



Hospitality Highlights

Staffing Guidelines, Corporate Structure and Dedication

How Crescent Hotels Has Remained Resilient During Covid-19

Welcome to Hospitality Highlights! In this 16th episode of the ThinkUp Podcast, host Lily Mockerman talks with two special guests: Dawn Gallagher, Chief Sales and Marketing Officer, and Raul Moronta, Senior Vice President of Revenue Strategy of Crescent Hotels and Resorts. They share the specific approaches that have sustained them through the COVID-19 pandemic.

Highlights from This Episode

Lily Mockerman:

How would you say your portfolio has been faring through the impacts of Coronavirus?

Dawn Gallagher:

At the property level, as with most hotels, we had to move quickly to work with owners and come up with new staffing guidelines. From a corporate level, our CEO took the posture that we were not going to lay anybody off at the corporate office, because with reduced staffing at the hotel level, the hotels would need us more than ever, and it was really up to us to make sure that we provided the hotels with everything that they needed.

I think the great news about a company like Crescent is we can be quick, and we can be nimble. And we can make things happen in a day. You couple that with the strength in our digital teams to impact email marketing or impact any other campaigns or packaging that we needed across the board, and it really helped us move through this as well as possible.

Raul Moronta:

On the revenue management side, we made a conscious decision to keep every revenue manager in place. In some cases, we had reduced hours and things like that, but we still felt that there was a need to provide insight to our owners with regards to visibility. In general, we wanted to make sure that every one of our hotels was actually operating, and that we had eyes on every one of our properties, because we knew that things are moving very fast, and that the trends were absolutely changing. So for us, being able to keep that structure in place was extremely important and clearly paid out for us.

Lily, Raul and Dawn go on to discuss:

- How to approach budget season, new methodologies, and multiple scenarios that may be effective
- Crescent's staffing plan, including how to ensure ROI on the revenue generation positions in place
- Some key words within Crescent's culture and organization – flexibility, creativity, team structure, competitive mindset, opportunistic, interchangeable – and how the lens can be reset to what has to be done today
- Thoughts on base of business and speed to market

Finally, Dawn and Raul list some crucial focus points and details of implementation to allow more resiliency.

For questions or more information on [Crescent Hotels and Resorts](#)

LinkedIn: [Raul Moronta](#) [Dawn Gallagher](#)

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For questions on this episode or any other revenue management related topics, you can send them to us at info@thinkupenterprises.com.