'S STRENGTHS:
Social skills, action- and detailed oriented, time management.

TRAINEE'S DEVELOPMENT NEEDS:
There is no such thing as perfection. I'm so proud of you for working hard. You are learning so much! It doesn't need to be perfect, and if you want to be better we can practice that.

TUTOR: ADDITIONAL COMMENTS (OPTIONAL):
Nicole, you are doing a great job interning with us. Keep up the great work!

TRAINEE'S COMMENTS:	
Comments on appraisal:	

DATE FOR FOLLOW-UP MEETING AND / OR NEXT EVALUATION:
Pending action from Nicole

DATE TRAINEE'S SIGNATURE:	COMPANY TUTOR'S SIGNATURE:

3.2   Final Evaluation

APPRAISAL FORM
(EVALUATION FROM ALL CLIENTS IS COMPULSORY, FORMAT IS NOT)

HOTELSCHOOL THE HAGUE
Hospitality Business School

Name of student:	Nicole Röwekamp	Student number:	791165
Name of company:	Sircle Collection	Department:	Commercial - Sales
Name of company tutor:	Namie Man	Position of company tutor:	Regional Director of Sales, The Netherlands
Assessment no:	2 (final)	Date:	20 July 2023

CATEGORY 1: EXPERTISE / JOB KNOWLEDGE & UNDERSTANDING					
1: Excellent	2: Very good	3: Sufficient	4: Room for improvement	5: Insufficient	Rating:
Has an exceptional level of job knowledge, experience and insight and applies this in practice. Works independently; can train others.	Has a very good level of job knowledge, experience and insight and applies this in practice. Can work independently.	Has sufficient job knowledge and applies this in practice. Requires minimum supervision.	Has some job knowledge but often needs help to apply it.	Below standards. Has insufficient job knowledge and technical skills to perform job responsibilities. Requires frequent supervision	.1
Comments:	It has been a real pleasure working with you, Nicole. You have a great intuition to absorb information quickly and your explanation seems to make sense. I think you have done an amazing job in applying the acquired knowledge in your day-to-day job.				

CATEGORY 2: QUALITY OF DAILY WORK & PROFESSIONAL PRODUCTS (PLEASE SPECIFY PER PRODUCT, IF POSSIBLE)					
1: Excellent	2: Very good	3: Sufficient	4: Room for improvement	5: Insufficient	Rating:
Excellent, hardly ever makes mistakes, quality of work is superb.	Very good, rarely makes mistakes, performs well and sometimes exceeds standard.	Sufficient, in general makes few errors, level of deliverables is good.	Standards are met, but work and deliverables are often lacking precision and consistency.	Below standards, makes errors and does not perform according to the standards.	1
PRODUCT 1 (specify)	Execution of putting the 2024 Leisure Strategy together under guidance of the Leisure Sales Manager for our entire hotel portfolio (13 hotels).				
PRODUCT 2 (specify)	Improved workflow for departmental collaboration by updating procedures to create consistency in all (6) Dutch hotels.				
PRODUCT 3 (specify)					

CATEGORY 3: MAKING JUDGEMENTS & PROBLEM-SOLVING					
1: Excellent	2: Very good	3: Sufficient	4: Room for improvement	5: Insufficient	Rating:
Excellent, always solves problems independently, does not require any guidance.	Very good, solves most problems independently.	Sufficient, generally can solve problems independently.	Occasionally solves problems but this could be better.	Below standards, only solves problems with guidance.	2
Comments: Nicole has grown in a very short amount of time from the mid-evaluation on May 16 and has proven record on working and solving problems independently.					

CATEGORY 4: LEARNING SKILLS					
1: Excellent	2: Very good	3: Sufficient	4: Room for improvement	5: Insufficient	Rating:
Excellent, consistently learning, understanding and applying new knowledge and information.	Very good, understand and applies information easily.	Sufficient, generally understands and is able to apply new information.	Able to learn but this could be better.	Below standards, often forgets information.	1
Comments: You are like a sponge absorbing data and information. Learning is an characteristic of yours, you are very eager to learn new things and find ways for improvement. Keep it up!					

CATEGORY 5: COMMUNICATION SKILLS TOWARDS OTHERS (Guests, Employees, Suppliers, etc.]					
1: Excellent	2: Very good	3: Sufficient	4: Room for improvement	5: Insufficient	Rating:
Excellent, consistently shares information openly.	Very good, shares information openly.	Sufficient, generally shares information.	Communicates in a sufficient manner but this could be better.	Below standards, often forgets or does not share information.	2
Comments: The way your employees feel is the way your team's clients will feel. You're great at understanding other's point of view. Your energetic personality creates a positive atmosphere and makes others feel comfortable. You are very likable and this charming side of yours will help you in your commercial journey.					

CATEGORY 6: INTERACTION AND CO-OPERATION WITH COLLEAGUES AND OTHER DEPARTMENTS					
1: Excellent	2: Very good	3: Sufficient	4: Room for improvement	5: Insufficient	Rating:
Excellent, is extremely dedicated, always knows what's going on; seeks out new information Is always very interested and social to other departments. Shows great flexibility in assisting other depts.	Clearly shows interest in other departments, is very social while interacting. Enjoys daily tasks and keep well informed of what is happening within the company	Shows interest in daily tasks, Is interested and involved with other departments, co-operates sufficiently and knows what's going on within the company.	Show occasional interest but this could be better.	Below standards, is not involved in daily tasks, at work, shows limited interest in other department and the company in general	2
Comments: A commercial analytical role will suit you well. You are a natural social bee which makes it very easy to be fond of someone who is likable. You can be serious at work, especially when you have assignments with strict deadlines, yet you manage to still be friendly in the working environment.					

CATEGORY 7: READINESS FOR THE INTERNATIONAL HOSPITALITY INDUSTRY					
1: Excellent	2: Very good	3: Sufficient	4: Room for improvement	5: Insufficient	Rating:
Excellent readiness to start a career in the hospitality industry.	Definitely ready for a career in the hospitality industry	Acceptable readiness for a career in the Hospitality industry	Sometimes shows not to be ready for a career in the hospitality industry	Below standards, is not ready for a career in the international hospitality industry.	1
Comments: Nicole is a quick learner and not afraid to speak up when something is unclear. Even when the information given to her is new, she is transparent to show where she likes to improve. I'm sure that department heads/recruiting managers like me would love to onboard her in an organization with a Sales position. Industry segments may be new to her, but with her positive approach I'm confident that Nicole will show positive results within 6 months.					

REVIEW OF LAST OBJECTIVES AND ANY ADDITIONAL ACHIEVEMENTS:
N/A

TRAINEE'S STRENGTHS:
Critical thinking, social skills, time management.

TRAINEE'S DEVELOPMENT NEEDS:
There is no such thing as perfection. I'm so proud of you!

TUTOR: ADDITIONAL COMMENTS (OPTIONAL):
Whatever your next step is, after your graduation, cheers to your next adventure! I'm proud of you and thank you for giving me the opportunity to be on this 6-month journey with you. You will do an amazing job!

TRAINEE'S COMMENTS:
Comments on appraisal:

DATE FOR FOLLOW-UP MEETING AND / OR NEXT EVALUATION:
None

DATE TRAINEE'S SIGNATURE:	COMPANY TUTOR'S SIGNATURE:
20 July, 2023	20 July, 2023

THE COMPLETED FORM NEEDS TO BE EMAILED BY THE STUDENT TO PLACEMENT OFFICE AND LYCAR COACH. A MINIMUM OF 2 FORMAL EVALUATIONS ARE REQUIRED.

Appendix 4 – Consent Forms

Informed Consent Form

Thesis – The Influence of Sircle Collection's hotel expansion on the global Sales Team structure

I, the intended research participant, have read the information for this project. I was given the opportunity to ask additional questions. If I had any questions these have been answered to my satisfaction. I have had enough time to decide whether or not I wish to participate.

I understand that my participation is completely voluntary. I understand that I am free to withdraw at any time, without giving any reason.

I understand that some people have access to my personal details. These people have been mentioned (in the information etc.).

I consent to the use of my details, for the purposes that have been mentioned in the information/information letter.

I consent to my details being kept for further analysis (if applicable) for a maximum of 15 years after this research project has ended.

I hereby give my informed consent to take part in this research project.

Name of participant: Mario Nagy
Signature: Date : 26/ 07 2023

Mario Nagy

I, the researcher, confirm that I have fully informed this participant about the above research project.

If any new information arises in the duration of the research project that could potentially influence the participant's consent, I will inform the research participant.

Name of researcher (or his/her representative):
Signature: Date: 26 / 07 / 23

Nicole Röwekamp

Informed Consent Form

Thesis – The Influence of Sircle Collection's hotel expansion on the global Sales Team structure

I, the intended research participant, have read the information for this project. I was given the opportunity to ask additional questions. If I had any questions these have been answered to my satisfaction. I have had enough time to decide whether or not I wish to participate.

I understand that my participation is completely voluntary. I understand that I am free to withdraw at any time, without giving any reason.

I understand that some people have access to my personal details. These people have been mentioned (in the information etc.).

I consent to the use of my details, for the purposes that have been mentioned in the information/information letter.
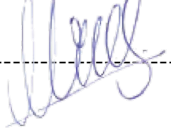
I consent to my details being kept for further analysis (if applicable) for a maximum of 15 years after this research project has ended.

I hereby give my informed consent to take part in this research project.

Name of participant:
Signature: Date : <u>07</u> / <u>08</u> / <u>2023</u>

I, the researcher, confirm that I have fully informed this participant about the above research project.

If any new information arises in the duration of the research project that could potentially influence the participant's consent, I will inform the research participant.

Name of researcher (or his/her representative):
Signature: Date: __ / __ / __

Informed Consent Form

Thesis – The Influence of Sircle Collection's hotel expansion on the global Sales Team structure

- 45 -

I, the intended research participant, have read the information for this project. I was given the opportunity to ask additional questions. If I had any questions these have been answered to my satisfaction. I have had enough time to decide whether or not I wish to participate.

I understand that my participation is completely voluntary. I understand that I am free to withdraw at any time, without giving any reason.

I understand that some people have access to my personal details. These people have been mentioned (in the information etc.).

I consent to the use of my details, for the purposes that have been mentioned in the information/information letter.

I consent to my details being kept for further analysis (if applicable) for a maximum of 15 years after this research project has ended.

I hereby give my informed consent to take part in this research project.

Name of participant:
Signature: Date : 25 / 07 / 2023

Margarita Starobintseva

I, the researcher, confirm that I have fully informed this participant about the above research project.

If any new information arises in the duration of the research project that could potentially influence the participant's consent, I will inform the research participant.

Name of researcher (or his/her representative):
Signature: Date: __ / __ / __

Informed Consent Form

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Thesis – The Influence of Sircle Collection's hotel expansion on the global Sales Team structure

I, the intended research participant, have read the information for this project. I was given the opportunity to ask additional questions. If I had any questions these have been answered to my satisfaction. I have had enough time to decide whether or not I wish to participate.

I understand that my participation is completely voluntary. I understand that I am free to withdraw at any time, without giving any reason.

I understand that some people have access to my personal details. These people have been mentioned (in the information etc.).

I consent to the use of my details, for the purposes that have been mentioned in the information/information letter.

I consent to my details being kept for further analysis (if applicable) for a maximum of 15 years after this research project has ended.

I hereby give my informed consent to take part in this research project.

Name of participant: Sophie Leijenaar
Signature: .

Date : 25 / 07 / 2023

I, the researcher, confirm that I have fully informed this participant about the above research project.

If any new information arises in the duration of the research project that could potentially influence the participant's consent, I will inform the research participant.

Name of researcher (or his/her representative):
Signature:

Date: 25 / 07 / 23

Nicole Röwekamp

Informed Consent Form
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Thesis – The Influence of Sircle Collection's hotel expansion on the global Sales Team structure

I, the intended research participant, have read the information for this project. I was given the opportunity to ask additional questions. If I had any questions these have been answered to my satisfaction. I have had enough time to decide whether or not I wish to participate.

I understand that my participation is completely voluntary. I understand that I am free to withdraw at any time, without giving any reason.

I understand that some people have access to my personal details. These people have been mentioned (in the information etc.).

I consent to the use of my details, for the purposes that have been mentioned in the information/information letter.

I consent to my details being kept for further analysis (if applicable) for a maximum of 15 years after this research project has ended.

I hereby give my informed consent to take part in this research project.

Name of participant: Natalie van Dongen
Signature: Date : 24 / 07 / 2023

I, the researcher, confirm that I have fully informed this participant about the above research project.

If any new information arises in the duration of the research project that could potentially influence the participant's consent, I will inform the research participant.

Name of researcher (or his/her representative):
Signature: Date: 24 / 07 / 23

     Nicole Röwekamp

Appendix 5 – Interview Outline

Welcome
This interview will take around 30 minutes.
In short, my thesis is about the expansion or SC and the onboarding of the Sales team
Therefore, this interview will be split into two parts.
Not going to go too much into depth as I want to create unbiased answer from you.

Introduction
Could you tell me a bit about yourself?
- How long have you worked at Sircle?
- Position (what are you responsible for: region, clients, hotels)

Onboarding
Could you tell me how your onboarding was?
- Who planned it?
- How long was the onboarding?
- What stood out for you in your onboarding in a positive manner?
- Was there anything missing in your onboarding?
- How many moments of feedback could you give during your onboarding?
- Did you feel like your onboarding was tailored to your position?

Expansion
- Sircle Collection is expanding in the future, right? Could you tell me a bit more what the future of Sircle is going to look like?
- And how will the opening of new hotels impact your responsibilities/job?
- What improvements could be made in the team structure?
- How is any news communicated to the Sales Team?

Appendix 6 – Transcribed and Coded Interviews

Interview 1

Intervieweee: ███████ – Leisure Sales Managers
Date: 11 July 2023

Nicole Rowekamp
Well thank you for joining me today to this interview uh it's gonna be a short interview it's my first one so I think it will be between maybe 15 to 4 minutes Max something like that. As you already know my thesis is about the expansion of SC and how it in specific affects the sales team and that's not only the regional team but all everyone so also in Germany and in Spain and along with that also the on boarding of the sales team so. I will split the interview into two parts and but I'm not gonna tell you too much what I have in mind because I also don't want to create an bias. Could you maybe tell me a bit about yourself your position how long you've been at SC?

Intervieweee
Sure, I'm █████. I'm the leisure sales manager for SC. I've currently been working here for 2 1/2 years little bit longer and during my time here at SC I grew from an intern to corporate sales executive and eventually leisure sales manager. So I enjoy it very much.

Nicole Rowekamp
So what are your responsibilities per se as a Leisure Sales Manager?

Interviewee
I take care of the entire leisure segment for all 13 hotels of SC and the leisure segment which consists of the wholesalers, FT agreements, leisure groups and flash sales.

Nicole Rowekamp
So you're not only responsible for the region here in the Netherlands?

Interviewee
I cover all the hotels.

Nicole Rowekamp
Perfect, even though it's been two years but do you so remember how your onboarding was i mean that was as an intern?

Interviewee
Yeah I mean I started here as an intern so oncourse my onboarding was a bit different.

Nicole Rowekamp
Yeah true did you then maybe have a second onboarding when you started working here full time?

Interviewee
Umm no not really to be honest I had like a two week agenda but then I had to just do the job I mean it helps that I supported this manager during my internship so I kinda knew what to do

Nicole Rowekamp
Oh ja I can imagine did you have like feedback session with your manager at the time like did you ever have the opportunity to tell them how you experienced this?

Interviewee

I mean I had or still have like monthly meetings with ▓▓▓▓ but it was never the space to share feedback like that these meetings are always mostly about hitting targets and those kind of things and then yeah after working in the hague for corporate I became the leisure sales manager I took over manager I was supporting back as an intern and she quit her job so we had a short time when she was teaching me some things but then she left and I was kinda just thrown into the water yeah so that was very difficult I really had no onboarding whatsoever but I mean I was already familiar with all the systems we used and stuff so I guess that's also a bit different

Nicole Rowekamp

Yeah that's true and when you became the leisure sales manager you ofcourse suddenly had to manage all 13 properties was it part of your onboarding to visit these properties and see them for yourself

Interviewee

No not at all I actually only saw all the properties because I combined them with my private trips like last summer and this summer I travelled to sir joan in Ibiza so I got to see that property and the same with sir victor in Barcelona and düsseldorf as well actually I actually think this is something was that very badly organized because how can you sell a product if you've never seen it yourself

Nicole Rowekamp

Yeah I get it indeed that the products are always so different in person that what you see in the pictures its just not the same

Interviewee

Yeah that exactly and also just meeting the local team like im in contact with them on a weekly basis and otherwise I would've just never met them in person you know its always harder asking someone for help when they have no clue who you are they're just less willing to help you out you know

Nicole Rowekamp

And is there something you did yourself to familiarize yourself with the product

Interviewee

Well they did the virtual site inspection. It was mostly due to COVID. I guess it couldn't travel. But it was good to Yeah, to see, to hear the stories of the properties. I know that coordinates being done more by HR itself when they give the brand training. But what I really liked is it was done from a sales perspective. So you would really know okay, what do I need to tell someone to sell this property instead of getting all the general information and a colour scheme or whatever?

Nicole Rowekamp

It's more about a global level than per property, maybe in specific.

Interviewee

Yeah. And also, it doesn't tell you why the carpet in Park Centraal is yellow, for example, yeah, it just, it's not really relevant to when you're selling a hotel, especially on a global level. I mean, if you have to sell 13 properties in three minutes, you just need to know the interesting, quick facts. And that was really well done in those presentations.

Nicole Rowekamp

So there's definitely an added value with getting more familiar with the product, even travelling there, for sure. What do you think are the reasons that that might not be part of the onboarding?

Interviewee

I think budget reasons, definitely played a large role into it. 2022 was a good year as well for SC. But we're still recovering from COVID, because we had to close hotels for a year. So I think now is the time where they can start investing again more. And I think also because it wasn't really the norm. And it wasn't really the thing that they did even pre COVID where the managers would travel as much. But I think now that we come out of COVID, it's important to really see the people again, to build that relationship again.

Nicole Rowekamp

And of course, for some people, they don't need to travel because some people are just managing the hotels here locally. Exactly. So that's also different. So do you think there's a different onboarding per position? Is it individualised?

Interviewee

Um, I don't think it's individualised entirely. And I think it should be. Because you always have different people that you need to talk to. I work with, mostly the revenue managers, and none of the sales managers, but in corporate that might be different, where you work more together with sales, and less with revenue. So I think there the onboarding should be personalised. And also, for me selling 13 properties, it should have been key for me to see the properties because I now, after a year of doing this function, I'm getting to see all the properties and it really helps me understand them, understand the teams, the local teams, and also finding new tactics, how to sell them. So I think they definitely should be personalised per sales manager.

Nicole Rowekamp

Okay. Any things you want to add anything else to what you maybe would have thought was important to have in part of your onboarding? Or anything else you just wanted to mention, otherwise, we would I think, go to the next part. Okay.

Interviewee

Um, no, I don't say I think most of it was already said. But indeed, I think it's important for for SC to start investing in the people or knowledge, the sales trainings, hopefully will be done more often. And also the beginning, they can get kind of like a small summary. And they need to travel, seeing the properties is is key to having people being able to sell,

Nicole Rowekamp

you're mentioning sales trainings, what kind of trainings are those?

Interviewee

We currently are still in the, the format of the trainings. But the first ones were about the basics of sales, and really how to build the relationship, how to handle sales conversations. And the thing that is very, very good for everybody to kind of like see what you already doing, which might be good, or some things that you can still change to get the best out of your, your client retention.

Nicole Rowekamp

The sales trainings, are they a part of every new individuals onboarding? Or is it just something that the team organised now?

Interviewee

it's something that has been organised now. So that's not part of of the onboarding or whatsoever. So I think if a new person would start later on in the year and that they would miss the trainings and might not even be able to join the upcoming trainings, which I think they should be able to do.

Nicole Rowekamp

Yeah. Because part of the onboarding, what are the usual trainings that you got maybe relating to systems or websites you're working with?

Interviewee
yeah, we received some, some training but it's mostly done by people internally. So of course, always knowledge kind of gets lost. But usually someone from the existing sales team would explain the systems that we've worked with. For me, as an Leisure sales manager, I have some other systems, which is to channel manager that is being done by revenue, for example. So those are a few trainings that we will receive. But it's not very extensive It's never someone from the company itself. Like from the, from the system, that would work with.. Which might be good, actually to get their insights.

Nicole Rowekamp
Yeah. Okay, perfect. Then we'll move on to the second part of the interview, which is about the expansion of SC.

Interviewee
Very exciting.

Nicole Rowekamp
Yeah. Could you maybe tell me a bit more about what's happening in the future?

Interviewee
Yeah, so we've announced seven new hotels opening over the next one and a half years. Some of them are going to be new markets, where we actually don't have existing hotels. So for example, London is going to be added, we'll have two hotels in Milan coming, we'll have one in Vienna, additionally, hotel in Athens, and hotel in Prague, and when in Rotterdam, so it's going to be super exciting to start opening these new properties,

Nicole Rowekamp
A lot of new things. And how is this gonna affect you and your position?

Interviewee
It's definitely going to affect me in the way that my work pressure is gonna go up, all the new properties that are going to be added to the portfolio will be also added to my responsibility, at least for that extra market. So I'm one of the few sales managers that are currently working, that is going to have to work with all of them. So it's definitely going to be a challenge in order for me to balance the work that I have now and all the new properties and opening.

Nicole Rowekamp
Because in total, you'll have how many properties to manage then?

Interviewee
eventually, I'll have 20 hotels to manage.

Nicole Rowekamp
That's quite a lot. And so in terms of that, because of course, your workload will really increase. Do you think and not only you, but also for all the other team members,hHow do you think it will fit into the current team structure of the sales team?

Interviewee
I think it will be difficult to host all the hotels into the current structure in the way that for me, I know 20 hotels will be too much to manage. So I definitely see potential there for the company to expand in the leisure segment, being able to split that up. And with regards to the other teams, also the other regions, I think it's important to look what

talent we have now, more can be added to some of the people and where we might need more local teams. So for example, Spain is already taking care of the Italian market in terms of clients. So it would seem quite logical for them to to also take over the Italian property centre joining us in 2024, for Prague will be able to be added to Vienna, for example, because it's not too far away from each other. And London, I think is will be a good way to add to the Dutch team that we have here because they already cover the UK as a market itself. So I think there's a lot of potential for the people that are already working here currently to take off more responsibilities. But I think there definitely needs to be some additions in some of the segments, for example, leisure sales.

Nicole Rowekamp
So you don't perceive a per se see the need of opening another regional office in one of the new cities?

Interviewee
No, I think it will be necessary for one of the cities will be London, mostly because it's not Europe anymore, officially or the EU, at least still Europe. So I think some of the work related issues might be easier to solve from a regional office. Yeah. On the other hand, it's not a very big market in a way that yeah, it's a big city, and there will be a lot of clients. But the clients are also taken care of by the Dutch team right now. Yeah. So I think it would make sense to expand those responsibilities. And I think that will be one of the places where if necessary, would have to add an office.

Nicole Rowekamp
And then you said and leisure sales, you would see an opportunity to maybe expand how do you imagine that?

Interviewee
I would have mentioned to have a second person in a team even preferably more, but that's, of course, wishful thinking. But I think me remaining as a manager and adding a sales coordinator or sales executive, a starting position for someone from the industry in order to take over a segment or a region. So either for me it would be, for example, leisure groups, because I know that there's a lot of potential in this market, but I do not have time to explore it. Or I would even expand it further that the person will take more care of the existing portfolio that we have for all regions. And me focusing on the new parameters intergrown to be added, because that also takes a lot of work, and finding the right clients making sure that they're connected to the systems, all these types of things. A third option for the second person joining would be then taking care of a region. So for example, the German region is very strong on fit and on leisure, and those are also in total, five hotels, which is almost half of what I have now. So it would also be possible to have some focus regionally on the clients there. And then me, for example, taking care of Spain and the Netherlands and the added portfolios.

Nicole Rowekamp
And is this something that is in in the plans for SC?

Interviewee
It's definitely part of my plan. I know that our regional director sales is also keen on expanding the team for leisure. But of course, it still depends on budgeting being approved, which will be done later this year. So there's wishful thinking. And I hope that if SC recognises the need and demand in this market, then they will add someone because the return of investment will be tremendous. If you add a second person, yeah.

Nicole Rowekamp
What do you think could happen if that's not the case, you think it could affect the team?

Interviewee

I think it will definitely affect the team negative. Typically, mostly Speaking for myself, I am pretty sure I will be overwhelmed with the amount of work. And that would either lead to people in the team meeting to take over parts of what I'm doing either, for example, the Leisure Group should have to go to GME or even in other functions, because I know, for me speaking, if I would have to do all of it, it will be very superficial. And I would not be able to dive deeply with all the hotels that I'm currently mentioned, managing.

Nicole Rowekamp
And in general for the expansion. Of course, it's really exciting news. How has SC been communicating their plans to its employees?

Interviewee
There's been a few touch points, where's your SC informed us about the new properties, the new brands that are going to be added to the portfolio, the locations and expected opening times. So that's very nice for us to kind of get an idea of what's going on. But I think in general, the information has been lacking in the way that the structures aren't clear for the company itself, they want to open the seven hotels very rapidly. But in my opinion, I don't think that the backbone and the structure of the company is there yet to handle all these changes. What we spoke about before with the new teams potentially being added, we don't have the people yet. But next to it, we're expected to open a hotel in half a year, these types of things. So I think that information stream couldn't be more also what is happening with the designs, what are the clients that we're targeting? It's still quite vague for everyone. So I think that will be good to just at least be transparent about the processes that are going on. It doesn't need to be concrete information yet. But just keeping this in the loop of what they're working on what the track is of the processes. And the projects, of course, yeah, I think that would help already for us to get a little bit better insight here.

Nicole Rowekamp
And also in the way that then you know how to prepare because Oh, obviously, there's a lot of work that needs to be done before a hotel even opens.

Interviewee
Yeah, it would definitely also help for us to plan our year ahead. And knowing that we will go on fairs, knowing that we have sales trips, and if then all of a sudden information is needed directly. I need to be able to provide that basically. So it will be great to kind of have a little more detailed overview of what needs to come.

Nicole Rowekamp
Okay. I think I was pretty much all the questions I had, is there anything you would select to add or put, highlight what you said?

Speaker 1
No, I think it's definitely a very good research because I think it's important that the sales managers and even this will succeed everybody in the sales team. Also the interns should get proper training, proper onboarding, and the guidance from the existing team already and I think it's important for server collection to figure out the structure that they want to apply because we'll needed in order to move forward

Nicole Rowekamp
yeah okay well Perfect thank you so much for your time.

Interview 2:

Intervieweee: ███████ – Corporate and Consortia Sales Managers
Date: 18 July 2023

Nicole Rowekamp
Welcome and thank you for joining me today. In short my thesis is basically about the expansion of SC and how it will influence our sales team but not only the Netherlands but the entire sales teams, also Germany and Spain. And then of course, along with that I'm exploring the structure of the team. If it needs to be changed for example and then also the onboarding how that can be improved. But I don't want to tell you too much because I don't want to make a bias or anything so yeah maybe if you want to start with introducing yourself first.

Interviewee
My name is ██████ I'm 30 years old and I'm working already for one whole year here for SC and my function is corporate and consortia sales manager for in the Netherlands. and consortia part like overall for the whole SC portfolio and living in Amsterdam what I've said in currently Jip is my intern she will also leave in a week fortunately and basically I'm focusing on the corporate segments for that SC

Nicole Rowekamp
And how long have you worked at SC now?

Interviewee
for now a year OK before like November 2021 yeah so bits with COVID still yeah I started actually and then three weeks later the lockdown yeah yeah so then we have to work from home and it was a bit like a heavy time because I was during the RFP season or like a contracting season and they're working from home and you're not that prepared so yeah quite course actually yeah to do all the stuff from home I don't know all the information yet

Nicole Rowekamp
No exactly you started with a new company and there's no one around to ask work should be yes OK but then yeah 1 1/2 years you say said yeah so you're onboarding of course is already a bit in the past but maybe you still remember how it was yeah

Interviewee
yeah actually remember I think it was by that time and that's who are who rates like the whole agenda and send it to me in the post so I was already been prepared what to expect and the onboarding last for two weeks actually the first week I really enjoyed because I started literally on the 1st of November so we had the bike tour we had like the introduction from HR (people & culture) and the second week was more focusing on the teams like to get to know each other so in terms of my own boarding and well and the only thing I got sick in the third week hmm like the flu but everyone Oh yeah and then by the 4th week we were locked down so that was a bit tough OK everything has to be online and you don't see each other face to face so there's a bit yeah but tough tough

Nicole Rowekamp
was there anything that they made to adjust to that in terms with your onboarding?

Interviewee
I have like ██████. At the time ██████ just moved to a new function in to the luxury leisure segment so she has a lot of she had already a lot of knowledge so luckily she helped me out quite well and I feel good ask like many questions as possible

Nicole Rowekamp

so in in the way she was a bit of your buddy maybe

Interviewee
yes she was definitely the first two months my buddy and to drop my questions to her and also she introduced me to her corporate clients because I was then responsible for them so that was quite easy to yeah to step into the new contact persons

Nicole Rowekamp
true yeah yeah because you took over what she was doing then.

Interviewee
yeah so actually before me there were like several sales managers but there were there was not like segmentation as what we are now currently doing now I'm completely corporate responsible except the entertainment media and before it was like overall so now we had a few accounts someone else had a few accounts that came out to me OK yeah yeah wow that's also a lot yeah OK

Nicole Rowekamp
and do you think you're on boarding was like a bit specified for your particular position because of course everyone in the team has very different responsibilities and things they need to do

Interviewee
I think so yes I think so because it was really straightforward what my responsibilities will be that's the corporate market and the consortium was from totally new so it has to learn from scratch but it was in the descriptions and during my time when I started I just have to resign the contract because we're still in the COVID periods yeah I think you have all you have heard of the reroll reroll so that means sorry roll overs it means we keep the same rate as what we agreed on during COVID and just extend them so that shouldn't be the issue yeah that's true yeah

Nicole Rowekamp
and is there maybe anything from your onboarding that you think could have been better or could have been improved maybe I'm putting you a bit on the spot now

Interviewee
like I think in general the first two weeks were OK and if remove the third week you have to start by your own you have to take your own initiative so you have to be proactive by yourself and but what I think what is nice to add is for example and to give the opportunity for the sales managers if you're responsible for more to visit all the hotels for SCs or stars yeah of course with the bike tour in Amsterdam but also visit The Hague as soon as possible and also I think in the first two or three months see the other properties. I didn't saw them at all you mean in in Germany and Spain yeah and then particular Germany side because from my side I'm doing quite a lot of business for them yeah Spain is a bit different but I think a kind of understanding of what kind of other hotels we have yeah especially in sales we have to know what we are selling but don't know the hotel but that's close by so I think in general the my my experience is is good OK you know but I understand of course if you sell a certain product you need to know and you can see it on the pictures but it's not the same as when you're in there and meet the people and also the teams that you're working with team building I think that's really important luckily we're here in the office yeah and but yeah for for sure make sure that we have once healthier like yeah because do you also work on collaborate a lot with the other regions in contact with the regional director for Germany what I said already they are more their own guidance yeah yeah they've only two hotels and sure fixtures like the business hotel for me Sergio let's focus hotel no no there's less business for you there yeah it's more and more with the German sites yeah
Nicole Rowekamp

OK and do you think there was enough feedback opportunities for you during the onboarding to catch up on how you were doing and also what they were thinking of you know you were work and all those kind of things?

Interviewee
yes and no let me let me think feedback yeah it it makes it a bit difficult still because we were not allowed to come to the office and then you were still missing a bit of human contact I asked for feedback and I had died that time I think once per week or once per second week like with Annette because she was my manager like the the feedback like the the updates from each other and then I heard some things but it was not really strict OK no no they got a lot of freedom already OK I mean that's also definitely good yeah yeah yeah yeah to do and locally namely down because there it's yeah not everyone can do this no that kind of way yeah takes a lot to be that independent so quickly exactly and it's maybe nice to know if you're on track yeah

Nicole Rowekamp
Do you feel that maybe because , you were saying you worked a lot with ███ and she was more your buddy maybe some feedback sessions with her yeah maybe would have been nice?

Interviewee
yeah for sure yeah so to be on track and she was also quite busy so you don't want to disturb her yet March of course no of course but these things are also important in the way

Nicole Rowekamp
yeah OK I think that was for the first part and I would also like to talk about the expansion of SC. Maybe you could tell me a bit more what's going to happen here in the future of the company?

Interviewee
yeah of course hotels in London in park Milan you just wrote yesterday so in terms of looking at the future SC is growing really really rapidly that means you need more people currently you know we are it's weird let me let me think we are here in the Netherlands with 556 with with 96 people with 96 is an including you and that's excluding excluding and luckily as of yesterday we have looked in our departments but I think for sure if we would like to get the high quality and we need to have more people on the on the corporate side and especially for so you would say you need a bit more yeah support than on your segment as well segmented for sure yeah and then red or like still executive or like coordinator besides the ongoing internship.

Nicole Rowekamp
Because you're saying now with the work that you have your workload is already enough?

Interviewee
workload is OK yeah but if you look critical we can get more business out of it if we have more people who are reaching out to our clients yeah like for example I've done sales calls, like these kind of activities they cost me like half a day and the results were really nice we went to the clients and joined me and so we can do those things more often if we have more people because then I can say I will stay in the in the office you can do it yeah and I will prepare my other bigger for example the key accounts focusing more on those and the smaller accounts I think that's good for the for like someone who's just just started

Nicole Rowekamp

yeah what do you think would happen if that wasn't the case if there wasn't another person to support you in in that segment already?

Interviewee
We don't have it for the moment yeah and ██ is leaving in two weeks so yeah we are now in July August it's meets the holiday season but as of September there is a lot of workloads especially admin, side inspections sounds really nice we've got you almost two or three hours and you come back you still have a lot of emails to catch up yeah and I'm not saying the workload is too high I'm not making like 10 or 11 hours per day that's also not yeah not generational yeah well yeah but if if it was my company I should do it differently

Nicole Rowekamp
yeah and is there something that you have brought up with management do you know if that's in the works?

Interviewee
I know they are in process with things for next year in budgeting things I said also really honest like additional person for the it's we need this so I'm not really a fan of it let's see how blue go yeah

Nicole Rowekamp
yeah no uh completely understand do you think in terms of the expansion how do you feel the company has communicated its plans and and yeah things that are happening in the future with the team better?

Interviewee
to be honest for example we had the London issue they published on LinkedIn and director of sales from London and we did a new identity but now we know she stares already for one year over manager she's trying to involve us more often with the communication side of lection so it's it's it's it's OK but it can be on the higher level and more communication more to communicate more with us with us

Nicole Rowekamp
yeah where do you think the it's missing because do you think █████ she's telling us everything that she knows or is it from higher up that we're missing the information

Interviewee
she's indeed sharing what she knows from higher but I think it will start with the higher what do you think the management they need to share with directly with the rest and first with yeah it might be also because we are not a traditional umm it's not from this time anymore I think everyone is on the same level so I think it's good to to do it more often yeah

Nicole Rowekamp
yeah definitely especially if there's so much happening in the future like you also there's so much work you need to prepare in advance

interviewee
yeah for the hotels and also who will be responsible for debt markets and what will be the structure and I know they don't know the question yet but it's good to brainstorm already yeah what is the plan for next year yeah all have questions and I'm responsible for London markets will that be the same for next year I don't know umm and has it happened that management ever maybe announced the hotel opening to happen at a certain point but then it got moved maybe to the back or something for sure yeah and and you know opening days are always a bit risky to say so we always say it will open soon and it's definitely I don't know what happen the openings are yeah no no also not

Nicole Rowekamp
yeah is there anything you would still like to add or highlight maybe

Interviewee
no I think it's clear I think there are teachers is more about expanding my wishes departments and no questions for now and I really be I'm transparent and what I'm saying yeah yeah that's that's really important yeah good luck with your thesis

Nicole Rowekamp
thank you this was really helpful and also quite short but that's perfect yeah yeah

Interview 3

Intervieweee: ▮▮▮▮▮▮▮ – Luxury Leisure Sales Manager
Date: 26 July 2023

Nicole Rowekamp
Yeah so in short my thesis is about yeah the expansion of SC because we're of course opening a lot of new hotels in the upcoming 1 1/2 to two years and I'm writing about how that expansion influences the sales team in particular so not only our team but actually the entire also in Germany and then in Spain and if that impact requires for us to grow as a team or if not or if that is the case do we need to improve our onboarding so that's what I'm writing about so based on that I'll also split the interview into two parts it's a bit about the expansion and what you think about that and then also about the onboarding itself so in general I am interviewing members of the sales team they've been on boarded in the last two years kind of because otherwise it's of course really long time ago umm but yeah maybe you can start with an introduction about yourself

Interviewee
yeah of course now first of all thanks a lot for inviting me over happy to be part of your thesis research. So I'm ▮▮▮▮▮, I am the international luxury leisure sales manager within SC. the main responsibilities that I look after the luxury this year as well as their global entertainment and I oversee the entire portfolio of currently 13 hotels that we have within Netherlands Germany as well as the Spanish regions

Nicole Rowekamp
yeah if you talk about luxury leisure what kind of client base is that then. Could you maybe explain a bit more?

Interviewee
you mean where the clients are coming from?

Nicole Rowekamp
yeah exactly

Interviewee
yeah so the luxury leisure of course they clients predominantly come either from the United states or from the European countries this is where most of the travel with course is happening as well for us when we're attending other trade shows as well as doing one-on-one appointments yeah clients

Nicole Rowekamp
yeah and you said that you were overseeing all 13 hotels. I'm going to first go about the the onboarding . Have you seen all the hotels as well or?

Interviewee
I've seen most of them I joined the company it's going to be exactly one year very very soon so in August to be specific in that one here I managed to see I would say 95% of our properties OK so the only ones that still on my list I would be in Vienna hmm the Max brown hotel and for the rest I believe everything is covered

Nicole Rowekamp
yeah OK and seeing those properties that especially were abroad because of course you need to travel there was that something that was part of your onboarding or was it more related to trips that you had to do yourself or

Interviewee

yeah it was definitely raised during my introduction. But because of the fact that I have already such a tight schedule when it comes to traveling for you know attending those showcases there was no opportunity for me to combine you know within the onboarding to seeing the hotels so that was indeed in the beginning for me a little bit challenging because of course how can you sell something when you haven't seen it with your own eyes So what I've done in this case I had like one-on-one online meetings with the regional directors in Spain as well as in Germany where they guided me through like in terms of the unique selling points of each property in their regions as well as sharing the site inspection formats in terms of the storytelling of each hotel so I was very well prepared when it comes to factual information but looking back once I've really got to know the hotels once I really got to see them with my own eyes my picture became complete so to answer your question of course it should be part of their onboarding but realistically speaking knowing that we have now 13 hotels but they're about to be a lot more in our collection it's not always feasible to do that so I think it has to yeah be probably a plan for one year that once Assad marriage joins that they make time to go to those regions to really got to know the product and got to see it so in my occasion it was a combination of personal trips for example with Germany I went there for a few days over the Christmas period to see other properties in in that region for Spain I covered that during the Famtrip yeah that was the first time I've seen them so that was if we're speaking by the timeline has been six to eight months since the moment I started you know with my job when I only got to see the Spanish properties and knowing that our Spanish properties are actually a lot more driven by luxury leisure clientele segment I would say this would have been very umm good to see it in the first let's say one to three months once you start yeah job so if I could report back I would uh definitely recommend scheduling those trips up front before we do any client events in those regions

Nicole Rowekamp
yeah because you said now you had a fam trip in the Spanish reason regions and that was the first time you actually saw the properties yourself. I guess that was quite difficult for you as well

Interviewee
yeah yeah so I tried to in the meantime I tried to use the internal resources speaking with our regional director now here in the Netherlands as she managed to do the same role in the past so she's been with the company for a very long time and with that information I was able to compile all the facts for myself so at least i'm well prepared for my each product in particular each brand yeah but also in terms of facilities that we have in each product so for instance we're Sir Nicolai very good example would be there where on the website we used to have information that we have a Spa there but until I saw it with my own eyes that actually maintenance will take a little longer than I anticipated only that in that moment it became very clear to me this is not something I can promote to the clients that it is about to open but more like taking it out of the presentations taking it out of my speech because obviously we want to be very transparent to the clients in terms of what you see is what you get and we also want to show them this is the product that we have these are the facilities so their expectations are also met when they come and stay at the hotel yeah yeah of course and that also of course um determines what kind of partnerships we sign up for luxury leisure because as you know they work a lot with benefits right so free and it can be free entrance to the spa it can be of course the dining experience where we offer complimentary vouchers so we need to understand what is that we offer in all of these facilities are we able to comply with those requirements yes or no and in some regions we know that it's probably not gonna be the right fit

Nicole Rowekamp
no completely yeah very important to see see with your own eyes and to fully understand the property and you mentioned that you've also did a private trip and and

that way you managed to see the property does that mean that is there if you would have the time to travel would there be budget for it or it was not part of the budget

Interviewee
in the first instance because the moment when I did my onboarding I did question that how about the fact that I actually need to see those hotels and that woman we said yeah because there's so much other travels that are upcoming and I have to make sure that I'm a well prepared for those there was no budget not trying to make it happen

Nicole Rowekamp
OK yeah OK no good to know and then maybe if I know it's been also one or two years now kind of like that since you started but yeah one yeah but maybe you could tell a bit more about how the onboarding was in general and what information you got in advance your schedule those things

Interviewee
yeah so my schedule actually was shared with me I believe two weeks before joining the company it was a two week agenda and it was a combination of one-on-one meetings with the direct colleagues as well as visiting the hotels in the Dutch region but also having one-on-one appointments with the hotel managers because this was also really important for me to get to know them better obviously we basically headquarters we need to have a trusted person on property who can welcome the clients and when they stay those hotels in terms of trainings for the systems this is something that I think I have to figure out myself in some occasions so having in the future an online training for each of the system that we're using would definitely be very helpful instead of learning on the job yeah and yeah I'm just trying to think what else was part of the onboarding program

Nicole Rowekamp
if you if you talk about online workshop or learning for the for the programs do you mean like from the site itself or you mean someone to help you and teach you from the team itself

Interviewee
it can be actually from both perspectives we can definitely have something set up with the provider we work with already with one of the systems for instance with the perfect view or Shiji as an introduction video right but then I think it's important to also make video guide by let's say whether it's a regional director who does that on behalf of the team here to do a more practical example is how to use the system base yeah I think that would be helpful because instead of just imagine right only with the time that you've been with us we are a company that is expanding we definitely have people joining our commercial team sometimes even on a quarterly basis right so it would definitely be very helpful and efficient if we just have one video introduction video that is created yeah by our regional director and that we can showcase for each new team member once they start so that actually saves our time we don't need to sit next to that new person new team member but then instead they can navigate themselves and then in case of questions we can schedule a separate meeting to go through them yeah so I think that is something that we definitely have to look into for for next year

Nicole Rowekamp
yeah I mean it's a good idea because of course if you hire a lot of new people and then having to individually show them all how every single system works takes up a lot of time that's a good one to remember and when you started of course ▮▮▮▮ already did the position that you were going to take over in your onboarding was there some kind of buddy system then or as in she took you along and showed you how it works for your segment or was that not the case per se.

Interviewee

so I got enough support to get me started on this job the segment itself was not necessarily new for me because I managed it in the past roles but definitely getting to know the partnerships that we had already established in the past having an introductions that ███ did with our account managers per program understand what kind of agreements we've made with certain partners this is something I definitely got from ███ OK so yeah I was really like in the first couple of months I really felt like I'm doing this job together with ███ was not like OK here we go these are the clients you need to manage and figure it out yourself so you know I really felt full support there yeah we had our weekly meetings at that point to review those partnerships but also evaluate and establish new activities we will be doing in the markets as well as coming up with a new strategic plan for the 2023 at that and when it comes to the troubled budget but also the programs that we are willing to consider for boarding our hotels and to so yes I really felt the first I would say maybe even six months that I was guided very well and within that. I also learned a lot about the company itself the SC so I think after six months I really felt comfortable with doing this job on my own

Nicole Rowekamp

yeah I think what really helps is indeed that the person who did the position before you stayed within the company of course so there was a really there was always someone you could ask because the person didn't leave. and you mentioned weekly meetings you mean weekly meetings one-on-one with ███. OK then let me see umm in terms of feedback when you started I mean of course when you started a company you want to know if you're on track is that also something that you received and we're also able to give during the beginning period of of joining the company?

Interviewee

yeah we did set up some targets as well for me they were not as tangible as they are for this year so for the first like 6 or let's say five months we have established just you know targets as in like how many sales trips needs to happen we stablish the target clients for example I need to see how how many side inspections need to happen so there were tangible in some way but it was not really linked to the production itself clear partner because obviously we've just entered the calm period once the has you know finished off and travel restrictions were lifted yeah at that moment we felt it's not the right time to set up a production goals rather than focus on the account management rather than focus on the establishing personal relationships with the clients and also having introduction moments with each partner that we work with but also discovering new engagement opportunities hmm so the beginning phase was really about getting comfortable in this role getting comfortable with the product that we have with the hotels and I'm also learning about the possibilities yeah we can do as a company and our limitations what is not possible

Nicole Rowekamp

you talked much about indeed setting goals and in that way but was there also feedback opportunities for you to yes mention how the onboarding in general was and how

Interviewee

yes you definitely had an evaluation moment after two weeks of my introduction. There were certain things that I've mentioned straight away and when it comes to that and I think one of them also was the login details as we work with so many systems so many platforms it was a lengthy process and yeah I think another point of course seeing the hotels yeah from your own perspective hmm there was a second point and I think the yeah cross training so I managed to do them all with the entire commercial team so not only within the sales team but also the GE reservations as well as their revenue team so I got a clear idea in terms of the responsibilities of each tenure because the setup is way different versus if you were just based on property and you have one reservation agent

one revenue manager and a sales team here obviously the team is a lot bigger and divisions and task divisions is also very very different

Nicole Rowekamp
umm OK in terms of your onboarding is there anything else you would like to so mention anywhere where you see strengths but also point of improvements that you haven't mentioned yet?

interviewee
yeah perhaps like when we got to do the side inspections of each hotel it would have been helpful perhaps to receive an information about each hotel up front as we have for example the guidelines in our internal system that we're using yeah right I believe you have updated them as well recently so I think it would be helpful to familiarize yourself before we go to those satisfactions and then make it a little bit I would say a line because of course each sales manager has its own way of presenting the hotel depending on the type of clientele they deal with but in terms of storytelling I think I missed consistency OK so that's something I would definitely highlight for the in the future that we should align our stories

Nicole Rowekap
because you had a feeling that other managers would mention other details that you didn't know about or OK no that's a good important to know so in general but would you say that you're on boarding schedule yeah was in specified or created for your position individually like of course everyone has so different responsibilities do you feel like your onboarding was created for your positions per se

Interviewee
yes yes definitely it's always a combination of course as we can't tailor it for each individual was the word tailor yes so it was a combination of course there were some general introduction meetings but at the same time indeed having those one-on-one sessions with nami um allowed me to deep dive further into the segments I'm looking after mainly with entertainment as well as the luxury

Nicole Rowekamp
OK perfect um I think that's for part one unless you have anything else to add OK then Part 2 I wanted to talk a bit more about the expansion of SC and what we have planned in the future so of course we're opening many more hotels which also means that we need to look at how how those hotels will be added on perhaps the responsibilities of each manager have you heard anything about that how do you think these hotels will be included in your portfolio yeah what what can you expect basically

Interviewee
yeah I think it's a very very good question which I'm pretty sure everybody is also questioning themselves with yeah at this point I think it's slightly bit difficult to say what kind of hotels will be added into our portfolio that we will be managing because as you know we have quite a few properties as well that are not part of SC column is still owned by later but but but they are managed mikes general party so the only thing that I do know there are some hotels that will have new hotels that will have a lot more focus on the high end spending clients so meaning that we have to look into engagement opportunities within the luxury leisure segment as these are the clients to spend the most so and with that being said it's been shared that the new brand which is the SC hotels will be more on the high end level so I expect it to be added into our portfolio and yeah form the destinations of London as well as Milan so this is where I got involved with also sharing my opinion with management team where I feel we need to create exposure where we need to start already working on those relationships with these partners now in order to create an exposure of at least that we're having with air we opening those destinations it tells in those destinations that at least we get an idea of what are the

criteria I want to do in order to get into those programs because typically speaking it takes at least a year for a hotel a new hotel to be open in the market before we can even apply for a program meaning that we have to collect the data for a year yeah but of course the preparations can be done already now yeah so to answer your question yes there are a lot of partners that come to me saying Oh my God we've seen the press release that you guys are expanding new cities new destinations even the 4th new hotel brands and people do feel very excited about it but we as a company we always umm try to share the information only on the one that we are certain about yeah so that comes to the opening dates that comes to the type of clients we will be focusing on so before we share anything with the outside world we need to make sure that everything has been agreed with their owner with the management team and the commercial team yeah that we are all aligned yeah so I think yeah here are the keys to be patient of course the good thing is that we are encouraged to share our opinion where we think what would be the best strategy OK for each individual hotel so I think that's where we can definitely contribute at this point but of course the final say would have to be with with ▮▮▮▮ and ▮▮▮▮ as well as the owners

Nicole Rowekamp
yeah no of course there's so much pre work that needs to be done before or hotels even being opened so internally of course it needs it's super important that everyone is aligned and knows what's happening in terms of hotels cause it's I believe seven hotels that they're opening something like that in the next 1 1/2 two years 1 1/2 to two years um in your opinion is that something that is realistic or do you can you foresee that maybe some openings will be moved further along or what are your expectations there

interviewee
yeah I think it's very much also depends on the economic situation in Europe as we're now opening hotels currently within this region so that's one factor then of course like looking back at the openings of the previous hotels not only within SC but actually other brands in the market even looking at the rosewood hotel right in Amsterdam it's been I believe more than eight years since they announced that the hotel will be opening but still they keep on you know yeah holding their opening date so I feel that some deadlines can be reached but in many occasions it's I think very good that we're not sharing exact date of the opening yeah because I'm sure management is speaking also from their experience that often those projects can anticipate some delays so I think indeed it's good to have a timeline for any opening for any project that we have God allowing ourselves to have a bit of a yeah in order to have the right picture and the right image and from the client so

Nicole Rowekamp
OK so everything's going to go well and the hotels are going to be opened and perhaps some of them will also be added to your portfolio is that something let's say workload related that's manageable for you or do you maybe see the necessity for a person to add the luxury leisure segment or maybe in other segments from the sales department

Interviewee
it's definitely will be a little bit more clear once those hotels will open up in terms of the workload because currently I focus mainly on the spanish hotels because those are the most luxurious hotels within our friend that invited the segment umm at this moment I would say having someone like yourself supporting our role of our luxury so as manager luxury leisure sales manager would definitely be very very helpful perhaps in the future we should look into hiring someone you know on a permanent basis as a office coordinator or sales coordinator somewhere beekeeper yeah someone who could assist with the administrative tasks but also the person who can actually help the entire team not only for the luxury leisure segment but also for the corporate for the entertainment for there also we need to evaluate in terms of the divisions right as we have currently three regional teams Netherlands Spain as well as Germany there will be a fourth one

which which is UK right the headquarters will remain to be here in the Netherlands however we need to see like in terms of overlap between the segments as you might know in the UK one of the key segments would be definitely corporate yeah and entertainment currently those positions are either shared 4 shared between the team members of all regions right or have an international like an international role yeah for one person who looks like the entire portfolio of hotels yeah so I think there are a lot of strategic decisions the management needs to agree on how we see our future how do we see the division are we going to maintain the division for segment or instead as many hotels in the market do they focus on the regions so at this moment we have it divided per segment in the headquarters but maybe in the future it would make sense to have people focusing on specific countries yes that

Nicole Rowekamp
and is it confirmed that in London that there will be an office or is that just an idea

Interviewee
That's confirmed because we're already hiring herself some for this region as well as the previous sales executive or sales manager so for this moment this moment we have two roles open it might be the case that we will have even more people needed but since it's just one hotel at the moment two people will be more than enough and they will obviously work very closely with the headquarters yeah in order to align actions because just to give you an example where the corporate market predominantly all the contracting for corporate key corporate pounds is down in London in UK so obviously it completely makes sense that we have a person based in the market who can knock on the door who can manage the relationship with the local corporate contact rather than having someone seated in Amsterdam behind their desk so there are certain things that definitely will have an impact on on our team but of course it needs to be more certain stone and agreed on on the high level yeah super important I think to have someone there in person because there's only so much you can do and so personal you can get by being here in the office

Nicole Rowekamp
I think we touched upon the things that I wanted to hear um is there anything else you would like to add or anything that's on your mind that you think could be important

Interviewee
um no I think we covered most of it do feel free to share questions even after you finish without support this week yeah I will be available for that I know there might be questions coming up afterwards trying to really get into writing so i'm quite transparent with sharing now my ideas

Nicole Rowekamp
OK thank you that's really nice

Interview 4

Intervieweee: ██████████ – Entertainment and Corporate Sales Manager
Date: 24 July 2023

Nicole Rowekamp
I'm starting. Okay. Well, thank you for joining me for this interview. As you know, it's part of my bachelor thesis. So I'm in the process of gathering some information at the moment. This will be quite a short interview, I think, around 15 minutes. Maybe I'll give you a short summary about what I'm actually writing about. My thesis is exploring, well, how SC collection is expanding. So the process of opening new hotels, and then in that relation, also, if maybe it's necessary to open new or make new positions in the sales team. And then of course, if that's the case, how the onboarding should be improved. Most of the people that I asked, or to interview, or people that started in SC collection in the last two years, but you've already been here a bit longer. So mainly, I'm going to ask you about what your opinion is towards the expansion of the collection. Yeah. But maybe you can give a short introduction of yourself.

Interviewee
Yeah. So my, my name is ██████, and I'm working for more than seven years at SC. So back in the days when I started was only hotels in Amsterdam, before and now after seven years, it's already 13 with a lot of new hotels coming up. So that's really nice. And yeah, in all those years, we had a lot of name change, we had a new strategy, a new city, so new brands, So a lot of things have been changed as well for the last few years, you team members, but it's growing and growing. So it's also really nice to be part of the journey. Yeah.

Nicole Rowekamp
So you actually saw a lot of the changes, like, so for you. It's also fun to maybe compare how every time it's gonna be different are also the same. But maybe you can also tell me a bit more about what do you do in the sales team?

Interviewee
Yeah, yeah. So I'm international sales manager in Entertainment and corporates. So my responsibilities is taken care of the entertainment segment for all the 13 hotels here in Amsterdam, but also in Berlin, and in the other cities. And next to that, I'm taking care of the corporate and then especially the fashion segment for Amsterdam. So my goal is to have expand my portfolio with the current accounts, but then also with new business. For a lot of the fashion accounts for the Amsterdam hotels just for Park Centreaal.

Nicole Rowekamp
Yeah, yeah. Perfect. And then you of course, know, like we already mentioned, SC is opening more hotels, maybe you can tell me what exactly the planning is for that what's going to happen in the future?

Interviewee
Yeah, so a few months ago, they announced that was like the big announcement for all the hotels. So then we announced the new brands. So for example, the new brands and Rotterdam but also the SC brands in London and in Milan. So we did like the big announcement with not really the the date but the quarter. So now it's more to so far, sometimes you do receive some new things. Like for example, the design for the London hotel. I think in the process, that more the management team is more involved. The more information about him. And so so far we know the highlights of the hotels. Yeah, the unique selling points of the hotels, the timeline events, so we can already sell to the clients, but really in the bullet points. Yeah.

Nicole Rowekamp

Because how do you think this expansion will influence your own work and your position? Because you said you're now responsible for an entire portfolio? How do you think there will be in the future?

Interviewee

Yeah, that's a good question. Because for the entertainment is, like most of the clients are located in UK and it's also one of my responsibilities in UK markets. And of course, there will be a new Hotel in London. So, to be honest, I don't know exactly. So I also asked the question to my manager to see what the future is because yeah, maybe because they're looking for a new sales manager. So yeah, maybe the new sales manager will take care of the London market. So then it will influence me, my work my daily work or I will remain the same portfolio and then nothing will change then it's only am selling more hotels, which is better for me personally, of course. So to be honest, I don't have the answer yet. But hopefully within upcoming weeks, I received more information.

Nicole Rowekamp

With regards to this, how do you feel like the communication than has been to the team? You said right now it's maybe the information is really with upper management? Do you think that you are really missing information? And that you, there are things that you already liked to know? Are you happy with how the communication stream is going at the moment?

Interviewee

And I have two opinions on my first opinion about communication towards the clients, it's okay. And everywhere we know what to sell, we know the city, the neighbourhoods, the unique selling points of the hotel. So that's the most important thing. So we can already proactive sell to the clients. So the communication is perfect. Because if you give me a lot of details, and maybe 50% is not going to happen because an accept the things for example, delay in in renocation, delay in design items. So it's always good to be a little bit vague in some things, because otherwise, yeah, yeah, you sell a lot of information. You've done a lot of information and maybe at the end, but hotel opening the restaurants is not coming, because we find another one. that like my first opinion about that about communication towards the clients is perfect because now we already have a good story. So we can already sell it. So that's okay. The communication to sometimes back to your other question about the future about my work for the future. Yeah. I'm living missing, that's little bit unsecure. Yeah, so I didn't know. So that's sometimes I missed that a little bit of communication like, yeah, for new team members, but nothing will change for you. Oh, yes. upon those things will change. A little bit. In the middle. So personally, that's something Yeah, it's, I'm waiting for an answer.

Nicole Rowekamp

Yeah, exactly. It's a bit uncertain. So you don't know what to expect? Of course, as soon as sometime? Yeah. How to prepare, maybe? And? Yeah. And do you think if the new portfolio will be added on to your workload, is it gonna be, like, manageable? Or do you think?

Interviewee

Yeah, of course, I will get more responsibilities, more workloads. But I think I've seen that also with the other hotel openings. It's doable. Because when I started, and we of course, we had just a few of sales, and then it was okay, as well. So yeah, no, I'm sure there will be fine. Okay, of course, you have other priorities, or maybe some busy days, for example, if you new have new RFPs, of new events, of course, then it will take more time. But I think at the ends, you can manage it.

Nicole Rowekamp

Okay, so you don't see do you see a need for another person for the corporate segment to join the team, for example?

Interviewee
Yeah, of course, I've agreed on myself that I think is doable, like looking at my segments. But yeah, in general. Yeah, of course. Yeah. Then Yeah. Then of course, we need some more people. Yeah. But I think looking at my own segment, it's okay. It's fine. But I think, yeah, of course, in general. Yeah. But if you would like to cover for all the segments, so yeah, corporate and leisure. So yeah.

Nicole Rowekamp
So you see a need in another segment you say?

Interviewee
Yeah, because I think corporate it's so big. Yeah. You know, go back you have the tech industry, but you have also corporates in the bank, accounting. Yeah. It's so huge. Oh, yeah. Yeah. Yeah.

Nicole Rowekamp
Okay, good to know. And maybe comparing it to the years before when new back then the hotel openings were happening. I'm going back to communication. Was it similar? Was it done in a similar way? Or do you think the communication to the employees was maybe a bit more? How do you say transparent or?

Interviewee
When I just started at the company, then it was only four hotels. So also the team were like really small. So that for example, when we had lunch at noon, then we had like lunch with the whole office. Back in the days then it was the commercial meeting, the marketing meeting, the marketing team, it was all together. So of course, then you hear the latest updates. So yeah, yeah, it was different and I think those communication was in the big lines the same to the clients, to employees the same. But of course, you hear more things if you're like getting a smaller team, you know, during the lunch breaks during the drinks, of course, and you hear other things because we were like, really small. Yeah. But I think in general, it was the same. Yeah. Okay. Because it's always tricky. If you say, if you share a lot of things also with your employees, yeah. Because if you do one thing, for example, to kind of be a spa in the london property, and, of course, if you already share a lot of information with all employees, then you know, it creates their own story. And then it's also a little bit tricky, because it's not 100% upfront, because you never know what happenes.. That's true. So I think on that side is also good for the company how we are doing it right now. Because otherwise, if you share a lot of details and say to the employees, or you can only share this or you can only share that with honour clients, then at the end, it's really goes its own way. So I think sometimes it's also better to share a little bit less. Yeah, that's true. Really, the bullet points on things like location, the city that will never change. Yeah. So of course, you can share that already. The year, you can share it with the brands or the division, the style, you can share it already, because it will Yeah, it will not change, of course. So I think that's but really the details the things, I think sometimes it's better to get a little bit low. Yeah. Because those things can change really easily.

Nicole Rowekamp
That's true, especially when it comes to the hotels, like you said itself, then it's, you don't want to overshare not disappointed in the end. But then, of course, it's different about sharing information that's about how it will affect your work and those kinds of things.

Interviewee

For example, with Park Centraal how we did it, we had a renovation, and then it was huge renovation, we did like a huge opening party. And it was really the big news. And really the highlight of the year. And it was really, it was amazing. That we did we also received like a briefing the week before, like, really the unique selling points, like it was a presentation about why why do innovation? What is the new vision? What? Why did we choose for the blue colours? Why did we choose this? So we had like a proper briefing before and that was amazing, because they have really the bullet points, and you can sell it easily to the client. So it's Yeah, I think looking back now, that was really good. You know, a proper briefing, briefing by marketing marketing knows exactly about, you know, all the bad things, the reason behind and they can share really easily with us. And that's perfect. Yeah. And there's only thing there's also the things that we will know exactly. The reason why, why we have the painting of us specific artists. It's those things we need to remember also for the science fiction, so, you know, it's always a few weeks before we get a briefing with all things presentation about marketing, and it's amazing.

Nicole Rowekamp
Yeah, that's a really good one. Do you think I mean, since you're also selling products that are abroad, so not just in the Netherlands? Do you think there will be an opportunity for you to go visit those properties?

Interviewee
Yeah, I think if the if I know there's a lot of potential for my clients. Yes. Yeah, of course. When you see your own eyes then you feel it you see you of course, it's better and also easy to sell you know, the area then a little bit. You know, exactly the space you feel the atmosphere you feel the vibe, you know, those things are really important to sell to the client.

Nicole Rowekamp
Yeah, definitely like looking at some pictures from a hotel and selling it or meeting the team and knowing everyone there and knowing the property is very different. Of course.

Interviewee
you can, for example, Maxwell, who dog in Berlin, if you see the photo is anything because it looks nice, that's it, but if you walk in the lobby, it's so cosy. Like it's amazing. And you never had that if you just see the photos. It's different. But then a few minutes I was there for the first time I really feeling the vibe is wow was amazing.

Nicole Rowekamp
Way better than the pictures.

Interviewee
Yeah, it's so easy to sell them to the clients because you're enthusiastic. Yeah, it's so easy to sell them to your clients. Because the clients see that you're enthusiastic about it and you're really behind the product you're really behind. You really stand for the for the brand. So now I think that's really good and also needed to send employees if it's really necessary to sell to the USP Yeah.

Nicole Rowekamp
Because then those trips like in the past, did you organise them themselves as in combined with some sales calls or something or was it really you're going to see the property and that's why you're going.

Interviewee
Yeah, yeah. 5050 with some properties, I really went there to see the properties and to see the Compset. So it was a matter of time combination of Vienna and Berlin. And also Hamburg by the way, but focus on all Barcelona as well. Oh, yeah. All of them. All of them. Yeah. Okay to see the properties and to see the concepts. Yeah, yeah. Okay.

Nicole Rowekamp
Yeah, I think that's super important. Yeah, of course. Let me think what else I wanted to ask you. Yeah. I think we pretty much touched upon everything. Unless you feel like there's something you still really want to share your thoughts opinions? Do you? For example, do you think the hotel openings? Is it realistic? Because I have no clue. Because I've never experienced that. The timeframe and they're in that they're doing it? Is it something that's realistic? Or because it's seven hotels? And the next one and a half years? I feel like

Interviewee
yeah, to be honest, I'm not sharing really the date of the quarter to clients, because I'm very careful with that. Because I know in the past, I was always the a delay, which is normal. If you do a renovation, you take over another notel, there's always some delay. So I'm really careful with that, because I want to be on the safe side. So I'm not sharing I'm really proactive, the exact date. what I will say like, Oh, next year, the beginning of next year, okay, the in some around some more global instead of really specific, yeah, we can be allowed to say, but I want to be more on the safe side. And if they're really interested, of course, they let me know if I write down or we remind for myself to reach out to the clients. If there's some news about a specific property. I know they're really interested in Milan. Yeah. So for example, I had a client in Paris, and they were like, really enthusiastic about Milan property about the luxury. Yeah, so cool. Yeah. But of course, it's not really we don't really date yet. So I have a reminder for myself, too, in my agenda for this client to check the new updates and send to clients. So they are up to date. And then yeah, I used a few in my agenda. Yeah. So that's like for myself or few clients. I have to keep them up to date because I know they're really interested. Yeah, nice. Good to know. Yeah. Yeah. But furthermore, yeah. Okay.

Nicole Rowekamp
Perfect. Well, if you also have nothing to say anymore, then neither do I know this was really helpful. Thank you so much.

Interview 5

Interviewee: ██████████ – <mark>Leisure Sales Managers</mark>
Date: 26 July 2023

Nicole Rowekamp
well, thank you for taking the time for this interview, it will only be around 30 minutes. Maybe in short, I'll explain you what my thesis is actually about. I'm writing about the expansion of SC, because we're planning on opening many more hotels in the next one and a half to two years. And in regards with that, I'm looking into how that affects the sales team. So the entire sales team, not just in the Netherlands. And if perhaps we need to hire more people, if we need to widen our team, and if that's the case, if the onboarding schedule needs to be improved, or if it's okay the way it is. So I'm going to split the interview into two parts one time about the expansion of SC, and one time about the onboarding. Basically, um, but maybe you can start with a small introduction about yourself, what you're doing at SC, how long you've been here.

Interviewee
I am ████. And thank you for your time. I'm working with SC since February. I am responsible for the Austrian market, actually, not just for the clients in Austria and Switzerland, in Western Europe. And we have taken over Penta hotel also this year. So my main part and my main job in the last month, it was like collecting informations all over the clients. And both segments, both hotels and districts, what they need and why are they here in our hotel to understand our markets in Vienna, because it's compared to Amsterdam or Netherlands, it's such a difficult market. So I was struggling with that and try to understand our corporate clients. I am just responsible for the corporate clients at the moment, but I am also contacted some for for like the agencies that travel agencies if they need anything directly here. So exactly, I am the contact person and at the moment for a lot of positions I guess.

Nicole Rowekamp
A lot to do. And why is it that the Austrian market is such a difficult market actually?

Interviewee
you know, because the Austrian, they need that relationship with management. So it's all based on trust and a lot of talk to be honest. And also the dynamic rates are in Austria, not that easy to get from the market. Because they, for example, the Austrian companies, they need to be j and the travel budget, they have a travel budget until they can't accept the dynamic rates like it could be between 110 euro and 220. And in between somewhere so they need a strict static rate to negotiate and then if they accept it, and if the rate is good for them people go so the hotels, so I can see like the 17.5% presented at the moment it's not that in for for our corporate clients are many of them they have it but of course then you have the possibility to book other hotels to you know what I mean? So it's like they can choose the hotels. And as a sales manager in the hospitality and here it's like, you don't know the brand Max brown in Austria. You don't know the brand Sir. So it's also difficult to tell it because the companies they don't have the need. I have to try to make sure that we are unique compared to the other hotels and why are they have to book our hotels compared to the other hotels because they are already in? They have a better marketing strategy. Also the new hotels and we don't have the surgery here in Vienna I can see because it's like Max Brown. Where is it? I was like have you ever been in the seven month restaurant? Oh yes, exactly.

Nicole Rowekamp
Yeah, there's no How do you say reputation of it yet?

Interviewee

No, no, no, I'm not really not really accepted, pretty simple tensor that has it. So a lot of people know the name Penta exists since 2011. So don't forget, it's like 12 years already and pentose actually that huge chain as a bigger team so people know it and we build a wave already but Metatron open 2019 in Vienna, so and then you get the corona time so it's really hard to to understand this And also like, sell the product. I mean, like the hotels, to the corporate clients, it's challenging. It's amazing. And you know, there's a reason entertainment business, for example, it's a better business for us, it's easier to handle and negotiate at the moment because they like the why it's all over the way being, and I can sell my problem with divide. Yeah, you know. And in the seventh district, you don't have the corporate clients that much in this area 52 Amazingly, and based on corporate, because you have the startup companies, a lot of new companies, and also the big companies also in near so they booked a hotel, and there is also like, well located, compared to seven, I mean, like, seventh district is also good located, but the walking distance a bit. Further is definitely and also like during the concert hall. And that's our epic monument in that case, because you know that we have a contract. It's August.

Nicole Rowekamp
Yeah. And maybe you could tell me a bit about your onboarding. So did you get a schedule, how far in advance you got it before you started?

Interviewee
I was pretty lucky with my onboarding, because ⬛⬛⬛⬛ took over. So she wrote our two weeks onboarding plan. Pretty intense one because I started my very first day looking to set up with the commercial team. So I've, through two sets of standards, see the setup property. So I've seen the VP and the people there, you know, lots of big names of our company there and seeing how they negotiate and all over the strategy. So I went to humble with ⬛⬛⬛⬛ tend to work together. And I met also ⬛⬛, the German sales manager before ⬛⬛. So and I went one week to Berlin also, and I came back to Austria, and then I had also a week onboarding. Also in our Austria, with the seventh district.

Nicole Rowekamp
Okay, so you actually and see all the properties that meet all the teams there.

Interviewee
Yeah, definitely. It was really intense, to be honest, the so many people. But it was crucial to understand the other hotel and my region.

Nicole Rowekamp
Yeah, I think, super important, because how are you going to sell a product that you've never seen before? That's, and it's interesting to hear it because I don't know if you're aware, but some sales managers here in the Netherlands who manage the entire portfolio, they don't get to see the properties per se, you know, like they don't get trips arranged to Germany to see your properties or those kinds of things.

Interviewee
Between, us it's also like, that's what you can see the Netherlands, and Germany and Austria do not that connected that much in my eyes. But I have to be honest with you to be, I guess, so you can see it because they were for the Netherlands at the end of the day. We our sales manager, and we are selling the entire portfolio. But be honest, you're selling actually your region?

Nicole Rowekamp
Yeah, exactly. Mostly. So super happy to say it, because I'm trying also with this research to of course, then align a bit these all of our three countries, and maybe even the fourth country if we open in London or something. So it's super important to be aligned and that way. Yeah. Yeah. And after those two weeks, from the onboarding

schedule that you got, how was how did it look for you? Did you just then slowly take over your day to day business? Or did your onboarding kind of continue?

Interviewee
Ah, like it was really, the very first step was like understanding SC. Like literally, we were done what we want, and what we wish for and how the hotels look like. And then my second step was like contacting our clients in the 7th District, the new sales manager, waiting for response waiting for a coffee appointment or something like that. And then the fourth step was like having Penta and having the introduction day in Penta, and also understand Penta and the business and the corporate plan. So I am still actually in the onboarding. Know me like doing my daily business already. But you know, for me, answering this question to you, it's so different, because if you talk to Tom, it's a different setting, compared to me, because my very first job was like collecting all the information trying to understand it because we didn't have that much information. If we didn't have that much information from the 7th district, like, why these operating plans not producing any more this year, so these understandings, whereas my life a lot of, you know, opportunity, a lot of a lot of time, taking a lot of time and making these extra sheets and just trying to collect all the information and having a clear picture all about about two locations and the market.

Nicole Rowekamp
That's nice. Seems like you had a structure of getting to know each property. There's those parts, yes, how that company works. And then moving on to the next one, kind of? And would you say that your onboarding schedule was was how do you say, like, created exactly for your position, because of course, maybe ███, who's doing a different segment has a different onboarding, the you.

Interviewee
I would say, the very first two weeks were like, perfect for me as the manager, because it's both all about knowing the structure of SC. And also, like I had the opportunity then two days working with ███, she was explaining me the programmes and everything, how we work and what they want, and how. So actually, I had, but at the end of the day, you can't do an onboarding process manager that much, because you have to understand on your own to market if you really want to sell these products, because it's like, not in for me, but it's just my opinion. In the Netherlands, you have the product, it's it's on the ramp already. And you do that, like, Hey, nice to meet you. And the Sales. manager . 17,5% contract yes or no? Hey, I am that you know what? I mean? That's what I see. I mean, like, it's always a lot of negotiation. I know. But it's, like easier to put the product on the market and sell it enough for me. It's like, Hey, we are these persons. And what do you think, and I can invite you and you can see the properties? Maybe you stayed? Because already you like the hotel? Why do you like the hotel? And what can we do if we make a corporate? You know, corporate rate for you? And then yeah, you know, I have this beautiful for me. There are no need to max brown. In Amsterdam, you have like, they have to be somewhere and Amsterdam is full already. So they need a new partners with a lower rate. Here. We have 100 million hotels in Vienna with better location. So yeah, what's the point booking Max Brown?

Nicole Rowekamp
Yeah, fair enough. You need to really sell you really need to sell your product, because it doesn't come to you like it does maybe here in the Netherlands? Yeah, yeah. And would you say that you had a buddy when you started? Like, was there someone you could shadow that showed you around? Was that Melanie in some way?

Interviewee
It was ███ until she left the company so I could contact her any time. It was I think end of March, I think she quit. I don't remember that much anymore. So I had her on my side. And we had scheduled meetings, you know, and ship out. So. And now it's always

█████, if I have a question, there's always ██████, there. So anytime for me anytime. And we have every week do weekly one to one, so one on one. So I have always the possibility to talk to her. And she is at the moment, my buddy.

Nicole Rowekamp
Yeah, no, very good. So I'm guessing those one on one sessions, they also give you the opportunity to share feedback, those kinds of things.

Interviewee
Yeah, of course. You know, for me, it was like she said, ██████, I need somebody who can work on his own. I don't want to be a nanny. So I can give you all the information, what you need. And you can ask me any time what you do, you and you do your job as a sales manager? Because you know, but yeah. So and it was interesting point of view. She gave me just the information, what are the products? And how can we sell better maybe at the end of the day, I do my selling on my own and the administrative things, because we have a lot of administration, to be honest at SC. So I can always ask her what should we do and what can I do? Or better or even you know, I tried to make contact often in the Netherlands because I really wanted to have a sales manager who helped me the way are you do you sell in the Netherlands differently? And it's really good to have that connection. You know, somebody from another region

Nicole Rowekamp
know for sure, because in the end, yeah, you're selling the same products of course. Yeah. So you need collaboration. Is there anything in the your onboarding that you think could be better or could have been improved?

Interviewee
I think it's not as onboarding wise. It's a really interesting question. I think it for me, it was a really good onboarding the other side, like, the problem is that SC doesn't give you the whole tech teach, because it's like a lot of question marks. So you can't do your work properly. 100% because there are always question question question Question mark. Maybe yes, maybe no, because it's not going on. It's like marketing when something gets. So I would need other tools like that is really horrible. Or we have too many sheets. We have too many documents everywhere. We do a lot of stuff differently. And my onboarding would be better if you say, hey, there's this that whole chain, there you go. You need this and that you work the way you want to.

Nicole Rowekamp
you mean terms of systems and programmes? Yeah,

Interviewee
I think the assets are like the programmes, you know, like for our region, I can't do just do sales with email. It's not just for that easy. For example, there is a rocket there are a lot of many sales tools for example, you can use and you get the contact person properly. Or like if you pay for LinkedIn, but I'm not going to pay on my own. So you know, in in the Netherlands, you don't need it, but maybe but between maybe here you need other metal metal. Yeah, it's like also like leisure merican. I mean, like American is amazing. And leisure, but they need this. Hey, how are you?

Nicole Rowekamp
Yeah, yeah, for sure. Every region has completely different markets and that you also need to do sales differently. Yeah. Okay. I think for onboarding, I asked all the questions I wanted unless you have anything you want to add, or something you think would be important.

Interviewee

Maybe you could do I mean, like, it would be amazed me like, because ▮▮▮▮▮ took over my onboarding, but I never seen maybe, but maybe I forget it, like a general post SC information or property information sheet, you know, all about the SC facts all about like Max Brown, and then you have the presentation, and the brand meeting, but you don't have because it's like, oh, I can't say the information because it's not the same anymore. And but we we need time to three months to try to make a new new presentation, blah, blah, blah, you know, you don't have that like welcoming gift, like General Information, SC, and your position. And what is your position personally about? Like the tech sector?

Nicole Rowekamp
You mean like your responsibilities? Right?

Interviewee
I mean, yeah, yeah, exactly. Because it's clear. I mean, like Melanie told me already, but you know what I mean, the general SC information. If you see our job that corrections, I mean, like a sales manager. You can take a look. How does it look like it's like, for a lot of questions. What does it mean anyway?

Nicole Rowekamp
Yeah, so it's a bit unclear. Yeah, okay, that's a good one. I'll definitely remember this. Yeah. Um, okay. And then second part of the interview is about SC collection opening multiple hotels in the next few years. And I wanted to ask you Yeah, do you think the openings will also influence your specific position, will they be added to your portfolio? What can you expect there?

Interviewee
probably going through difficult because we don't have the information we have a two sentence information about the openings. You can see more information on the Instagram side of the new openings. And the internal communication is really horrible in my eyes, we don't have a strategy we don't know anything about the new openings and we are announcing it already. So I can't sell them at the moment because I don't have a properly information about the telling and the structure and strategy so I don't even know in like in Milan there is a Max brown yes or no, whatever the apartment, I don't know. How should it look like what is the f&b concept? We don't have nothing like feel zero information and I'm not going to look for information because it's not my job.

Nicole Rowekamp
No, yeah, you should be getting it but do you think it's where do you think it's stuck? Is it from upper management? I

Interviewee
From the whole SC from the head. I guess because like we are concentrating on the openings without letting us know what what are the exit dates or like you know, we don't have the daily as of the updates and we have many openings. So we are having sa Milan and Prague for me example, it's a crucial part, because it's a neighbour next door and who is telling you whatever? And what is the strategy? What is the location? How should it look like? What we are trying? Or we don't have the facts, you know, numbers and facts like nothing. There are zero information. How should I include it into my portfolio. If I had already like on Microsoft, they are coming, but I can't say anything about this new openings, because I don't have any information.

Nicole Rowekamp
Yeah, and you need to do so much pre work, actually, before a hotel is open. So you would have to know this information now, basically,

Interviewee

yeah. Yeah. Because, you know, if you were prepared, you can start it already with us. I mean, like, I know that we don't have the opening days, but, you know, they have to have the structure view, what kind of segments they want to have in the hotels already. So we have to fill these segments somehow, with our already existing clients, maybe, you know, they have to have the first round. I, for myself, to be honest, if they are interested or not new, finding new clients, why should I find new clients? If I have already clients, maybe they are interested?

Nicole Rowekamp
And is this feedback that you have shared already with ███████, for example?

Interviewee
To be honest, I'm so busy at my work, and my salary is for this and not for asking questions about the other properties at the moment. And you know, Penta for me, and I see because we are opening Penta, we are having already Penta. But there are like everyday new information to I have to you know, I have to concentrate on that much at the moment or so. So I have enough at the moment. So I think about the new openings, at the moment, because there is no time for that.

Nicole Rowekamp
Would you then think it necessary for another person to come and join the German region? To help you guys out? Or do you think because now you say you already have a lot on your plate? And maybe the workload would only get bigger, of course.

Interviewee
yes, definitely. Yeah. I think of course, because the you know, I guess ███████ would be also it would be easier for ███████, if she would be the region, region director. And she would do just the stragedy and everything and concentrating on what can we do better and more. And you know, it's also the job. And she would have like three persons by because Germany is bigger than Austria. And even our streets are small country like Germany. It's a really big. No, they just ████ and her. And ███████ is also my boss. So you know she has like, she's the sales manager and a boss.

Nicole Rowekamp
Yeah, so it's a lot of work for maybe too little people or openings that will be added to your portfolio.

Interviewee
I guess, though, I mean, likewise. I mean, like, I don't know, I guess because probably. I don't know if they want to have a category public personal. or private. I don't know what the plan because we don't know the plan.

Nicole Rowekamp
Yeah. Yeah. Then of course, you don't know if you can add it to your portfolio or not if there's no communication.

Interviewee
Yeah. What I mean, like us a lot of people I guess know, or it's just my I'm not negative or something like that. Don't get me wrong, I wouldn't be here. But I'm just telling you the true what's happened.

Nicole Rowekamp
Trust me. Everyone has the same answer about this. Everyone feels like you that there should be more communication. Nobody really knows what's happening. And it's very frustrating, of course, because it will influence your job very soon, because it's happening very soon. So yeah, yeah. Um, let me just go over my questions when my time
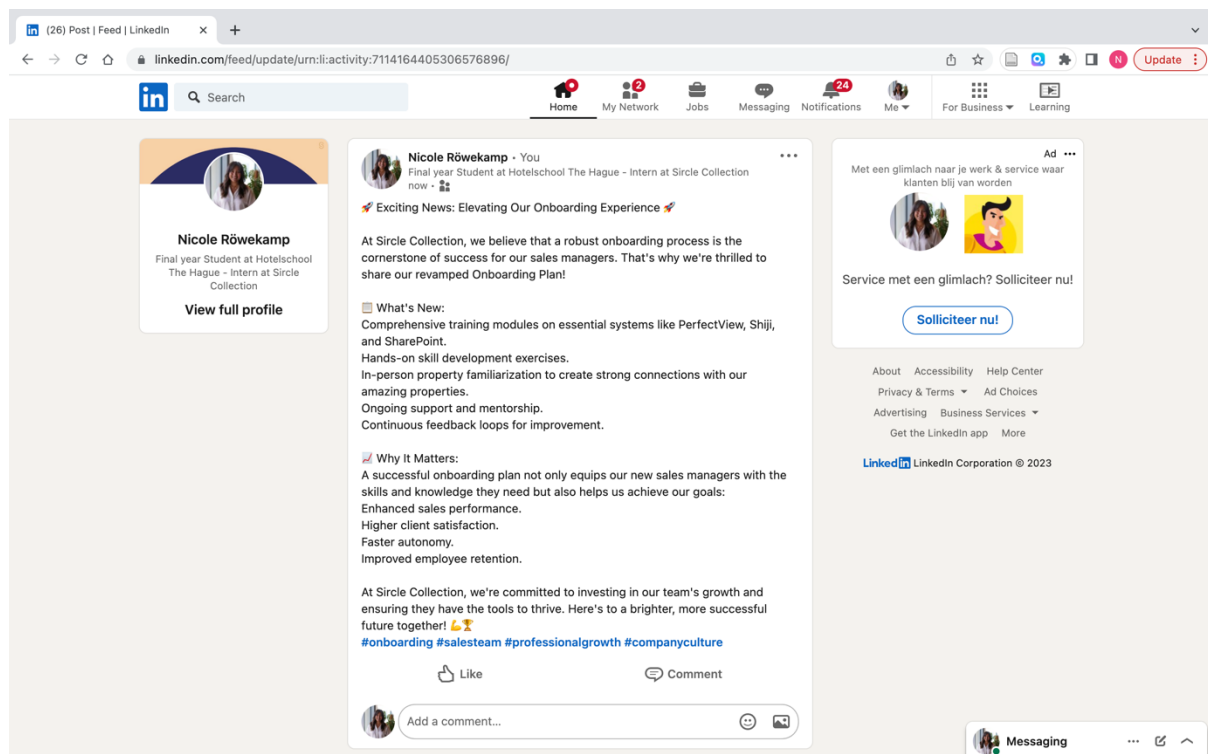
Yeah, I actually asked everything that I wanted. Anything else you still want to add or you want to share? Get off your chest?

Interviewee
No I think we covered everything then! Thanks for the interview.

Appendix 7 – Dissemination

Dissemination 1: LinkedIn Post

🚀 Exciting News: Elevating Our Onboarding Experience 🚀

At Sircle Collection, we believe that a robust onboarding process is the cornerstone of success for our sales managers. That's why we're thrilled to share our revamped Onboarding Plan!

📋 What's New:
Comprehensive training modules on essential systems like PerfectView, Shiji, and SharePoint.
Hands-on skill development exercises.
In-person property familiarization to create strong connections with our amazing properties.
Ongoing support and mentorship.
Continuous feedback loops for improvement.

📈 Why It Matters:
A successful onboarding plan not only equips our new sales managers with the skills and knowledge they need but also helps us achieve our goals:
Enhanced sales performance.
Higher client satisfaction.
Faster autonomy.
Improved employee retention.

At Sircle Collection, we're committed to investing in our team's growth and ensuring they have the tools to thrive. Here's to a brighter, more successful future together! 💪🏆
#onboarding #salesteam #professionalgrowth #companyculture

Dissemination 2: Presentation

Lycar Company Project

"Given a drastic and imminent hotel expansion, where does the sales team of Sircle Collection see a need for additional team members to divide responsibilities in order to reduce a heavy workload and eventually enhance productivity during its global expansion?"

Nicole Röwekamp

Agenda

Introduction to the Problem
Findings & Literature Review
Solution
Implementation Plan
Evaluation Plan
Discussion & Feedback

Introduction to the Problem

London
Milan
Prague
Athens
Rotterdam
Vienna

What is the influence on SC's portfolio expansion of each sales managers responsibilities?

Findings & Literature Review

Expansion requires growing the sales team.

Additional support needed in the following segments:
- Leisure Sales
- Corporate & Consortia
- German region

Onboarding procedure requires for enhancement.

Solution

Job Position:
Leisure Sales Executive

New and enhanced onboarding schedule

WELCOME
to the Team

Implementation Plan

1. Development and Design
2. Execution and Training
3. Data Collection and Analysis
4. Continuous Improvement
5. Performance Evaluation and Adjustment

Evaluation Plan

1. Result
2. Behaviour
3. Learning
4. Reaction

Discussion & Feedback

Limitations:

Sample

Thank you!

Dissemination 3: Onboarding Handbook

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LYCAR COMPANY PROJECT | HOTELSCHOOL THE HAGUE **| LYCAR |** ACADEMIC YEAR 2022-2023

Onboarding Handbook

Week 4: Independence and Integration	16-20: Independence Transition	Confidence	New sales managers are gradually given more autonomy in handling sales tasks. They might begin managing smaller accounts independently.
		Confidence	Role-specific training focuses on strategies tailored to Sircle Collection's unique portfolio. For example, they learn how to position the boutique hotels differently from the luxury resorts.
		Checkback	Monthly catch-up meetings with supervisors will help set sales targets and provide constructive feedback on performance

Table 1: First Month's Onboarding Schedule

Ongoing support beyond Week 4

Months 2-6: Ongoing Training and Mentorship	Confidence	Regular training sessions continue, such as advanced negotiation techniques or using data analytics for sales forecasting.
	Checkback	New sales managers have access to mentors who offer guidance and share their experiences.
Months 7-12: Performance Evaluation and Growth	Checkback	Performance evaluations are conducted, focusing on sales metrics, client relationships, and overall contributions.
		Based on their strengths and interests, sales managers may choose to specialize in specific segments, such as corporate or leisure sales.
		Discussions about team expansion are held, and budget constraints are addressed to ensure resource allocation aligns with growth objectives.

Table 2: Onboarding Schedule from Months 2 to 12

The following serves as a guideline on how to promote new positions within the sales team.

Job Description

What do we do and are proud of

Sircle Collection is an independent and dynamic hospitality group that is embarking on a big hotel expansion by opening seven new hotels in the upcoming two years. If you wish to join us on this unique experience, keep reading...

Why is this vacancy available

Earlier this year, Sircle Collection was proud to announce that we will be expanding our portfolio with seven new hotel openings across the most unique locations within Europe. With a commitment to delivering exceptional guest experiences, and embarking on a massive hotel expansion, creating exciting opportunities for talented individuals to join our team.

This is what you're going to do

- Collaborate with the Leisure Sales Manager to develop and execute effective sales strategies.
- Identify new business leads and generate leads within the leisure sales segment.
- Assist in preparing and presenting proposals, contracts, and other sales-related documents.
- Conduct market research to stay updated on industry trends and competitor activities.
- Establish and maintain strong relationships with clients, ensuring excellent customer satisfaction.

Job Requirements

This is why you are the best candidate

To succeed in this role, we believe you are a born salesperson who does not hesitate to take a leading role in the sales performance of Park Centraal The Hague. You are flexible and have a strong adaptability. You are organized, proactive and an inspiring leader. Together with:

- Bachelor's degree in Business, Hospitality Management, or other related fields
- Strong interpersonal and communication skills.
- Highly organized with excellent time management skills.
- Ability to work collaboratively with a dynamic team.
- Excellent communication skills in English (Dutch is not required but considered a plus).

Our benefits and fun

- Primary working conditions (market conform);
- Fixed rates for all Sircle Collection hotels;
- A day off to celebrate your birthday;
- (Annual) In-house experience;
- 25% discount at the restaurants of The Entourage Group
- Paid moving day;
- Free Bootcamp @ Sir Adam every week;

- Monthly company drinks and frequent teambuilding events;
- A great team & leading hotel company
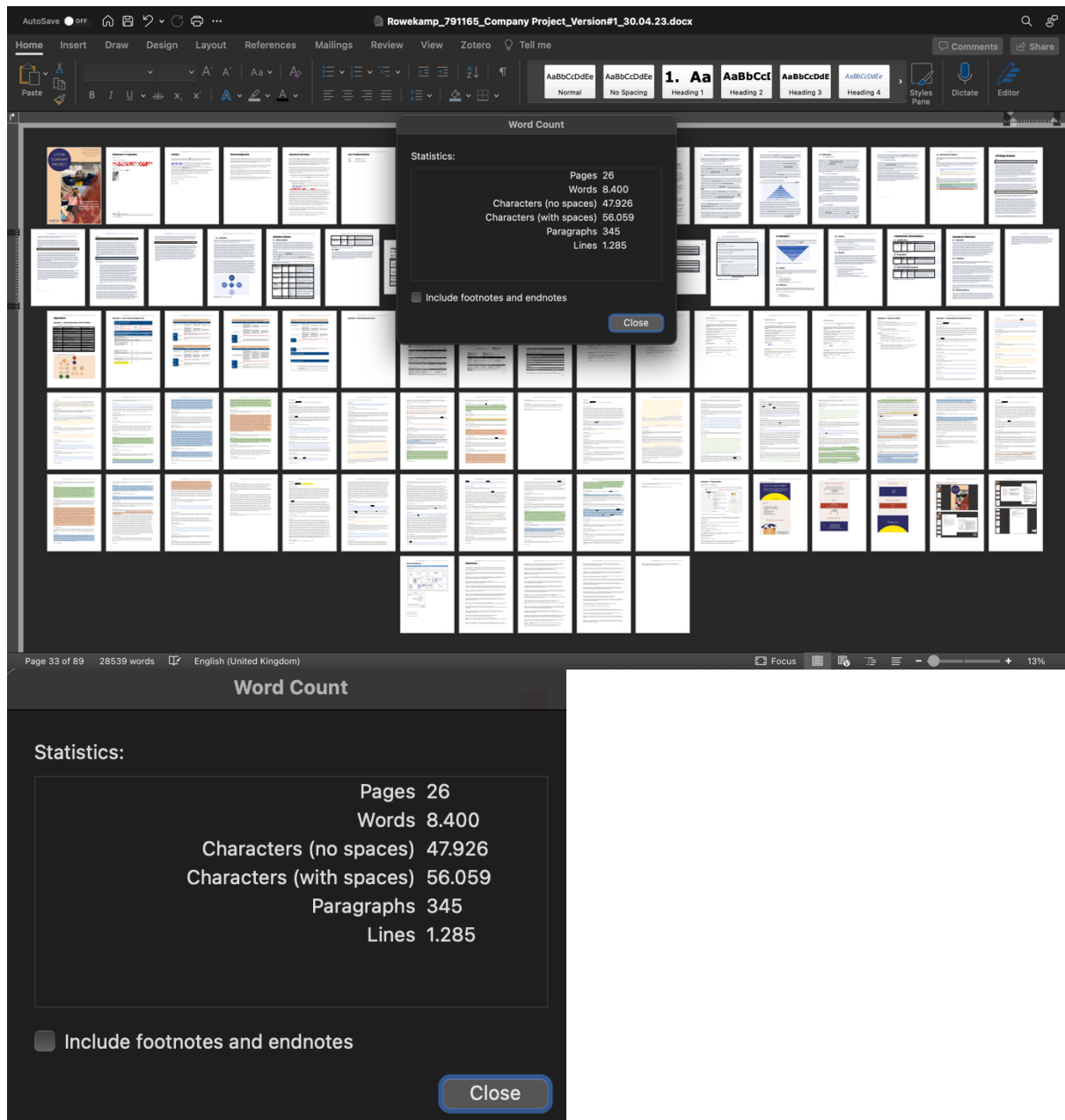
Our application procedure

Interested in this vacancy? Press the application button and send us your CV and motivation letter immediately!
Our Recruiter Malou Koopmans will contact you within 5 days to let you know if we want to schedule a meeting. For more information about the application procedure please contact Malou Koopmans: +3164580158 (also Whatsapp).

Details
- Amsterdam, Netherlands
- Sales
- Sircle Collection Headquarters: Nieuwezijds Voorburgwal 271, 1012 RL Amsterdam

Proof of Wordcount

Company Project

Words from text: 8400
Words from pictures: 21

Total wordcount: 8421

Career Portfolio

Word Count

Statistics:

Pages	11
Words	2.962
Characters (no spaces)	14.663
Characters (with spaces)	17.569
Paragraphs	85
Lines	358

☐ Include footnotes and endnotes

Close

Words from text: 2962
Words from pictures: 89

Total wordcount: 3051

TOTAL WORDCOUNT FROM COMPANY PROJECT AND CAREER PORTFOLIO

11,472

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