

IMPROVING THE PROFITABILITY WITH THE TOOLS OF REVENUE MANAGEMENT

A development plan for Copthorne Hotel
Hanover

Elina Makkonen

Bachelor's Thesis
June 2010

Degree Programme in Facility Management
School of Tourism and Services Management



JYVÄSKYLÄN AMMATTIKORKEAKOULU
JAMK UNIVERSITY OF APPLIED SCIENCES



Author MAKKONEN, Elina	Type of publication Bachelor's Thesis	Date 30 th April 2010
	Pages 69	Language English
	Confidential <input type="checkbox"/> Until	Permission for web publication <input checked="" type="checkbox"/>
Title IMPROVING THE PROFITABILITY WITH THE TOOLS OF REVENUE MANAGEMENT-A development plan for the Copthorne Hotel Hanover		
Degree Programme Degree Programme in Facility Management		
Tutor NUIJANMAA, Susanna		
Assigned by BOLZUM, Jens, the Front-Office Manager of Copthorne Hotel Hanover		
Abstract <p>The aim of this thesis was to analyze revenue management at the Copthorne Hotel Hanover in Germany, and based on that, conduct a development plan. The goal was to improve the profitability with the tools of revenue management.</p> <p>The theoretical base for the thesis was collected from hotel management literature, Internet, and from the hotel's own material. In addition, other important information sources were the author's personal experience and the interviews with the hotel's employees to gain a reliable and comprehensive picture of the business operations.</p> <p>The analysis of revenue management and how it is conducted at the hotel showed a considerable influence of revenue management on increasing the profit and on how the tools could be used. The focus should not be on making a profit at the cost of a customer, but the service quality should also be kept high. This kind of analysis had not been performed before so the need was clearly to be seen.</p> <p>The development plan was based on the theoretical framework and a SWOT-analysis, which pointed the problem areas to be developed. The plan included the problem areas and the suggestions for improving the services and facilities by focusing on the customer orientated approach. If needed, the given solutions could be used as a basis for development actions in the future.</p>		
Keywords hotel, Revenue Management, profitability, development		
Miscellaneous		



Tekijä MAKKONEN, Elina	Julkaisun laji Opinnäytetyö	Päivämäärä 30.04.2010
	Sivumäärä 69	Julkaisun kieli Englanti
	Luottamuksellisuus () saakka	Verkojulkaisulupa myönnetty (X)
Työn nimi TUOTTAVUUDEN PARANTAMINEN KANNATTAVUUDEN JOHTAMISEN TYÖKALUILLA- Kehittämissuunnitelma Copthorne Hotel Hannoverille		
Koulutusohjelma Degree Programme of Facility Management		
Työn ohjaaja NUIJANMAA, Susanna		
Toimeksiantaja BOLZUM, Jens, Copthorne Hotel Hannover, Vastaanottopäällikkö		
Tiivistelmä <p>Työn ideana oli analysoida tuottojohtamista (revenue management) ja miten se on hoidettu Copthorne Hotel Hannoverissa Saksassa ja tämän analyysin pohjalta luoda kehittämissuunnitelma liiketoiminnan tuottavuuden lisäämiseksi revenue managementin työkalujen perusteella.</p> <p>Lähteenä käytettiin alan kirjallisuutta, Internetiä, hotellin omaa aiheeseen liittyvää materiaalia. Lisäksi tärkeä lähde oli itse observointi ja hotellin henkilökuntaa haastatteleamalla saadukseen mahdollisimman luotettavan ja kattavan kuvan hotellin liiketoiminnasta.</p> <p>Tuottojohtamisen analysointi ja sen tarjoamien työkalujen käyttötavat miten se havaittiin tärkeäksi keinoksi lisätä tuottavuutta. Ei vain tuottavuuden oletettu olevan tärkeä, vaan myös Asiakaspalvelun tason säilyttäminen todettiin tärkeäksi. Työ oli ensimmäinen hotellille tehty kehittämissuunnitelma ja sille oli selvästikin tarvetta.</p> <p>Kehittämissuunnitelman pohjana käytettiin teoriaa ja SWOT- analyysia, joka toi esille kehittämistä vaativat osa-alueet. Suunnitelma sisälsi osa-alueiden perusteella jaotellut ratkaisut palveluiden ja toimipaikan parantamisiin asiakaslähtöisyyden lisäämisellä. Ehdotettujen ratkaisujen ja uusien palveluideoiden perusteella olisi mahdollista parantaa tuottavuutta käytännössä, jos hotellin johto päättäisi käyttää niitä.</p>		
Avainsanat (asiasanat) Hotelli, Kannattavuudenjohtaminen, Tuottavuus, Kehittäminen		
Muut tiedot		

CONTENT

CONTENT.....	1
1 INTRODUCTION	2
1.1 Copthorne Hotel Hanover	3
1.1.1 Hotel premises.....	4
1.2 Millennium Hotels and Resorts.....	7
1.3 The Frequent Guest Recognition (FGR) program.....	8
1.4 Partnerships and alliances.....	9
1.5 Hanover as a location.....	9
2 RESEARCH TOOLS AND PROCESS.....	12
2.1 The main research questions.....	12
3 THEORETICAL BACKGROUND.....	13
3.1 Background & history of revenue management.....	13
3.2 Revenue management.....	15
3.3 Other specific definitions.....	17
4 COPTHORNE HOTEL & USE OF THE REVENUE MANAGEMENT TOOLS...18	
4.1 The way how the revenue management managed at the hotel.....	18
4.2 Customer segments of Copthorne Hotel Hanover.....	20
4.3 Tools.....	21
4.3.1 Competitive intelligence.....	22
4.3.2 Value Assessment.....	25
4.3.3 Rate structure.....	25
4.3.4 Comparative rate shop through distribution channels.....	26
4.3.5 Customer surveys as a tool for a hotel/image (GSM procedure at the background).....	26
4.3.6 The STAR-report.....	27
5 SWOT-ANALYSIS.....	30
5.1 Background and description.....	30
5.2 The strengths.....	31
5.3 The weaknesses.....	32
5.4 The opportunities.....	33
5.5 The threats.....	35
6 DEVELOPMENT PLAN FOR REVENUE OPTIMIZATION.....	36
6.1 Strategies for higher RevPAR.....	37
6.1.1 Pricing of the services.....	37
6.1.2 The restaurants and the banquet floor.....	38
6.1.3 Packages.....	39
6.1.4 Service.....	40
6.1.5 Fitness studio.....	41
6.1.6 Customer surveys as a tool.....	42
6.2 Summary.....	42
7 REFERENCES.....	47
8 ENCLOSURES.....	50

1 INTRODUCTION

The purpose of this thesis was to analyze different points of revenue management and how it is managed in this hotel to find ways to develop the business and increase the profit with the help of diverse revenue management tools.

This thesis was assigned by the head of the front office, Mr. Jens Bolzum. The author got the idea for the thesis while completing her internship at the hotel in summer 2009.

A starting point for the survey was a SWOT-analysis, which gave the basis for the work in addition to the hotel material. The SWOT analysis will be introduced later with additional explanations.

The tools for analyzing revenue management are different reports about the hotel and also industry reports, which tell more about the trends, in this case of the German hotel markets, and the special STAR-reports used as a tool to differentiate local competitors and make comparison between the room prices and occupancy rates. In addition, there are also special "Comparative rate shops", which indicate the room prices through distribution channels in the chosen hotels. These tools can perform rate comparisons.

This thesis is divided into four different parts, starting from the general basis for the development plan, then moving to the hotel specific implementation of the theory. The third part is a SWOT analysis being the basis for the analysis leading to the development ideas and finally, the last part, a development plan for the hotel.

1.1 Copthorne Hotel Hanover

The Copthorne Hotel Hanover (later referred as CHH) is a four star superior hotel built in 1994 with a walking distance of Hanover Trade Fair Ground. The hotel's location next to fairs, motorways, an easy accessibility to local transport, a shuttle bus to fairs and a large parking space make the hotel an attractive venue for conferences and with excellent accommodation facilities for trade fair visitors.(CHH Websites.)

Being a superior hotel, the hotel's image is attractive, luxurious and signals for high quality in hotel facilities and services. The four stars are to be gained and retained every year. According to the Hotelstar Union, the following criteria have to be filled: reception open 18 hours, accessible by phone 24 hours internally and externally, lobby with seats and beverage service, a breakfast buffet or breakfast menu card via room service, a mini-bar or 24- hour beverages via room service; upholstered chairs/couches with side tables, a bath robe and slippers on demand , cosmetic products (e.g. shower cap, nail file, cotton swabs), vanity mirror, tray of a large scale in the bathroom), Internet access, Internet terminal and „À la carte“-restaurant. (Hotel star union).

The hotel belongs to an international hotel chain called Millennium Hotels and Resorts operated through a management company Tara Hotels GmbH. In spring 2009, the Copthorne Hotel Hanover gained a certificate of an official Conference Hotel, owned by only 360 hotels in Germany. To gain such a certificate, the hotel has to meet 68 criteria related to the quality and level of meeting facilities, food and beverage services and the guestrooms.(CHH Websites.)

In Hanover, competition between all the 350 hotels is hard, especially now during the financial crisis decreasing the numbers of business fairs and exhibition attendees, and tourists including business travelers. Hotels need to keep up with the competition, also by lowering the prices and making other efforts to keep the customer flow high. The Copthorne Hotel Hanover has done good business, gaining more market share, keeping the occupancy level and even room prices at the same level, while, the same time, the local competitors are severely suffering from the situation. (CHH Websites.)

1.1.1 Hotel premises

The Copthorne Hotel has 222 rooms in 4 different categories; classic, connoisseur, suite and business apartment. All rooms are equipped with a bath/shower, WC, hair-drier, radio, telephone, mini-bar, trouser press, satellite TV, complimentary tea and coffee-making facilities and for free, a video and an audio demand as well as Internet access (HSIA).(CHH Websites.)

In addition, the hotel has a connoisseur lounge on the 5th floor for connoisseur level guests, where a variety of free drinks, snacks and fruits are available. The connoisseur lounge is an additional service available a fee of 25 €. As an exception to this, the 5th floor guests can use the lounge free of charge. (CHH Websites.)

Table 1 Product identification and analysis

Rooms	Positioning Statement	Unique Selling Points
List room types	A short sentence describing the product and its quality.	Identify an advantage that can be promoted. Ideally the advantage should be unique, if not, it should be tangible and promotable.
Classic Rooms	Our spacious basic product, a 26-square meter room, mainly non-smoking	All rooms are equipped with air conditioning
Connoisseur Rooms	Our Comfort-Rooms with additional service pack & access to Connoisseur Lounge	Complimentary Internet access, Free parking & Late Check Out
Junior Suite	Equipped as Connoisseur Room with a separate bedroom area	A little bit of luxury with a separate bedroom
Millennium Conference Suite	A "Classic" or "Connoisseur" room joined via a connecting door to a meeting room	Equipped with full conference equipment and a conference table for up to 6 persons.
Senior Suite	Spacious Suite , 50 m ² in size with separate lounge area, sleeping area and dining/meeting area	Additional to Junior Suite, contains an extra dining area
Presidential Suite	The Presidential Suite has separate a bedroom and living room with generous	The bathroom is appointed with a whirlpool and a spacious shower corner.

(HANCOP Marketing Plan 2009)

This table shows the list of various room types at the hotel with a short description. The table shows the unique selling points (USP) for every room.

Meeting facilities

The hotel has 10 newly renovated meeting rooms for up to 700 persons. In addition, there are also four business apartments. All the rooms are on the ground floor. They have natural daylight, air-conditioning and modern equipment with an Internet access. Some of the rooms can be combined into bigger ones. The business center and secretarial services are also available to the meeting guests. (CHH Websites.)

Restaurants

Two restaurants of the hotel, “The Bentleys” which offers an international and Mediterranean cuisine and an Irish pub “the Dubliner” are available to the customers. The Bentleys has seating for 120 people and the adjoining “Platinum” can accommodate 60 guests. The restaurant is elegant and has a special feature: its walls are in use of local artists to exhibit their works. (CHH Websites)

“The Dubliner” is a place for Irish atmosphere with variety of pub food, various whiskeys and event programs from official Poker league-games to football live stream shows. (CHH Websites.)

Splash the Club-fitness studio

Splash the club is an in-house fitness club, newly renovated a 15- meter- long swimming pool, sauna, steam bath, whirlpool, an infra-red-cabin, and a solarium. The qualified personnel are also available there for the customers. (CHH Websites.)

In the swimming pool area there are also two times a week guided “Aqua-fitness”-classes twice a week, and as a novelty “baby swim” on Saturdays, available for a fee to internal and external customers. The fitness studio has around 250 club members. (CHH Websites.)

Events

CHH has a variety of different events on the hotel premises. In 2009, the hotel offered Millennium Buffet on every Thursday at Bentleys, Brunch All-inclusive on Sundays, local All-In-Poker-Tour, Day of open doors, Pub Quiz,

Barbeque im Biergarten im Juli (barbecuing at the open-air pub in July), Kitchen Club, "Erzählkaffee" Poetry Coffee once a month, "Mozzarella sucht Tomate" or "Mörderpiel"- Theatre-Dinners, "High Tea am Kamin"-an British High Tea. ("Kulinarisches Kalender", May-August 2009)

In addition the hotel offers a possibility of a whiskey tasting with the dinner-package, a music night in the pub as well as all UEFA-cup games as well as a German "Bundesliga" games can be seen there. As a enclosure "Kulinarisches Kalender" about the events at the hotel. ("Kulinarisches Kalender", May-August 2009).

Many weddings are held in the hotel area, where a local event service company Event Oase GmbH is working as a partner, when their guests celebrate weddings either at the premises of the firm's or at the hotel. The hotel itself offers a beautiful venue for a wedding and all services are the available and naturally the guest can stay there overnight and all wedding participant can stay conveniently in one place.

1.2 Millennium Hotels and Resorts

Millennium Hotels and Resorts is an international hotel chain, which operates a portfolio with 110 hotels in Europe, Asia, Middle East, North-Africa, New Zealand and North America through three brands, Millennium and Kingsgate. The chains strategy is to meet the need of the both leisure - and the corporate guest and by the location at the gateway cities and key business districts serve the customers at the best possible way. The hotel restaurants are considered as a hallmark of Millennium Hotels and Resorts and all the hotels have excellent meeting facilities. (Millennium Hotels and Resorts Worldwide Directory 2008-2009-guide, 4.)

Millennium

Millennium brand has three premier-hotels, Grand Millennium Sukhumvit in Bangkok, Thailand and Grand Millennium Kuala Lumpur in Indonesia and the newest Grand Millennium Beijing, which was opened in summer 2008. Millennium Hotels has overall 40 four or five stars hotels with deluxe offerings amidst comfortable and stylish settings. (Millennium Hotels and Resorts Worldwide Directory 2008-2009-guide, 4.)

Copthorne

Copthorne is in Europe established brand, which has 25 hotels in UK, Germany, New Zealand, Malaysia and the United Arab Emirates. Two of the hotels located in Germany, in Hanover and Stuttgart. These hotels locate always at the fairs- or business-grounds, which good accessibility with public transport or near highways. (Millennium Hotels and Resorts Worldwide Directory 2008-2009-guide, 5.)

Kingsgate Hotels and Resorts

Kingsgate is the smallest chains belonging to the Millennium Hotels and Resorts and it has 16 three star hotels in New Zealand and the United Arab Emirates. (Millennium Hotels and Resorts Worldwide Directory 2008-2009-guide, 5.)

1.3 The Frequent Guest Recognition (FGR) program

A frequent guest of the chain can earn reward points, which can be redeemed for future stays including complimentary nights, upgrades, Food and Beverage discounts and other services at the hotels. The "Partner-card loyalty

program" gives members a 3 % discount at the hotels. This partner-card is used in the Copthorne Hotels and Maritim Hotels. (Millennium Hotels and Resorts Worldwide Directory 2008-2009-guide, 10).

1.4 Partnerships and alliances

The chain has an alliance partner Maritim Hotels, which is Germany's largest hotel company. Maritim Hotels have 43 hotels in Germany, Latvia, Malta, Mauritius, Spain Tenerife, Tunisia and Turkey. With the partner-card the customers get discounts from room prices and earn bonus-points.

Furthermore is the card also a possible payment-method. (Millennium Hotels and Resorts Worldwide Directory 2008-2009-guide, 12.)

Numerous airlines as Delta Airlines, Qantas, Singapore Airlines and American Airlines are co-operating together and their customers can earn Miles (points) by overnighing at the hotels.(Millennium Hotels and Resorts Worldwide Directory 2008-2009 Guide, 12.)

1.5 Hanover as a location

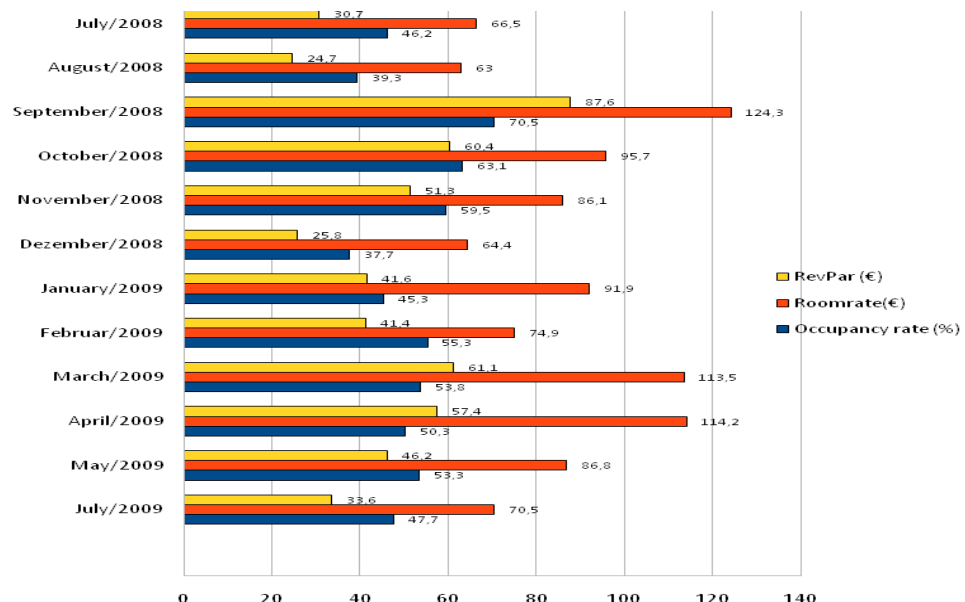
Hanover is fair city with approximately 530 000 inhabitants and at the region is more than 500 hotels, hostels and other lodging companies. The room prices have been staying high although the financial crisis, the Hotel Price Index (HPI) was at the first quarter 2009 114 € when the Germany's is 86 € (H-J Zink J, 28.08.09) and it is only 3 € less than 2008. That makes the city the most expensive destination in Germany. In Lower Saxony is the situation more

positive than in the rest of the country, the region had more tourist than long time before, 21.4 million (Statistisches Bundesamt 2009) overnights is a remarkable amount, but it is also because the crisis, the inbound tourism was more preferred than before. (H-J Zink, 28.08.09, 4)

However the RevPar has been in this year lower than before and that is cause of decreased amount of fairground visitors, for example at the CEBIT-fairs were just 362.300, which was 150.000 less than 2008. (H-J Zink, 28.08.09, 4)

From the managers` of the hotel point of view there are some even bigger threats coming to this 4 star hotel sector in Hanover: *“Following the opening of another 4-star hotel within the city center of Hanover the market will become even more supply driven and occupancy will dilute further. Considering the ongoing growth in the German economy for 2009 which should make up for the new supply we expect occupancy that we could increase occupancy marginal.”*(HANCOP 2009 Marketing Plan Rooms)

Table 2 Markets in Hanover from July 08 till July 09 (H-J Zink, 28.08.09, 4)



The fairs in Hanover 2009 (Hanover Messe Calender 2009)

Domotex 16.-20.1.09

ABF 31.1- 8.2.09

Didacta 9.-14.4.09

CeBIT 2.- 8.2.09

Hanover Messe 19.-24.04

Ligna 17.-22.09.09

Architactica 7.-14.11

2 RESEARCH TOOLS AND PROCESS

2.1 The main research questions

In this thesis the research questions were how an analysis of the hotels revenue management would enhance the profit to keep it on a high level while the worldwide financial crisis is ravaging the tourism branch. Another question was how the results of the analysis could develop the new pricing strategy or strategies also leading to better profits and a bigger market share. In the beginning of the thesis process, the national and local effects of the crisis were audited to get a good picture of the state of competition.

The research method

The research method was a data mining, where the theory about the revenue management was a main basic. In addition, the unofficial interviews by e-mail and discussions with managers, like food and beverage managers and the head of "Splash the Club" were also important sources.

The sources of information include the several books by revenue management experts, a German hotel magazine Allgemeinen Hotel und Gastronomie Zeitung (AHGZ) as a paper and online version, and the hotel's own material like HANCOP Marketing Plan 2009 and training material for the employees.

3 THEORETICAL BACKGROUND

3.1 Background & history of revenue management

Revenue or also called yield management is instituted by the airline industry in 1978 and the practices of revenue management, also later abridged as a RM, has spread later on to the car rental and hotel branch.(G., Fandel , H. von Portatius, 2)

In 1978 the US Civil Aviation Board (CAB) loosened the control of airline prices, which changed the industry and opened the competition with lower prices. The airline companies were able to choose the prices, schedules and services free without regulations. After this that all lead to the computerized reservation systems and the global distribution systems which lower the cost and enable the companies to gain profit in own rights. (K.T Talluri, G.Ryzin, 6)

All this have led to the situation of nowadays, when the low fare airlines are successful and effecting to the prices from other airlines and the competition is high in the business. (K.T Talluri, G.Ryzin, 7) Now also car hiring companies and hotel chains are using the same strategies.

The pioneer of revenue management in the hotel industry was the Marriott International, which is nowadays a leading lodging company with more than 2 700 properties and approximately 499 000 rooms worldwide, they invented this new method to the success in the early 1980`s.(G. Fandel, H. von Portatius, 2)

Revenue management can be understood as an action consisting of pricing and revenue management, revenue process optimization, demand management and the demand chain management (K.T Talluri, G. Ryzin, 7). In the practice it includes all possible activities and strategies, which enables the

company rise up the revenues.

Recent study conducted by Singapore Tourism Board indicates that customers will be strongly focused on price and less so on brand loyalty and this makes rate comparison and different pricing strategies even more important as it has been. During the financial crisis many hotels have been using a pricing strategy to discount rates in an attempt to stimulate demand and build market share. (Singapore Tourism Board).

Another reason is that the experts are saying that the discounting is the pricing strategy when recovering of the crisis. The reason for this is that the market is even more demand-driven; hotels will have an increasingly important role in the magnitude and speed of this recovery. Decision making will be even more essential, when the higher rate customer segments have to be protected simultaneously when discounts are offered with the criteria when, why and to whom.

A company has a choice how to change pricing strategies, which prices they offer and with which conditions, how many rooms they sell cheaper and in which category, how to market the discount prices and as a important part, to whom offer the lowest price. (K.T Talluri, G.Ryzin, 7) I think that it is just essential to keep on mind that offering discounts cannot be the only way to lock the customers; the hotel has to have something else also to offer to be able to make good profit. The discount pricing should not weaken or threat the hotels image, the image of good quality should be retained.

3.2 Revenue management

Right price at the right time for a right customer, that is the motto behind the revenue management and this strategy includes five guiding principles such as rational pricing, proper benchmark, rate positioning, appropriate discount rates, single image inventory and routine performance tracking. (Gross, 1998, 52.)

According to Gross there are following objectives, which should be achieved by using the RM:

- *Focus on the price rather than the costs when balancing supply and demand*
- *Replace cost-based pricing with market-based pricing*
- *Sell to segmented micro markets, not to mass markets*
- *Save your products for your most valuable customers*
- *Make decisions based on knowledge, not supposition*
- *Exploit each products value cycle*
- *Continually re-evaluate your revenue opportunities (Gross, 1998, 61.)*

According the ideas in bullets from R. Gross, the focus of the company should not only be on the financial side, the company should pay more attention also to the customers and their wishes, make plans based on to the facts and not just assume something.

Another point is that sometimes a company just has to use more money to be able to earn more, an simple example of this is to offer some extra service, like half-board inclusive for the cost of discount overnight. It may still lead to full-booked hotel and then the hotel receives more revenue in the end, because the

offer is more attractive than just an overnight.

The revenue or yield management is an old thing, used since 1980`s and has had the same problems since the beginning, which do not mean that it would be not effect or just a flop, it just a sophisticated and multidisciplinary tool. To be able to gain success with the revenue management tools, the decisions done according to them must be qualified and well planned. It is basically a tool like a customer management program, which can lead into success, but only when the managers have the knowledge and skills how to use it.

The revenue management does not mean just getting the best price, it is also an effective instrument to control plan utilization and not leaving it to a chance or external circumstances. The big difference to other branches using the revenue management is that in hotel business not just the room price is wanted to be profitable, also the service at the hotel is an important profit source. A hotel guest does not only overnight in the room; he will be probably using other in-house facilities like a restaurant, a fitness studio or a hairdresser.

Thought from this point of view, a hotel-owner has a lot more possibility to gain extra profit than an airline for a seat, because a flight poses for example a time limit, a space and capacity limits. A hotel can offer more to its customers, because it has a possibility to create a small city, where a guest can stay without need to go out in to a restaurant or taking a massage.

An airline can make extra profit from the services, but that means normally that the service for the customers weakens, because the way to gain profit is the service. A free toilet usage and the free catering services are just two examples, which an airline can change into payable service and gain the profit that way even in general accepted way. A key to the successful revenue management is to combine all features like operations research, statistics and customer relationship management.

3.3 Other specific definitions

Occupancy rate

The occupancy rate shows the percentage of sold rooms and can be calculated by dividing the rooms sold by the rooms available multiplied with 100.

For example: Rooms occupied/hotel rooms available x 100 (CHH Training-material)

Revenue Per Room RevPAR

RevPAR stands for revenue per available room and is a ratio commonly used to measure financial performance in the hospitality industry. The profit will be divided per rooms available. RevPAR is the most important measurement for the hotels.(CHH Training-material)

For example: Occupancy x ADR = RevPAR

Average Daily Rate ADR

ADR stands for average daily rate, which shows the room revenue divided by the rooms sold. (CHH Training-material)

For example: ADR = Room Revenue / Rooms Sold

The basic criteria for room pricing

Room pricing is a challenging task and some basic criteria are there to help the decision making. The table in the Appendix section shows the criteria for the Copthorne Hotel Hanover. The criteria for higher prices are generally used in the branch and they are also logical. The last minute booker (often a business customer), who stays just a few days at the hotel mainly during the weekdays, enjoys the breakfast and other privileges included in the room price.

On the contrary, a guest arriving on a weekend or having a vacation is normally an early booker. In addition, he/she does not need any privileges, because he/she needs the room for sleeping and has breakfast outside the hotel. Table 4 in the Appendix section shows the room rates for 2009.

4 COPTHORNE HOTEL & USE OF THE REVENUE MANAGEMENT TOOLS

4.1 The way how the revenue management managed at the hotel

For this part the information was gained direct from by interviewing the front office manager Mr. Jens Bolzum. According to Mr. Bolzum there is a Revenue Committee (Revenue Manager, Front Office Manager, General Manager and Sales/Marketing Manager). The committee meets once a week to review the business on the book vs. future business. They make a rate comparison (normal days vs. exhibition days) by using the Channel View Report from Travelclick.

The Revenue Manager is responsible to adhere to all marketing strategies which are implemented by the Regional Sales Department/ Marketing Department in London as well as the local marketing strategies. The revenue manager is also head of reservation department and involved in all group inquiries. (Mr. Bolzum)

According to J. Bolzum the hotel uses as a strategy the BAR (Best Available Rate) strategy/ model in order to maximize revenue streams. The different rates are divided into 15 "buckets" starting at EUR 68,-till EUR 148,-.

According to occupancy levels, business on the book, market penetration, seasons the BAR rate is calculated by IDEaS Revenue Management System and automatically distributed into the various booking channels.

There are changes at BAR rates changes constantly, sometimes twice a day

according to IDeaS calculations. Very important is the promise of M&C about the "rate parity". It says; that the hotel has to sell the same rate everywhere (phone, M&C website, various booking channels). If a customer finds a cheaper rate than it has publishes on the hotel's website, the hotel have to pay some penalty. Corporate rates are fixed and valid throughout the year and are subject to availability. (Mr. Bolzum)

Copthorne does a SWOT analysis once a year. For historic comparisons to the CompSet they use STR Global (Smith Travel Research) where the hotel compares their figures to the CompSet. In addition for this thesis the writer made her own SWOT, which is introduced later on this thesis at the development plan part.

As a part of the Millennium Hotel and Resorts the hotel gets certain marketing products and promotions from the head quarter. These have to be adhered to by all European Millennium & Copthorne hotels. Beside that they do run some local promotions with GOP, Hanover ZOO, Golf Course Gleiding etc. which are made by own decisions. Concerning revenue management the hotel is more or less decide on property the course of selling (however, strongly monitored by regional director for revenue management) via IDeaS (Mr. Bolzum). He stated also that the optimizing revenue is the main reason for the hotel to use revenue management strategies and the main goal is to achieve high RevPAR (revenue per available room).

As a conclusion about the hotels way of handling revenue management and RevPar being the most important it would be the best way to get more customers, as a most important point would be get them to pay more. Paying

more for the room itself should not be the point, but the extra should come from exclusive services. The point is that there is always customers who are willing to pay more, when the price-quality ratio right is, meaning that the both, the product itself and the service quality high is.

4.2 Customer segments of Copthorne Hotel Hanover

Customers of CHH are differentiated through categorising the customers firstly into corporate, leisure and groups. Leisure customers are divided into the premium and discount groups as well corporate customers into international/national and local companies (HANCOP Marketing plan). Local companies like Finanz Informatik AG are important partner with weekly guests and an additional shuttle-service.

A significant customer group for the hotel is the regular guests, the ones who come there even every week and stay for several days. According to J. Bolzum at the hotel is significant many regular guest and the management latter pays therefore attention to them as the importance of these guests should never be underestimated. There is a closer look to this group in the development plan.

Table 5

The main customer segments of the Copthorne Hotel (HANCOP 2009 Marketing Plan Rooms)

	<u>Individual</u>	<u>Groups</u>
<u>Main customer segments</u>	Unmanaged/Leisure-premium	Corporate Group
	Unmanaged/Leisure-discount	Convention
	Package	Association
	Managed Corporate-Global/National	Ad-Hoc
	Managed Corporate-Local	Tour Group
	Government	Contract
	Wholesale	

4.3 Tools

A hotel has a several tools to analyze the performance of the operations. These tools are a SWOT-analysis, competitive analysis, value assessment and several reports like a STAR-report. The management latter of the hotel stated these tools as adequate and has decided to use these tool. SWOT-analysis has been introduced as a bigger allotment after the other tools as well as the STAR-report, because they are the valuable parts for making strategies, the STAR-report dealing with the numbers, like RevPAR and occupancy rate and SWOT-analysis, which is also a valuable development tool.

As earlier mentioned the hotel uses IDEaS Revenue Management System for setting the BAR prices and that is the tool that they use for pricing strategy. This part is done automatically.

4.3.1 Competitive intelligence

The hotel manager, Heidi Brenker, and several heads of department have chosen five key competitors to the hotel using several criteria. See Table 6 in appendixes a list of the criteria.

These criteria make it easier to evaluate the competitors and differentiate in the competition. . These are no remarkable changes on a yearly basis, because the service level and the facilities stay the same normally. The key competitor list will be updated every year.

The following hotels were chosen as the key competitors: Best Western Premier Park Hotel Kronsberg, Maritim Grand Hotel Hanover, Maritim Stadthotel Hanover, Queens Hotel Hanover and Radisson SAS Blu Hanover.

The standard of the competitors is given below to see which services the competitors have, which the biggest strengths and the potential weaknesses are.

Best Western Premier Park Hotel Kronsberg

BW Premier Park Hotel Kronsberg is located next to the fairground area and has a good variety of meeting rooms and also swimming pools. The Best Western Hotel chain is a big internationally operating chain. (BW Premier Park Hotel Kronsberg`s website.)

Maritim Grand Hotel Hanover

Maritim Grand Hotel Hanover is a four star hotel with a 285 rooms and it is situated in the city center of Hanover. As a competitor to the Copthorne Hotel, it is only a minor threat because MGHH has less room capacity with the 7 meeting-rooms and a banquet. (Maritim Grand Hotel Hanover`s website.)

Maritim Stadthotel Hanover

The Maritim Stadthotel Hanover is a four-star hotel near the city center with 291 rooms and various meeting rooms. The hotel will be closed at the end of July and after that Ramada Hotel Britannia will be replacing it on the list of competitors. (Maritim Stadthotel Hanover`s website)

Queens Hotel Hanover

Queens Hotel Hanover is a big four-star business hotel in a quiet district near the Zoo with 8 conference rooms and 2 conference suites and has a capacity up to 350 persons. The strengths of the hotel are the location suitable to conferences, a big parking space, a various selection of in-house services and it is suitable as well to the business as to the families (Queens Hotel` website.)

Radisson SAS Blu Hanover

This modern hotel is located next the Expo Plaza and TUI arena in the Fairground and has 250 rooms and 15 meeting rooms. (Radisson SAS Blu Hanover`s website.)

Wienecke XI Hotel

Wienecke XI is a four-star design hotel close to a fairground with 280 rooms in different categories, 25 meeting rooms, a 1000- square meter banquet room, own brewery, bowling facilities, a huge parking lot and outdoor activities available close by. (Wienecke XI Hotel`s website) This hotel is seen as the biggest competitor to Copthorne Hotel. (HANCOP Marketing Plan 2009)

The following table (table 7) summarizes the key competitor data.

Table 7 Competitive Analysis (HANCOP 2009 Marketing Plan Rooms)

	CHH	Radisson SAS Blue	Best Western Parkhotel	Hotel Wienecke XI.	Maritim Stadthotel
No. rooms	222	250	200	140	291
No. F&B outlets	2	2	3	2	2
Recreational facilities	Yes	Yes	Yes	No	Yes
Business facilities	Yes	Yes	Yes	Yes	Yes
Banquet facilities	Yes	Yes	Yes	Yes	Yes
Year built	1994	2000	1965	2000	1982
Year last refurbished	2006	2007	2006	2008	2007
Occupancy (estimate): Last year Budget year	- 43,9% - 46,1%	n/a	n/a	n/a	n/a
Average rate (estimate): Last year Budget year	105,10€ 100,65€	n/a	n/a	n/a	n/a

The managers of the hotel see the competition at their marketing plan for 2009 as the following: "Our competitors enter with a significant change into the new business year. The extension of the meeting facilities at the Designhotel Wienecke XI., with an extra 1800m² poses a real threat. Within the market we have reached a satisfying recognition by customers. Although the competitors such as Best Western

Hotels, Radisson SAS or Maritim Hotels have a clear advantage due to well known brand. Furthermore all of them have regional sales offices and therefore a better sales structure in Germany. Therefore our main focus has to be to increase the brand awareness in the German market. This is topped by the unfortunate location outside fair periods."

This brand awareness is a problem, and the Millennium chain should do something about it. The brand is not known in Germany the Germany based Maritim. The sales volumes of the two hotels in Hanover and Stuttgart are not very high.

4.3.2 Value Assessment

Value assessment means to value the hotel, it's facilities, services and the . In the Copthorne Hotel is the value assessment re-validated and re-evaluated every year. This has been seen as a important thing to be done regularly. (HANCOP Marketing Plan.)

4.3.3 Rate structure

There is a lot of flexibility and differences in the rate structure. However, the rates are differentiated though categorizing the customers firstly into corporate, leisure and groups. Another are the special rates for packages, convention& events, fairs, exhibition, BAR (best available rate) with various levels, negotiated discounts and special discount rates which the hotel can negotiate for a year out or on request. Leisure rates are divided into premium and discount rates as well corporate rates into international/national and local companies. (HANCOP Marketing Plan.)

4.3.4 Comparative rate shop through distribution channels

Booking for Copthorne Hotel rooms is possible from the hotel or the chains websites` as well through wide distribution channels such as Brand.com, ebookers, ExpediaDE, Hotel.de, HRS, Lastminute, Laterooms and Venere.

From these sources it is possible to get comparative rates from the competitor hotels. In addition booking is possible by e-mail, as a walk-in customer, by telephone/fax or through hotel's/chain's website.

4.3.5 Customer surveys as a tool for a hotel/image (GSM procedure at the background)

The hotel is conducting regularly customer surveys as a part of GSM procedure. Every month is as an ideal according to "Millennium Hotels and Resorts" to receive 80 customer surveys back from the customers. 80 filled surveys gained back has been calculated to be good enough amount, which is seen to be good, while the hotel has many regular customers, who visit at the hotel oft, even every week. Surveys are handed to the customers personally at the time of check-in or later on before check-out time. The following procedures works as a GSM guideline for the hotel:

"A statistically reliable and accurate system to produce data on guest perceptions regarding key outcomes (overall satisfaction and intent to return/recommend) and key primary drivers (i.e. check in efficiency, room cleanliness, staff attitude, etc)

A system that produces up to 80 random samples of guest satisfaction properly filled by randomly selected guests each month ". (Hotel trainee material/J. Bolzum)

4.3.6 The STAR-report

A big thing is anyway that Copthone Hotel can self decide which hotels will be in the star-report. Those are of course the ones, which the hotel sees as biggest competitors with a near location to them and having the same category etc.

Description

This is a widely used report in the hotel branch produced by Smith Travel Research, which is a third party market research firm. STAR is an industry-wide market statistic reporting program which brings together all major chains and independent hotels in a cooperative effort. The objective is to obtain comprehensive data on market share room supply, room demand, and room revenue performance, trends, while maintaining individual data source confidentiality. (Smith Travel Research Website)

The report includes the following parts: Monthly Performance at a Glance, Competitive Set Report, Industry report and Response Report. In addition the report shows the monthly indexes such as Occupancy index, ADR index and RevPAR index. (FAQ, Smith Travel Research Website)

The monthly STAR-report provides timely occupancy, average room rate revenue per available room benchmarking of hotels performance versus the selected competitors (the same ones which the CHH has chosen to competitive set) and an STR defined industry segment. The reports includes following indexes: occupancy rate, ADR (Average Daily Rate) and RevPAR (Revenue Per Available Room). (FAQ, Smith Travel Research Website)

In this thesis has been analyzed the monthly reports from October 2007 till June 2009 and closely looked at the reports from January 2009-April 2009.

A summary of results of the STAR-report

The results have been chose to add here to show up the important information for example, when is the hotel been most occupied and when the RevPAR has been highest. These facts among others help to analyze the revenue and building up the new strategies.

Table 7 the main figures CHH from January 2009-April 2009 (HANCOP 2009 Marketing Plan Rooms)

Monthly average	January	February	March	April
ADR	112,13 €	80,56 €	182,72 €	141,41 €
RevPAR	50,30 €	51,22 €	84,53 €	56,82 €
Occupancy rate	44,09%	63,60%	46,30%	40,20%

Table 8 The main figures Comp Set from January 2009-April 2009

Monthly average	January	February	March	April
ADR	101,83 €	73,11 €	141,63 €	143,79 €
RevPAR	35,22 €	35,56 €	58,53 €	105,80 €
Occupancy rate	34,60%	48,60%	41,30%	37,30%

These tables show the competition situation and average rates for the first quartile for 2009 comparing the CHH and comp set. It shows that Copthorne Hotel is holding up to the competition well having most of the best rates. The

beginning of the year was really promising and the hotel was actually even doing the new records in sale and occupancy rates.

The following table (Table 9) shows the statistics from the last three years. There haven't been any significant changes, but as table 8 shows that the forecast for 2009 is something else than expected. The hotel has been able to keep the level from 2008 and make more profit.

According to Mr. Jens Bolzum the reason for this is also that the hotel made long term contracts with a several international travel agencies and group travelers fills the hotel in many weekdays during the high season for leisure guest in summer, when the hotel does not have so many business tourists. That has been a profitable customer segment change for the hotel.

Table 9 the key financial data from the rooms previous 2 years actual and forecast. (HANCOP 2009 Marketing Plan Rooms)

	2007	2008	2009	Variance (09 vs. 08)	Variance (09 vs. 07)
Room Count	222	222	222	0	0
Total Rooms Revenue	€ 3.179.340	€ 3.751.242	€ 3.555.399	€ - 195.843	€ + 376.059
Total Available Rooms	81030	81252	81030	- 222	+/- 0
Total Occupied Rooms	32.908	35.678	37.440	+ 1.762	+ 4.532
Occupancy %	40,6%	43,9%	46,2%	+ 2,3%	+ 5,6%
Average Rate	96,61	105,14	94,96	- 10,18	- 1,65
RevPAR	39,24	46,17	43,88	- 2,29	- 4,64
Rooms Profit %	72.0	75.7	75.8	+ 0.1	+ 3.5

5 SWOT-ANALYSIS

5.1 Background and description

This chapter is about the analysis of the strengths, weaknesses, opportunities and threats of the Copthorne Hotel. This SWOT-analysis was a base for this thesis and it also created the base for the development plan. The author performed this analysis and got comments from the employees and the thesis counselor. The purpose was to bring up some new facts, which the author could detect as a newcomer to the branch and through her studies giving her the tools to see, and analyze hotel facilities and services from a wider point of view.

The different findings were divided into areas, which made it easier to differentiate them, and see in which area there could be more to be done and also the important strengths. Many of these strengths can also be seen as weaknesses and the other way around.

Especially in the beginning of the writing process it was easier to find strengths than weaknesses. When business is well done and managed, the weaknesses are less to be seen. It is crucial for an outsider's point of view to come out because as an employee or trainee, one easily becomes blind to the weak or threatening points.

5.2 The strengths

Table 10 Strengths of Copthorne Hotel

Area	Strengths
Business idea and concept	<ul style="list-style-type: none"> • A potential 4-star hotel with well designed and modern facilities for the leisure- and business guests • A certificate of a official conference hotel • Good marketing channels and visibility in local newspapers & magazines
Facilities	<ul style="list-style-type: none"> • A good variety of guest rooms, 222 in different categories • 10 newly renovated & modern meeting rooms • A big car park with 241 places • A well equipped fitness studio with qualified personal • The two excellent restaurants, the Irish Pub “Dubliner” and “Bentley`s”
Services & events	<ul style="list-style-type: none"> • A good variety of holiday packages • Various events at the hotel premises • Shuttle service to the fairs on a request
Customers	<ul style="list-style-type: none"> • The numerous regular guests
Location	<ul style="list-style-type: none"> • Accessibility, location next to fair center, “Messeschnellweg”-motorway and good bus and tube connections. Train station Laatzen nearby and distance to international Hanover Airport is 22 km. • For example Aqua Laatzen, Hanover Zoo, Tui Arena, Sealife, a baroque garden “Herrenhausen Gärten” as tourist attractions, various events and numerous international fairs attracting tourist & business people. • Leine shopping-center close and with the tube accessible city center's shopping malls & boutiques
Other	<ul style="list-style-type: none"> • Support from international Millennium Hotels and Resorts chain and collaboration with Maritim-chain • Loyalty programs through chain

Copthorne has many strengths, it is well managed, potential, well-known in Hanover, and also a great location next to the fair ground-area, which makes the business do well. The location in Laatzen is great, because the hotel has a big parking space, which is important to the business guests, many of whom come with their own cars. Similarly, for tourists groups coming with their

buses, it also possible to leave the bus at the parking space next to the hotel. A negative feature of the location is that the hotel is not in the city center.

Anyway, there is a good accessibility with public transport.

The strengths are also the easiest ones to name and after showing the SWOT-analysis at the hotel it became clear that there are really good points in the strengths table.

5.3 The weaknesses

Table 11 Weaknesses of the Copthorne Hotel

Area	Weaknesses
Business idea and concept	<ul style="list-style-type: none"> • High prices for leisure guests • Location in Laatzen, outside the Hanover city • Pricing strategy? • a possible non-usage of possibilities
Services & events	<ul style="list-style-type: none"> • Splash the Club's orientation is not only for hotel guest's usage, also for club members (on the other hand it brings extra profit thought them) • The hotel could offer more services
Customers	<ul style="list-style-type: none"> • The main orientation to business customers
Location	<ul style="list-style-type: none"> • Hanover (and especially Laatzen) lacks variety of tourist attractions • "Hanover is supply-driven market for hotels", trade fairs fills the hotels & hostels etc. • Lack of activities at the hotel and the district
Other	<ul style="list-style-type: none"> • Impersonalized customer survey

Analyzing the weaknesses is normally a bit harder. As an employee or a manager, one seems to see the positive sides and is kind of blind for the weaknesses. This is the point where the writer thinks is essential to take an outsider look into the issue. There is always something to be done in a better way and like in the competition is significant to know the competitors, is in

this case, relevant to be aware the own weaknesses. That is the only way to cope with them, work on them and finally hopefully solve them.

The next thing to do after listing and being aware of the weaknesses is the taking closer look at the possibilities and searching for the opportunities.

5.4 The opportunities

Table 12 Opportunities of the Copthorne Hotel

Area	Opportunities
Business idea and concept	<ul style="list-style-type: none"> • Consolation & image
Facilities	<ul style="list-style-type: none"> • Renovation at Splash the Club may bring new customers and increases the usage of the fitness club and especially the image uplifting
Services & events	<ul style="list-style-type: none"> • Something could be done to get families during the weekend to the hotel (idea=business g. on weekdays and weekend more to families) • New products & services for example for the meeting& business segment • Baby swimming-possibility on Saturday can bring new customers to the "Splash the Club" • Something extra for conference & events packages (for example Splash could be marketed at the same time) • Some extra services could be offered
Customers	<ul style="list-style-type: none"> • A new loyalty program => to target marketing offers and campaigns to them (not just the chain-wide) • Splash the Club's orientation & club members, good for the future
Location	<ul style="list-style-type: none"> • The location could be used as a plus :)
Other	<ul style="list-style-type: none"> • New pricing & marketing strategies • A new long term pricing strategy? • New partners to co-marketing (now theater & overnight) • Cost savings could be possible, could something to be outsourced?

As a pointed out in the beginning of this chapter, the hotel has a lot of potential, there is a lot of possibilities to develop the hotel, because the basis is great, it's well managed and the facilities up to date. A hotel has to offer anyway always something new, the facilities has to be renovated every once and while, to be able to attract the new customers and keep the hotel as a number 1 choice for the "old" customers. For this the hotel had during the thesis process plan for a new loyal customer program and renovation of the fitness club facilities. These types of actions are really important for the hotel to keep the same quality of facilities and offer something new for the customers.

Another big thing in this part is the location. The location analysis was in the beginning of the thesis, but I wanted to point out here the location as a example. The location is excellent from the fairground guests point of view (strengths), but a business customer visiting some headquarter in the city center may see the location as a inconvenient, because one must take a taxi and it takes 20 minutes to get to the hotel from the city center.

Anyway, the writer of this thesis thinks that the location could be used as a positive marketing tool. The location is serene, the hotel is at the side-street and has a big park next to it not forgetting the hotel own big parking space. For a customer, who need a easy accessible hotel and has a car, but still wants to go for a walk after a business meeting, it's possible to do it, without the traffic noise.

5.5 The threats

Table 13 Threats of the Copthorne Hotel

Area	Threats
Business idea and concept	<ul style="list-style-type: none"> • How to keep the costs low? • Does the CHH held in the competition?
Facilities	<ul style="list-style-type: none"> • A quite small fitness studio to when willing to get new customers, when there are also club members of Splash. In addition the most fitness equipments are also out of date
Customers	<ul style="list-style-type: none"> • Customer/chain loyalty vs. price
Location	<ul style="list-style-type: none"> • A oversupply of lodging companies in the Hanover region, app. 500 hotels and other lodging companies
Other	<ul style="list-style-type: none"> • Has the partnership-end with Maritim Hotels an influence? • Low budget hotel trend

The threat part is also the essential part of analysis of a business. Every business has its threats and knowing the risks helps to cope with them and letting nothing to a coincidence it always a good solution. All risks cannot be before seen in advance.

There are some threats like the trends in the hotel branch like low budget hotel trend or a location based threat, because in Hanover is oversupply in the hotel-markets. These are threats which stay there and the hotel has not much to influence on them and those may not have any influence on the hotel, because there is a demand for the 4 star/upper grade hotels and all the 500 lodging companies are not competitors, because the customer segments are different for the companies.

6 DEVELOPMENT PLAN FOR REVENUE OPTIMIZATION

Revenues from selling rooms, renting meeting facilities and equipments, events and restaurants can be with carefully done planning and analyzing the revenue management tools, taking good care of customer management optimized. That is a very important part of hotel's front office's personnel. Together with supervisors of every department, facility manager (in a case if there is one) and general manager among other topics the revenue management-reports can be gone through and see the strengths and weaknesses of this department and make new plans for optimizing the profits.

Basics of management, like customer management helps a lot to know the customers, make plans, budgeting with the help of forecast and/or statistics and the front office and other managers can use this information, when planning new products or services, making changes to rate structure etc.

For 2010 many experts have given their advices what could be done and these advices are useful for every company.

What the leading experts' advice to do:

Forecasts for 2010. *What the experts are saying and how it impacts revenue management processes. Market intelligence to access for forecasting at the property level and impact analysis of new product entering the market.*

Best Practices in Discounting. *What is the impact of radical versus moderate discounting - how revenue managers can build these into their strategies to achieve maximum RevPAR.* (J. Berger, 17.5.2009, 20) The important fact that all discounts should be carefully planned that also the maximizing the RevPAR possible is, so the balance between BAR and high level should be found.

Managing the Market Segment Mix. *Managing demand and discounts by market segment has become a critical skill for Revenue Managers. We will explore ways to*

'juggle' market segments for optimal REVPAR. (J. Berger, 17.5.2009, 20) Selling should be then aimed not just in order get the right mix between occupancy and rate, customer segments should be allocated in a right way. The discounts given should be allocated to some special customer segment, not to all customers.

***Distribution Strategies.** REVPAR is no longer the only metric. Revenue Managers now must manage distribution channels based on the cost of reservation in order to achieve maximum revenue 'flow through'.* ((J. Berger, 17.5.2009, 20) One way to optimize the revenues could lie on optimizing and re- planning of the distribution channels. It is the choices of hotels, where they do want sell their rooms.

6.1 Strategies for higher RevPAR

Hotel can have several strategies for higher RevPAR, in this thesis the possibilities have been divided into five parts; pricing, service, restaurant & banquet, facilities, packages and an extra idea to use the customer surveys as a tool.

6.1.1 Pricing of the services

A hotel may use several pricing and operational strategies, one would be just decrease the prices, make a more marketing and promotion and offer something more. Anyway, another good strategy among others, would be keeping the room price quite the same, but offer something extra for the hotel guest. For a customer, an idea for paying the same amount, but gaining something lovely as extra, more alluring than just paying although another hotel would serve a price reduction.

It is well known fact that the consumers consider more the pricing side when making a buying decision. They pay more attention for the quality, what they really need and the most important, where they could save money.

Some hotels like Steigenberger Mannheimer Hof in Mannheim have noticed this strategy to know the most precious customers and know what their special needs are, being a successful one and their average room price increased with a 25 percent with a help of it. They thought that the business men and women come to the hotel mostly with a car, so they would need a parking space; a wireless WLAN is useful for them as well as a 24 hours room service, because they do not always have time for dinner at 9 pm. These extra services were the ones that their guests would be willing to pay more.(J. Berger, 17.5.2009, 20.)

The pricing strategy could be also the unusual, at the early stage keeping the price low and then increasing the price. Not making it too simple, the price could be anyway at some period cheaper at the last minute. It would be a mistake to make it always, but especially on the weekends, when the occupancy rate would be low, then offer a lot lower price just to get the guest to the hotel and then offer a variety of extra services.(J. Berger, 17.5.2009, 20.)

6.1.2 The restaurants and the banquet floor

Another possibility would be enlarging the usage of the revenue management also to the restaurant and the banquet. The breakfast buffet could be cheaper for the early weak up-people from 7 am to 8.30 am and a meeting could be also at an unusual time. It would be good to take advantage of every silent-time of the day, because most of the meetings are held from 9 am to 5 pm.(J. Berger, 17.5.2009, 20.)

Even the idea of a breakfast could be different. One luxury hotel in Cologne is

using it and not only at the breakfast, also in room pricing, because they believe, that offering something cheaper can be the thing. The idea about breakfast is to offer three types of breakfast, in the same facilities, a coffee to go, a continental breakfast and a buffet. (J. Berger, 17.5.2009, 20.)

Now the only opportunity for a guest is to pay 17 € for a buffet breakfast. Why not offer more categories as just one, there must be a customer group at the Copthorne Hotel as well, that would like to have a breakfast or just a cup of coffee, but they are not willing to pay so much. By offering a chance for a cheaper alternative like a take away coffee and a snack, the hotel could get more paying guests. The risk is of course that less people would pay the whole price, but it would make it more attractive for the guests to use the hotel's own service instead of a coffee shop nearby.

6.1.3 Packages

As for the offers to the customers, the hotel could, in the author's opinion, use more cooperation. There is a large number of event or other service providers in the area.

In 2009, the hotel offered (Wochenende Specials) the following packages: Gop variate-theater (Theater package), Golfers paradise, "Familien-Abenteuer" (Family weekend), "Beste-Freundinnen" (Best friend Weekend-package), 3 für 2 (3 nights for the price of 2), "Auf die Spuren" (Special weekend with a halfboard & visit to Marienburg Castle nearby), Verw(s)hönungswoche (Romantic weekend-package for couples). (The Weekend Packages) The weekend package brochure is included in the Appendixes section.

The service package of the hotel could include a combination of an event, overnight stay and transportation. A good example would be a music concert at the Expo area nearby with an overnight at the hotel with a late check-in. The packages are quite closely tied to a certain hotel. Therefore, it would be good to offer packages in cooperation with other local companies.

The packages should be more attractive to the customers. They could only be offered for a short time as long as the occupancy rate stays down. Of course an event suited to the hotel's customer segments could also be offered.

6.1.4 Service

Concrete actions could be taken, a different pricing strategy introduced and some additional new services added. It would be good to go through the facilities and analyze, which services are profitable and what could be added within the scope of space/room planning. Examples of this would be the fitness studio, which is still partly as it was in the 1980`s, the renovation of the swimming pool area and the sauna facilities but the other spaces, like the lobby would stay the same. The fitness equipment would not be updated either.

A big problem of this facility is that it just does not fit to the image of a four-star hotel. The studio is free to the hotel guests and does not bring profit to the hotel. That might be the reason why so little attention is paid it. Making profit with the fitness club is hard, while the only payable guests are the club-members and the occasional local visitors.. The maintenance costs are high including the payroll costs of those employed by the club.

Additionally, some new services could be generated. A baby sitting-service (upon request), a 24-hour room service a car rental or airport courtesy coach could be possible new services. For example the airport courtesy coach would be quite a useful service because the only way to get fast (in less than 30

minutes) from the airport to the hotel is to use a taxi. The hotels own transport service could raise the hotel's attractiveness in the eyes of the customers.

6.1.5 Fitness studio

There could be something done, just modernize the rest of the studio and take a closer look, what facilities do the guest use. A swimming pool, a whirlpool, the fitness equipment and the saunas are often used, but a solarium is rather seldom used. As been discussed with a head of this department, solarium was a hit at the 1980`s, but especially seldom used and costing a lot of operation cost, it just comes as an expensive machine.

A solution for this problem with the solarium could be replaced with something else like a massage room. With it the hotel could have one part more to the service-package, which could bring more profit, more users to the fitness studio and give a bit modern touch to the hotel. A massage service is already in use in the hotel, but as an external service and will be taking place in a hotel room. Then the users of the fitness studio could use it and especially when the major of the club-members are older people, they might be relaxing after the work out in a massage and that would be also a hit to the business guests.

For these quests a lovely and relaxing massage after a business day or a meeting just the right extra service to be provided. The massage could stay still as an external service and by call, but just at the proper place outside the room. Anyway, the fitness studio could easily be a new source of income and being chargeable for every guest, it would be way to make profit. The rubble lies on the fact that the facilities and their quality should be on the level that the customers would be willing to pay for the usage.

In a addition, the old fitness equipment could be replaced up to date, which was one of the most often complained thing during the time, the writer of this thesis was working at the fitness studio reception. The old equipments work, but to increase the customer satisfaction it would be good start to replace them with a new ones. As a big plus would not be enough just to have a fitness studio, it should be also up to date and the facilities should fit to the 4 star hotel's image to meet up the expectation from the hotel guests as well as the regular guest not forgetting the attractiveness for the new possible regular customers.

6.1.6 Customer surveys as a tool

As a last thing for this development plan the writer wants to rise up the customer surveys as a development tool. It would be a quite good idea to ask from the regular guest, what they would want more. What could be the thing, which could make an overnight at this hotel a perfect one, which is the question. At the questionnaire for all the guest are many questions, but it is still quite impersonalized, not just because the chain has the same questionnaire for every hotel. That causes just that filling of the survey is a bit boring and the guest do not get anything for filling it. That do not mean that it would be vain having the questionnaires, but something is missing. A better, personalized questionnaire and such like a chocolate for every returned one as a thank you-thing for a guest would be a persuasive thing.

6.2 Summary

This development plan introduced ideas categorized by the following themes: pricing of the services; restaurants and the banquet; packages; service; fitness studio and customer survey as a tool. These solutions could be used to

increase the profit and make the hotel more attractive to its customers. The following solutions and/or introduced:

- The pricing of breakfast could be laddered, alternative breakfast: take away coffee and snack could be offered, (in case, when a breakfast is not included to the room price)
- Also the pricing of the services could be laddered; the usage of meeting facilities would be cheaper outside the normal working hours from 8 to 16.
- The hotel would co-operate more with the local companies to wide up the service pallet. A rock concert at the Expo arena, the package would includes transfer from the hotel to the arena and overnight with a late check-out.
- New extra services could be offered or integrate the service to the hotel premises, like a small massage studio (open on request) to the fitness studio.
- The customer surveys could be used as a tool to improve the hotel. The hotel could use this advantage, the customer know, what is possibly missing from the service pallet or from the facilities. This could be asked at the survey.

7 DISCUSSIONS

The thesis process began in June 2006, when the author was conducting her 5 months internship at the Copthorne Hotel Hanover and she had already learned a lot about the hotel and knew the way it was managed and also had some thoughts about what could be improved. Then the author's point of view was, in general, that of an employee without paying attention to strategy or management.

The fact that this thesis was completed in close contact with the hotel makes it reliable. Many potential mistakes could be avoided by seeing how the hotel was working, through learning by doing and observing the staff and the service processes. The development plan could not even have been individualized without the long-lasting presence at the hotel premises.

As the thesis theme was found, observation increased and the point of views changed to be closer to a revenue management style. That was quite a leap from normal thinking about the service and facilities, to the financial side, making money, but not forgetting the customer and quality aspects. From the personal point of view, the most challenging part of revenue management is how to find a balance between the hard side (making money and profit) and the soft side (customers and service). A good manager will offer the guests the best available service 24 hours a day, but he or she still wants to make profit, but not at the cost of service quality.

Conclusions

The aim of the suggested improvements was to promote the profitability and attractiveness of the hotel. Some suggestions like outsourcing, were only mentioned in the SWOT plan, to point out the possibility of lowering the operational costs, but the idea of this thesis was not to plan outsourcing since it is not a revenue management tool.

Since the first actual version of the development plan was established to this thesis, more and more ideas kept coming up, which leads also to the important solution for the hotel. The author considered as a good idea that the front office personnel could with co-operation with a front office manager make their own development plan to optimize their work. Now the hotel has an annual marketing plan, where the revenue management appears as a chapter, but the subject needs to be better analyzed.

This would require the knowledge of revenue management of all front office employees, as found out by the author in the course of her practical training period at the hotel. The employees were not acquainted with this theme at all. It would be useful, because the reasons behind pricing and marketing strategies will stay unknown to the staff if the revenue management is the manager's responsibility only. The employees may also have some great ideas of revenue management. They might have experience from other hotels or through their education, e.g. a young and qualified (former) hotel management student would most likely bring the newest ideas of the branch and have new solutions to problems at hand.

More attention should also be paid to marketing and sales promotion. The various distribution channels like Hotel.de and HRS also allow distribution specific marketing, for example the guest, who books their room from a specific channel, could be offered a free drink at the hotel or a dinner at a discount price. Special marketing banners on the distributor's website could enhance the visibility of the hotel. In addition, the hotel could figure out new

ways to make the hotel known in the Hanover region and prepare marketing campaigns by co-operating with some local travel agency.

Anyway, a development plan is hard to end, because the possibility of getting new ideas is high. Every hotel as well as any company, however great their service and the facilities are, has something to develop. As no one is perfect, nor can a hotel be perfectly performing and managed. That is why it would be the biggest mistake ever only to see the strengths of the business, while even it is equally important to know the weaknesses. Through knowing the weaknesses they can be turned into the strengths.

To conclude, every hotel would need to take a look at the revenue management tools to improve the profit, create a SWOT plan and establish a continuous development plan.

7 REFERENCES

Copthorne Hotel Hanover-Hotel Brochures

Copthorne Hotel Hanover. Retrieved Mai 5, 2009 from the World Wide Web: <http://www.copthorne-hannover.de>

FAQ, Smith Travel Research Website. Retrieved Mai 9, 2009 from the World Wide Web: <http://www.strglobal.com/Resources/FAQ.aspx>

Habits of Highly Successful Revenue Managers , 25.09.2009. International Hotel Assosiation. Retrieved Mai 5, 2009 from the World Wide Web: <http://ihra.hsyndicate.com/frame.html?/event/3002363.html>

Hanover Messe Calender 2009. Retrieved May 5, 2009 from the World Wide Web: http://www.messe.de/messen_uebersicht_de

Hotelstar Union. Retrieved September 20, 2009 from the World Wide Web: <http://www.hotelstars.eu/index.php?open=Criteria>

Messepause verdirbt das Geschäft, H-J Zink, 28.08.09, 4. Allgemeinen Hotel und Gastronomie-Zeitung.

Millennium Hotels and Resorts Worldwide Directory 2008-2009-guide, p. 4-5

Millennium Hotels and Resorts-websites. Retrieved May 5, 2009 from the World Wide Web: <http://www.millenniumhotels.com>

Maritim Grand Hotel and Maritim Stadthotel Hanover. Retrieved May 5, 2009 from the World Wide Web: www.maritim.de

Marriot Careers. Revenue Management. Retrieved September 22, 2009 from the World Wide Web: https://www3.i-grasp.com/fe/tpl_marriott01.asp?s=TwFzHTjOvGAnUaH&key=35706061&c=545641356198&pagestamp=dbgewupkositybsgtckb

Online-Känale voll im Griff, S. Hausmann, 09.11.2009. Allgemeinen Hotel und Gastronomie-Zeitung. Retrieved November 10, 2009 from the World Wide Web: <http://www.ahgz.de/management-und-praxis/Online-Kanaele--voll-im-Griff,200012169688.html>

Profitipps zum Pricing, 17.05.2008 , 18. Allgemeinen Hotel und Gastronomie-Zeitung. Retrieved September 25, 2009 from the World Wide Web: <http://www.ahgz.de/management-und-praxis/Profitipps-zum-Pricing,805262049.html>

Queens Hotel Hanover. Retrieved May 5, 2009 from the World Wide Web: http://www.queens-hotel-hannover.de/20_01_01_00_de.php

Radisson SAS Blu Hotel Hannover. Retrieved May 5, 2009 from the World Wide Web: <http://www.radissonblu.com/hotel-hannover>

Rekordmarke für Niedersachsen: Bereits 221,4 Mio. Übernachtungen. U. Junk, 08.10.09. Allgemeinen Hotel und Gastronomie-Zeitung. Retrieved October 9, 2009 from the World Wide Web: <http://www.ahgz.de/regional-und-lokal/Rekordmaerke-fuer-Niedersachsen-Bereits-Mio-Uebernachtungen-,2000012168907.html>

Revenue management is more important than ever, G. Withiam. Retrieved September 22 from the World Wide Web: <http://www.hotelworldnetwork.com/economic-trends/revenue-management-more-important-ever>

Revenue Management ist gefragt. J. Berger, 2008/50, 13.12.2008, p.20. Allgemeinen Hotel und Gastronomie-Zeitung

Revenue Management: Hard-Core Tactics for Market Domination. Cross, R.G, 1998., p.58, 61

The theory and practice of revenue management, K.T Talluri, G. Ryzin (2005), 7.

Wienecke XI Hotel. Retrieved Mai 5, 2009 from the World Wide Web: <http://www.wienecke.de/hotel-hannover/hotel/hotel.html>

In addition numerous official and unofficial discussions personally and via e-mail with several hotel employees were used as a reference

8 ENCLOSURES

Tables

Table 5 Criteria for the room pricing (HANCOP 2009 Marketing Plan Rooms)

CHARACTERISTICS	HIGHER PRICE	LOWER PRICE
Physical fences		
Size	Bigger room with more facilities and gadgets	Smaller rooms with fewer facilities
Temporal	Weekday bookings	Weekend bookings
Logical fences		
Length of stay	Short stay. Often one or two days	Longer stay. One night revenue can spoil three nights revenue when demand is high
Flexibility	Cancellations and rescheduling are allowed at a low penalty	High penalty for cancellation and schedule changes
Including services	Breakfast included	Breakfast excluded
Time of purchase	Bookings are made very close to date of check-in	Bookings are made quite early
Privileges	Are rewarded loyalty privileges either as free services or free stay vouchers	No privileges
Size of Business Provided	Corporate business customers booking frequently	Self funding vacationers booking rarely
Point of Sale	Physical delivery and confirmations	By email or phone

Table 6 List of criteria for competitive intelligence (HANCOP 2009 Marketing Plan Rooms)

<p>Location</p> <ul style="list-style-type: none"> • Proximity of nearest tube station • Quality of transportation links • Proximity of restaurants/pubs/clubs • Proximity of shopping venues <p>Brand Strength</p> <ul style="list-style-type: none"> • How strong is the hotels USP • How strong is the brand? 	<ul style="list-style-type: none"> • perception in the market • How is the hotels` distribution network • Does the hotel appear to a wide variety of markets • How is the hotels` collateral displayed <p>Loyalty programs</p> <ul style="list-style-type: none"> • Does the hotel have a regular guest program • Partner programs such as Airline miles
<ul style="list-style-type: none"> • Guest preferences <p>People</p> <ul style="list-style-type: none"> • Knowledge of staff • Attentiveness of staff • Speed and efficiency of check-in <p>Room standards</p> <ul style="list-style-type: none"> • Cleanliness of guest room • Maintenance of guest room • In-room technology • Room lightning • Condition of furniture, carpets, etc. • Quietness of guest room • In-room working space and environment 	<ul style="list-style-type: none"> • TV-channels and movie options • Comfort of bed and pillow <p>Food and beverage facilities</p> <ul style="list-style-type: none"> • How many outlets does the hotel have? • Do they cater more than one taste? • Are the facilities to eat/drink 24 hours a day? • Unusual features/ USP`s to attract guests? <p>Overall experience</p> <ul style="list-style-type: none"> • First expression? • Décor? • Design? • Striking features?

Table 9 Room rates for 2009

CHH Rates 2009/ Euro	Rates per room	"Classic" SINGLE	"Classic" DOUBLE	Remarks
BAR (no breakfast, incl. 10% Comm.)	BAR 1	148,-	148,-	+17,- € Breakfast
	BAR 2	118,-	118,-	+17,- € Breakfast
	BAR 3	108,-	108,-	+17,- € Breakfast
	BAR 4	98,-	98,-	+17,- € Breakfast
	BAR 5	88,-	88,-	+17,- € Breakfast
	BAR 6	78,-	78,-	+17,- € Breakfast
	BAR 7	68,-	68,-	+17,- € Breakfast
Suites (no Breakfast, incl. 10% Comm.)	Millennium Conference Suite(BA)	from 143,-	from 143,-	+17,- € Breakfast
	Junior Suite (Classic + 75,-)	from 143,-	from 143,-	+17,- € Breakfast
	Senior Suite (Classic + 125,-)	from 193,-	from 193,-	+17,- € Breakfast
	President Suite (Classic + 275,-)	from 343,-	from 343,-	+17,- € Breakfast
	MC Office per hour	30,-	30,-	
Company rates, incl. Breakfast, net of Commission	LCR 1	105,-	122,-	95,- excl.BF
	LCR 2	101,-	118,-	91,- excl.BF
	LCR 3	97,-	114,-	87,- excl.BF
	LCR 4	95,-	112,-	85,- excl.BF
	LCR 5	91,-	108,-	81,- excl.BF
	LCR 6	89,-	106,-	79,- excl. BF
	LCR 7	87,-	104,-	77,- excl. BF
	LCR 8	85,-	102,-	75,- excl. BF
	LCR 9	82,-	99,-	72,- excl. BF
	LCR 10	79,-	96,-	69,- excl BF
OTHERS	FIT	54,-	54,-	Net, +17,- € Breakfast
	Artist /Journalist/ Exped.	from 48,- (incl.B' fast)	from 58,- (incl.B' fast)	incl. 10% Com.
CONFERENCE, incl. Breakf, incl 10% Commission.	Conference I	119,-	136,-	+M&S 178,-/ 274,-
	Conference II (high season)	109,-	126,-	+M&S 168,-/264,-
	Conference III (basic rate)	99,-	116,-	+M&S 158,-/254,-
	Confer. IV (weekend, summer)	89,-	106,-	+M&S 148,-/244,-
	Confer V (Special promotion rate)	79,-	96,-	+M&S 138,-/ 234,-
	Daily package "Standard"	47,- per person		Inkl Beamer
	Daily package "All inclusive"	57,- per person		Inkl. Beamer & W-LAN

GROUPS (minimum 20 Pax) net	Wholesaler	47,-	60-	Incl. Breakfast
	Rese Konsulterna (Travel agency)	47,-	60-	Incl. Half Board
	Bus groups, halfboard	50,-	65,-	All year round
	Bus groups, only breakfast	45,-	56,-	All year round
WEEKEND Packages	Weekend Packages (Fr-Mo)	As per separate flyer		
	"Honey-Moon",	/	102.- pro Person	net
	"Party-Special Weekend"/ Aktion	64-	64.-	net
EXTRAS	Pet	10,-		Per day
	Garage	12,-	0,70/hour	Per day (6,- for guests)
	Extrabed	30,-		+17,- Breakfast p.P.
SUPPLEMENTS	Halfboard Group	19,-		
	Fullboard Group	32,-		
	Halfboard Individual	24,-		
	Fullboard Individual	48,-		



COPHORNE
HOTEL
HANNOVER





HERZLICH WILLKOMMEN IM COPTHORNE HOTEL HANNOVER

Das 1994 erbaute 4-Sterne-Superior Hotel verfügt über 222 exklusiv eingerichtete, klimatisierte Zimmer, Suiten und Business-Appartements. In unmittelbarer Nähe des Messegelände Hannover gelegen verfügt unser Haus über eine exzellente Anbindung an das Autobahnnetz. Dank der optimalen Verkehrslage sind das Stadtzentrum von Hannover, der Hauptbahnhof und der Flughafen bequem und schnell zu erreichen. Zusätzlich bieten das Convention Center Deutsche Messe AG, das EXPO 2000 Gelände oder das ADAC Fahrsicherheitszentrum den idealen Rahmen für Ihre Veranstaltung.

A WARM WELCOME TO THE COPTHORNE HOTEL HANNOVER

The 4-star-superior hotel was built in 1994 and has 222 elegant air-conditioned guest rooms, suites, and business apartments. Situated close to the Hannover Trade Fair Grounds our hotel has excellent links to the motorway system and is also ideally located for public transport, so that Hannover City Centre, the Central Station and the Airport can be quickly and comfortably reached. The nearby Convention Center Deutsche Messe AG, the Expo 2000 site or the ADAC Safe Driving Centre provide the ideal background for your event.



Connoisseur

DIE ZIMMER ACCOMMODATION

Alle 222 Gästezimmer sind elegant ausgestattet mit Bad/Dusche, WC, Fön, Radio, Telefon, Minibar, Hosenbügler, SAT-TV, Kaffee- und Teezubereitungsmöglichkeiten sowie gegen Gebühr: Video und Audio on demand sowie Internetzugang über LAN.

Classic

Die Zimmer der Classic Kategorie bieten alle Annehmlichkeiten die ein Geschäftsreisender erwartet. Nichtraucher-Zimmer gehören ebenso zum Angebot wie speziell ausgestattete Allergiker-Zimmer.

Connoisseur

In den Zimmern der Connoisseur Kategorie erwarten Sie weitere Annehmlichkeiten wie z.B. Aufdeckservice, Bademantel, freies Parken in der Parkgarage, W-LAN-Zugang eine Stunde kostenfrei, Nutzung der Connoisseur-Lounge mit kostenfreien Getränken, frischem Obstkorb und Tageszeitungen. Am Abreisetag können Sie bis 17:00 Uhr über Ihr Zimmer verfügen



Classic

Suiten

Unsere fünf Juniorsuiten verfügen über den selben Standard wie die „Connoisseur“-Zimmer, zusätzlich mit separatem Wohn- und Schlafbereich. In der Seniorsuite erwartet Sie ein großzügiger ausgestatteter Wohnzimmerbereich.

Die Präzidentensuite enthält alle zuvor erwähnten Ausstattungen. Sie verfügt zusätzlich über einen separaten Wohn- und Sitzbereich. Das Badezimmer verfügt über einen Whirlpool sowie eine extra große Dusche.



Präsidentensuite

All 222 rooms are elegantly appointed with bath/shower, WC, Hairdryer, Radio, Telephone, Minibar, Trouser Press, Satellite-TV, complimentary tea and coffee-making facilities and, for a fee, Video and Audio on demand with Internet Access (HSIA).

Classic

Classic category rooms offer all the amenities a business traveller would expect, and of course, non-smoking rooms and rooms for allergy sufferers are also available.

Connoisseur

In the Connoisseur Category you have the benefit of additional services such as: Turndown Service, Bathrobe, Free Parking in the multi-storey car park, 1 hour complimentary W-Lan internet access and use of the Connoisseur Lounge with complimentary drinks, fruit and daily newspaper. On your departure date you can enjoy a Late Check Out till 5pm.

Suites

Our five Junior Suites offer the same standard as the „Connoisseur“ rooms but have, in addition, a separate living room and bedroom area. The Senior Suite has a more generous „living room“ with dining area.

The Presidential Suite has all the aforementioned features. It also has a separate living room and dining/meeting area, and the bathroom is appointed with a whirlpool and a spacious shower.

TAGUNGEN MEETINGS



Planen Sie eine geschäftliche oder private Feier von zehn bis 350 Personen, eine Konferenz mit 500 Teilnehmern oder einen Empfang mit bis zu 700 Personen?

Dann bietet das COPTHORNE HOTEL HANNOVER Ihnen den richtigen Rahmen, mit internationalem Flair.

Mit zehn Tagungsräumen und vier Business Apartments bieten wir eine breitgefächerte Auswahl an Konferenz- und Bankettmöglichkeiten. Die Veranstaltungsräume sind teilweise größenvariabel und verfügen über Tageslicht und Klimaanlage.

Unser erfahrenes Bankettteam betreut Ihre Veranstaltung von der ersten Minute an und läßt keine Wünsche offen.

Are you planning a business or private function for ten to 350 people, a conference for 500 participants or a reception for up to 700 people? Then the COPTHORNE HOTEL HANNOVER provides the ideal setting with international flair.

With ten Meeting und Function rooms and four Business Apartments we offer a wide range of facilities for meetings and functions. All rooms have natural daylight and air-conditioning and some can be combined (partition walls).

Our experienced Events Team will look after your function from the very first minute and will make sure your wishes are fulfilled.





Irish Pub Dubliner



Restaurant Bentley's



Platinum

ORIGINAL IRISH PUB „THE DUBLINER“

Genießen Sie den Abend in den gemütlichen Ledersesseln in entspannter Atmosphäre bei einem kühlen „Kilkenny“ oder einem „Guinness“ vom Fass. Dazu empfehlen wir die original in Zeitungspapier servierten „Fish und Chips“. Genießen Sie lange Sommerabende mit frisch Gegrilltem auf der „Pubterrasse“ und im „Biergarten“. Für sportliche Unterhaltung sorgt ein elektronisches Dart. Unsere elegante „Smokers Lounge“ schließt direkt an den Irish Pub an.

RESTAURANT UND PLATINUM

Das international eingerichtete Restaurant mit „Wintergarten-Atmosphäre“ in der Glaspyramide bietet internationale sowie mediterrane Küche mit Pfiff und verfügt über 120 Plätze. Das angeschlossene „Platinum“ bietet 60 Gästen Platz, kann für eigene Veranstaltungen abgetrennt werden und verfügt über einen eigenen Eingang.

ORIGINAL IRISH PUB „THE DUBLINER“

*Enjoy a relaxed evening in one of the comfortable leather armchairs with a cool draught „Kilkenny“ or „Guinness“. Why not try traditional „Fish und Chips“, served in a newspaper!
Enjoy the long summer evenings on the „Pub Terrace“ or in the „Beer Garden“, and treat yourself to something from the grill. The pub also offers sporting activity throughout the year with the electronic dartboard. Our elegant „Smokers Lounge“ adjoins the Irish Pub.*

RESTAURANT AND PLATINUM

The international style restaurant with its highly popular glass „pyramid“ area offers international and Mediterranean cuisine with „pep“ and has seating for 120 people. The adjoining „Platinum“ can accommodate 60 guests, and a sliding door enables it to be closed off for private functions, as it has a separate entrance.





Fitness

Unser Freizeitbereich bietet Ihnen einen Fitness Raum, 15m Schwimmbad, Sauna, Dampfbad, Infrarotkabine sowie ein Solarium. Hotelgäste können dieses Angebot kostenfrei nutzen (Solarium gegen Gebühr). Für externe Gäste besteht die Möglichkeit einer Clubmitgliedschaft.

Unser Trainerteam freut sich auf Ihren Besuch!

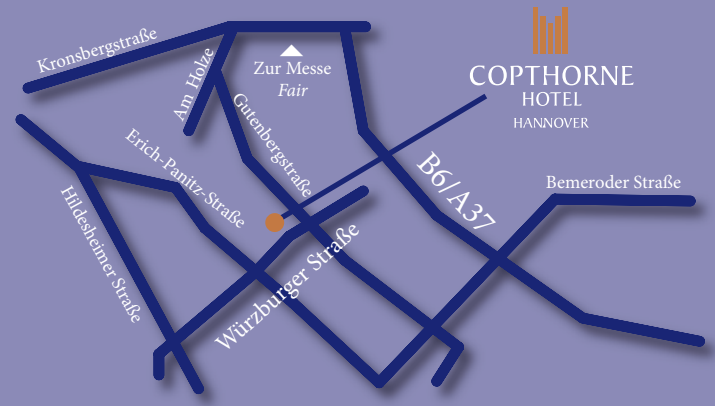


**„SPLASH“
THE CLUB**

We offer a Gym, a 15m Swimming Pool, Sauna, Steam Bath, an Infrared Cabin and a solarium. Club membership is open to external guests, but hotel guests enjoy complimentary use of the facilities (Solarium – fee payable).

Our team of trainers look forward to your visit!

ANFAHRTSKIZZE LOCATION



Würzburger Straße 21 · 30880 Laatzen
Tel.: +49 511 9836-0 · Fax: +49 511 9836-666
Cophorne.Hannover@millenniumhotels.de
www.cophorne-hannover.de
www.millenniumhotels.co.uk

GDS Codes:
GDS Chain Code: MU Amadeus: HAJCOP Apollo / Galileo: HANCH / 44940 Sabre: 38434
Worldspan: 20372

HOW TO BOOK

EUROPEAN RESERVATIONS:

United Kingdom
0 800 41 47 41 (toll free, use within the UK only)
+44 (0) 845 30 20001 (General reservations)
+44 (0) 845 30 20002 (Meetings und Events reservations)

France
0800 90 95 86

European toll free number
00 800 86 86 8086
Please dial the toll free number from the following European countries and cities: Austria, Barcelona, Belgium, Denmark, Finland (please dial prefix 990, rather than 00) Germany (answered by Maritim Hotels), Ireland, Italy, Madrid, Netherlands, Norway, Portugal, Sweden, Switzerland.

WORLDWIDE RESERVATIONS:

For worldwide reservations online visit our website:
www.millenniumhotels.co.uk

European homepage
www.millenniumhotels.co.uk

US Homepage
www.millenniumhotels.com

Asian homepage
www.millenniumhotels.com.sg

New Zealand homepage
www.millenniumhotels.co.nz

For the Middle East and North Africa please use:
www.millenniumhotels.com

Reservations may also be made through your travel agent, (GDS chain code: MU), or direct with the hotel.



www.copthorne-hannover.de



COPTHORNE
HOTEL
HANNOVER

Würzburger Straße 21
30880 Hannover-Laatzten
Tel.: +49 (0) 511 / 9836-0
Fax: +49 (0) 511 / 9836-666

Copthorne.Hannover@millenniumhotels.de



JULI

MI 1
DO 2 Barbecue im Biergarten ab 15.00 Spare-Ribs »satt«
FR 3 Barbecue im Biergarten ab 15.00
SA 4 Barbecue im Biergarten ab 15.00
SO 5 Barbecue im Biergarten ab 11.00
MO 6
DI 7 All-In-Poker-Turnier, 19.00
MI 8
DO 9 Barbecue im Biergarten ab 15.00 Spare-Ribs »satt«
FR 10 Barbecue im Biergarten ab 15.00
SA 11 Barbecue im Biergarten ab 15.00
SO 12 Barbecue im Biergarten ab 11.00
MO 13
DI 14 All-In-Poker-Turnier, 19.00
MI 15
DO 16 Barbecue im Biergarten ab 15.00 Spare-Ribs »satt«
FR 17 Barbecue im Biergarten ab 15.00
SA 18 Barbecue im Biergarten ab 15.00
SO 19 Barbecue im Biergarten ab 11.00
MO 20
DI 21 All-In-Poker-Turnier, 19.00
MI 22
DO 23 Barbecue im Biergarten ab 15.00 Spare-Ribs »satt«
FR 24 Barbecue im Biergarten ab 15.00
SA 25 Barbecue im Biergarten ab 15.00
SO 26 Barbecue im Biergarten ab 11.00
MO 27
DI 28 All-In-Poker-Turnier, 19.00
MI 29
DO 30 Barbecue im Biergarten ab 15.00 Spare-Ribs »satt«
FR 31 Barbecue im Biergarten ab 15.00



AUGUST

SA 1 Barbecue im Biergarten ab 15.00
SO 2 Barbecue im Biergarten ab 11.00
MO 3
DI 4 All-In-Poker-Turnier, 19.00
MI 5
DO 6
FR 7
SA 8 »Zuckertüten-Brunch« All-Inklusive 11.30
SO 9
MO 10
DI 11 All-In-Poker-Turnier, 19.00
MI 12
DO 13 Millennio Buffet, 18.30
FR 14
SA 15
SO 16 Brunch All-Inklusive, 11.30
MO 17
DI 18 All-In-Poker-Turnier, 19.00
MI 19
DO 20 Millennio Buffet, 18.30 Whisk(e)y Tasting mit Menü 18.30
FR 21
SA 22
SO 23 Brunch All-Inklusive, 11.30 Kitchen Club, 16.00
MO 24
DI 25 All-In-Poker-Turnier, 19.00
MI 26
DO 27 Millennio Buffet, 18.30
FR 28 Pub Quiz, 20.00 Uhr
SA 29
SO 30 Brunch All-Inklusive, 11.30
MO 31

SCNITZEL FRISCH AUS DER PFANNE

RÖSTI, ALLES RUND UM DIE GERIEBENE KARTOFFEL

MÖRDERSPIEL

Theater · Krimi · Dinner



Sa 09.05.09
Klassentreffen

Sa 12.09.09
Hotel Kriminell

Sa 17.10.09
Sizilianische Hochzeit

Sa 21.11.09
Mörderisches Jubiläum

Sa 05.12.09
Tödlicher Kongress

Beginn jeweils 19:30 Uhr | Einlass 19:00 Uhr
EUR 79,50 pro Person
für Theaterabend inkl. Dinner

moerderspiel.com
PRODUCED BY CREATIVE PARTNERS SINDELFINGEN

Übernachtungsspecial:
Kulinarischer Theaterabend
inkl. Dinner, Übernachtung &
Frühstücksbuffet EUR 111,50
im DZ, EUR 143,50 im EZ
(nach Verfügbarkeit)

Mozzarella sucht Tomate!

Comedy-Dinner für Paare und Singles, ein Rendez-vous vom Feinsten

LOVE U



Sa 16.05.09 ♥ **Sa 24.10.09** ♥ **Sa 28.11.09**

EUR 69,00 pro Person für Theaterabend inkl. Dinner
Einlass 19.00 Uhr | Beginn 19.30 Uhr

Übernachtungsspecial:
Kulinarischer Theaterabend inkl. Dinner, Übernachtung & Frühstücksbuffet
EUR 101,- im DZ, EUR 133,- im EZ (nach Verfügbarkeit)

Mozzarella-sucht-Tomate.com
STAGED BY CREATIVE PARTNERS SINDELFINGEN

KULINARISCHES UND VERANSTALTUNGEN



EVENTS

MAI – AUGUST 2009

COPHORNE
HOTEL
HANNOVER

Würzburger Straße 21 | 30880 Laatzen
Telefon 0511/9836-0 | Fax 0511/9836-666
cophorne.hannover@millenniumhotels.de
www.cophorne-hannover.de



MAI

FR 1 Die Boule-Saison beginnt!
SA 2
SO 3
MO 4
DI 5 All-In-Poker-Turnier 19.00
MI 6
DO 7 Millennio Buffet »Spargel satt«, 18.30
FR 8
SA 9 Mörderspiel »Klassentreffen« 19.00
SO 10 Muttertags-Brunch All-Inklusive, 11.30
MO 11
DI 12 Erzählkaffee, 15.00 All-In-Poker-Turnier 19.00
MI 13
DO 14 Millennio Buffet »Spargel satt«, 18.30
FR 15
SA 16 »Mozzarella sucht Tomate«, 19.00
SO 17 Brunch All-Inklusive, 11.30 Music Night Joern Kuhl 20.00
MO 18
DI 19 All-In-Poker-Turnier 19.00
MI 20
DO 21 Millennio Buffet »Spargel satt«, 18.30
FR 22
SA 23
SO 24 Brunch All-Inklusive, 11.30
MO 25
DI 26 All-In-Poker-Turnier 19.00
MI 27
DO 28 Millennio Buffet »Spargel satt«, 18.30 »Whisk(e)y Tasting« mit Menü, 18.30
FR 29 Pub Quiz 20.00 Uhr
SA 30
SO 31 Pfingst-Brunch All-Inklusive, 11.30

SPARGEL & ERDBEEREN



JUNI

MO 1
DI 2 All-In-Poker-Turnier 19.00
MI 3
DO 4
FR 5 Millennio Buffet »Spargel satt«, 18.30
SA 6
SO 7 Brunch All-Inklusive, 11.30
MO 8
DI 9 Erzählkaffee, 15.00 All-In-Poker-Turnier 19.00
MI 10
DO 11 Millennio Buffet »Spargel satt«, 18.30
FR 12
SA 13
SO 14 Brunch All-Inklusive, 11.30 »Tag der offenen Tür« 11.00–18.00
MO 15
DI 16 All-In-Poker-Turnier 19.00
MI 17
DO 18 Millennio Buffet »Spargel satt«, 18.30
FR 19
SA 20
SO 21 Brunch All-Inklusive, 11.30 Kitchen Club 16.00
MO 22
DI 23 All-In-Poker-Turnier 19.00
MI 24
DO 25 Millennio Buffet »Spargel satt«, 18.30
FR 26
SA 27
So 28 Brunch All-Inklusive, 11.30
MO 29
DI 30

SPARGEL & ERDBEEREN



MOZZARELLA SUCHT TOMATE

DAS COMEDY DINNER EVENT
DES JAHRES

16. Mai, Einlass 19.00 Uhr, Beginn 19.30 Uhr

I love U! Nach dem großen Erfolg der Premiere im Februar nun eine Wiederholung von Blind Dates, witzigen und romantischen Szenen rund ums Kennenlernen und Paarsein. Ein besonderes Event für Paare und Singles. Vielleicht kommt Ihnen ja einigebekannt vor?!

€ 69,00 inkl. 3-Gang-Menü und Aperitif

IHRE FEIER – EIN EREIGNIS

Ob **Hochzeit, Konfirmation, Kommunion, Geburtstag, Jubiläum, Firmenveranstaltung** oder Event, wir organisieren Ihre Feier im kleinen und großen Kreis. Unsere klimatisierten Veranstaltungsräume bieten Platz für Feiern mit bis zu 700 Gästen.

All-Inklusive Feiern schon ab € 60,00

HIGH TEA AM KAMIN

Freitags, samstags und sonntags von 15.00 Uhr – 17.00 Uhr gibt es »British High Tea«. Fünf Sorten Tee stehen zur Auswahl, dazu Sandwiches mit Lachs, Gurke, Ei und Kresse, Tea cakes und Scones mit Cream und Konfitüre € 12,50. Auf Anfrage auch während der Woche. Nur mit Reservierung 0511/9836-744

WIR PRÄSENTIEREN UNSER HIGH TEA EVENT BEIM GARTENFESTIVAL IN HERRENHAUSEN

29. Mai, 16.30 Uhr; 30. Mai, 17.00 Uhr;
31. Mai, 17.00 Uhr, 01. Juni, 17.00 Uhr.



KITCHEN CLUB

21. Juni, 23. August, 16.00 Uhr. Kochen und essen Sie gemeinsam mit unserem Küchenchef ein feines 4-Gang-Menü und lassen Sie sich in die Geheimnisse der Profi-Köche einweihen. € 47,00 inklusive.

SOMMERZEIT – BIERGARTENZEIT

Bei schönem Wetter lädt der Biergarten unter den Linden am Pub zum Entspannen und Relaxen ein. Genießen Sie knackige Salatkreationen, Grill-Spezialitäten, kleine Leckereien und Snacks. Ein fruchtig leichter Sommer-Cocktail wartet bei Sonnenuntergang auf Sie. Oder lassen Sie sich ein kühles Weizenbier, Guinness oder Krombacher vom Fass schmecken!

BARBECUE IM BIERGARTEN **NEU!**

Vom 02. Juli – 07. August immer donnerstags – samstags 15.00–22.00 und sonntags 11.00–18.00 Uhr mit verschiedenen Spezialitäten. **UNSER HIGHLIGHT:** Jeden Donnerstag Spare-Ribs »satt«. Die BOULEBAHN ist geöffnet – Spielkugeln erhalten Sie im Pub.

TAG DER OFFENEN TÜR **NEU!**

Am 14. Juni öffnen wir von 11.00–18.00 Uhr (fast) alle unsere Türen für Sie. Folgen Sie dem roten Faden durch unser Haus und werfen Sie einen Blick hinter die Kulissen. Beantworten Sie interessante Fragen auf Ihrer Entdeckungstour und gewinnen Sie attraktive Preise. Unser Restaurant, Irish Pub, der Biergarten und unsere Entspannungsoase Splash – The Club haben den ganzen Tag für Sie geöffnet.

LAATZEN GOSPEL SINGERS

14. Juni, 18.00 Uhr **KONZERT IM BALLSAAL »KING GEORGE«** Die Laatzen Gospel-Singers sind inzwischen weit über die Grenzen von Laatzen bekannt. Unter der Leitung von Marco Neumann begeistern die über 40 Sängerinnen und Sänger ihr Publikum in Kirchen und Konzertsälen.

KARTEN GIBT ES BEI FOLGENDEN VORVERKAUFSTELLEN:
COPTHORNE HOTEL, Würzburger Straße 21, Laatzen
GETRÄNKEMARKT SITT, Hildesheimer Straße 310, Rethen
KULTURBox im Foyer des Rathauses im Leine-Center, Laatzen
SAFT & SALAT-BAR im Leine-Center, Laatzen

EINTRITTSPREISE: Erwachsene € 12,00, Kinder € 5,00.

*Nach Verfügbarkeit | Änderungen vorbehalten!

RESTAURANT »BENTLEYS«



UNSER RESTAURANT MIT INTERNATIONALEM CHARAKTER BIETET KREATIVE MEDITERRANE KÜCHE MIT PFIFF!

Vom 01. Juli bis 07. August hat das Restaurant »Sommerpause« und ist von 06.30–14.30 Uhr geöffnet. Ab 14.30 Uhr verwöhnen wir Sie im Pub und Biergarten mit sommerlich leckeren Speisen.

»MILLENNIO«-BUFFET

Immer donnerstags ab 18.30 Uhr gibt es unser kulinarisches Buffet mit Antipasti, Salaten, Pasta, frisch zubereiteten Fisch- und Fleischgerichten sowie Köstlichkeiten aus der Dessertküche, € 19,90.

IM MAI UND JUNI

jeden Donnerstag Spargelbuffet »satt«. Reservierung 0511/9836-744

BRUNCH ALL-INKLUSIVE

Sonntags 11.30 Uhr – 14.00 Uhr mit wechselnden saisonalen Spezialitäten. € 28,50
Kinder bis 6 Jahre frei, bis 12 Jahre € 9,00
KINDER SPIEL- UND SPASS-WIESE

MUTTERTAGS-BRUNCH ALL-INKLUSIVE

10. Mai, 11.30–14.00 Uhr € 30,50

PFINGST-BRUNCH ALL-INKLUSIVE

31. Mai, 11.30–14.00 Uhr € 30,50

»ZUCKERTÜTEN-BRUNCH«

ALL-INKLUSIVE ZUR EINSCHULUNG
08. August, 11.30–14.00 Uhr € 28,50.
Für Erstklässler frei.

Reservierung 0511/9836-744

Parallel zu allen Buffet- und Brunch-Angeboten servieren wir Ihnen auch gern Gerichte aus unserer Speisekarte!

RESERVIERUNGEN wenn nicht anders vermerkt unter 0511/9836-762

IRISH PUB »THE DUBLINER«



IRISH PUB »THE DUBLINER« URIG UND GEMÜTLICH MIT DEM ORIGINAL IRISCHEN FLAIR

TÄGLICH AB 17.00 UHR

Vom 01. Juli bis 07. August ab 14.30 Uhr. Guinness, Kilkenny und Krombacher vom Fass und leckere Snacks wie »Fish'n Chips« oder dem »Dubliner Burger«.

MIT RAUCHER LOUNGE – Lassen Sie den Abend bei einer Zigarre gemütlich ausklingen. Neues Sortiment von 5th Avenue-Products.

MUSIC NIGHT

Livemusik ab 20.00 Uhr
17. Mai mit Joern Kuhl

Das PUB QUIZ ist wieder da!

29. Mai, 28. August, 20.00 Uhr
Mit Sir Maikel und Miss Bridget. Eintritt frei! Pub-Quiz-Teilnehmer erhalten 20% auf alle Getränke.

ALL-IN-POKERLIGA **NEU IM PUB!**

HANNOVER-SÜD immer dienstags, Teilnehmer erhalten 20% Rabatt auf alle Getränke. Anmeldungen und Infos unter www.all-in-poker.de oder am Pokerabend.

WHISK(E)Y TASTING mit Menü

28. Mai und 20. August, 18.30 Uhr
Distilled Spirit Consultant Jürgen Deibel kredenzt »Whisk(e)ys of the World« € 59,00 inkl. Whisk(e)ys und 3-Gang-Menü

SPORT-HIGHLIGHTS

Erleben Sie bei uns die Bundesliga-, Champions League- und UEFA-Cup-Spiele auf Großleinwand.

**DAS IDEALE GESCHENK!
EIN GUTSCHEIN FÜR UNSERE
VERANSTALTUNGEN UND EVENTS.**

WIR BESORGEN IHNEN GERNE KARTEN FÜR THEATER, GOP VARIÉTÉ-THEATER, OPER UND ANDERE VERANSTALTUNGEN NACH IHREN WÜNSCHEN.

****Hannover Card - die Erlebniskarte!**

Entdecken Sie Hannover und die Region bequem und preisgünstig. Die HannoverCard bietet freie Fahrt in allen Bussen, S- und U-Bahnen sowie Nahverkehrszügen des gesamten Großraumverkehrs.

Ausserdem: Erleben Sie Hannover auf vergünstigten Stadttouren, genießen Sie Vergünstigungen in zahlreichen Restaurants und besuchen Sie die touristischen Highlights zu deutlich reduzierten Preisen.

Sie sparen auch in der Region. Ob in Steinhude, Springe oder Neustadt – zahlreiche Freizeitparks und Museen bieten Ihnen attraktive Preisvorteile.

Insgesamt erwarten Sie mit der HannoverCard über 50 Angebote.

Alle Arrangements beinhalten: Freie Nutzung des »Splash-The Club« mit Schwimmbad, Whirlpool, Dampfbad, Sauna, Solarium, Infrarot-Kabine und Fitnessbereich, Leih-Bademäntel, freies Parken in der Parkgarage und Spät-Abreise bis 17.00 Uhr!

ÄNDERUNGEN VORBEHALTEN.

GÜLTIG NACH VERFÜGBARKEIT AUSSERHALB DER MESSEN.

Weitere Informationen unter:

www.aqualaatzium.de

www.hannover.de

www.schloss-marienburg.com

www.variete.de

www.zoo-hannover.de



DER GOLFPLATZ AM MESSEGELENDE

Fünf Minuten vom Messegelände und nur 15 Minuten von Hannovers Innenstadt finden Sie:

- flutlichtbeleuchtete Driving Range mit teilweise beheizten Abschlagplätzen
- anspruchsvoller 6-Loch-Kurzplatz
- 27-Loch-Meisterschaftsplatz mit Inselgrün und Stadiongrüns nach USPGA
- ganzjährig bespielbar
- internationale Golfschule
- eigene Club Fitting Werkstatt
- einen Proshop mit Qualitätsprodukten
- Sonntagsbrunch, Hochzeiten, Firmenveranstaltungen



Am Golfplatz 1 · 30880 Laatzen
Telefon 0 51 02 / 739000
Fax: 0 51 02 / 73 90 08
www.golfgleidingen.de
info@golfgleidingen.de



WOCHENEND ARRANGEMENTS

MÖRDERSPIEL

Theater · Krimi · Dinner

...die raffinierte Kombination aus Theater,
Krimi, Dinner und einer ruhigen Nacht.



Zur Spurensuche

moerderspiel.com

PRODUCED BY CREATIVE PARTNERS SINDELINGEN

Mörderspiel entführt Sie rund um ein mehrgängiges Abendessen oder Büffet in eine spannende Handlung, einen von Schauspielern inszenierten Mord, und schon befinden Sie sich mitten in einem Kriminalfall. Gemeinsam recherchieren, kombinieren, Spuren sichern und sich dabei kulinarisch verwöhnen lassen – Mörderspiel ist in höchstem Maße integrativ und kommunikativ. Hier sind Sie mehr als nur Zuschauer, hier werden Sie zum Detektiv. Über die Rolle, die Sie dabei spielen wollen, entscheiden Sie selbst: Ob als passiver Beobachter oder lieber aktiv.

... Schlafen können Sie später.



COPHORNE
HOTEL
HANNOVER

Würzburger Straße 21 | 30880 Laatzen
Telefon 0511/9836-0 | Fax 0511/9836-666
cophorne.hannover@millenniumhotels.de
www.cophorne-hannover.de



GOP VARIETÉ –THEATER

- 2 Übernachtungen im komfortablen Doppelzimmer der »Classic«-Kategorie
- 2 x Frühstücksbuffet im Restaurant
- Begrüßungsgetränk im Irish Pub »The Dubliner«
- 3-Gang-Menü im Restaurant
- Eintrittskarte für das GOP Varieté-Theater in Hannover für Freitag oder Samstag

€ 122,00 pro Person im Doppelzimmer*
Einzelzimmeraufschlag € 62,00

GOLFERS PARADISE

- 2 Übernachtungen im komfortablen Doppelzimmer der »Classic«-Kategorie
- 2 x Frühstücksbuffet im Restaurant
- Begrüßungsgetränk im Irish Pub »The Dubliner«
- 3-Gang-Menü im Restaurant
- Sixt-Mietwagen (z.B. VW Golf, Mercedes Benz A-Klasse)
- 2 Greenfees 18-Loch im Golfclub Gleidingen und Rethmar Links

€ 205,00 pro Person im Doppelzimmer
Einzelzimmeraufschlag € 130,00

AUF DEN SPUREN DER WELFEN

BUCHBAR MÄRZ – OKTOBER

- 1 Übernachtung im Doppelzimmer
- 1 Begrüßungsgetränk
- 1 Abendessen 3-Gang-Menü
- 1 Welfen-Überraschungsgeschenk
- Eintrittskarte inkl. Führung auf Schloss Marienburg
- Kaffee & Kuchen

€ 78,00 pro Person im Doppelzimmer
Einzelzimmerzuschlag € 37,00
Shuttle-Service für bis zu 8 Personen € 50,00



FAMILIEN-ABENTEUER

- 2 Übernachtungen im Familienzimmer (2 Doppelzimmer mit Verbindungstür)
- 2 x Frühstücksbuffet im Restaurant
- Kinderpräsent und für die Eltern 1 Flasche Wein
- 1 x 3-Gang-Familiendinner für 2 Erwachsene und 2 Kinder ohne Getränke
- Hannover Card** für 1 Tag

Paketpreis € 261,00

zzgl. Besuch:

- Erlebnis-Zoo Hannover € 66,00,
- Sealife-Meeresaquarium € 48,00,
- aquaLaatzium € 58,00,
- Internationaler Feuerwerkswettbewerb in Herrenhausen € 64,00,
- (jeweils 2 Erwachsene, 2 Kinder)
- Stand Oktober 2009

»BESTE FREUNDINNEN«-WOCHENENDE

- 2 Übernachtungen im Doppelzimmer
- 2 x Frühstücksbuffet im Restaurant
- Begrüßungscocktail
- 1 Flasche Prosecco und Pralinen auf dem Zimmer
- »Sex & the City« 4-Gang-Menü im Restaurant
- Hannover Card** für 1 Tag

€ 113,00 pro Person im Doppelzimmer
Einzelzimmeraufschlag € 71,00

AUF WUNSCH: Massage € 35,00 – € 60,00

Buchen Sie zu allen Arrangements einen Mietwagen (z.B. VW Golf, Mercedes Benz A-Klasse) von Sixt für € 135,00 pro Wochenende.
 Weitere Informationen auf Anfrage!



VERW(S)ÖHN- WOCHENENDE

- 2 Übernachtungen im Doppelzimmer
- 2 x Champagnerfrühstück auf dem Zimmer
- 3-Gang-Candle-Light-Menü im Restaurant inkl. 1 Flasche Wein
- Picknick für einen romantischen Ausflug z.B. in den »Park der Sinne« oder »High Tea« am Kamin

Gesamt € 238,00 im Doppelzimmer*
zzgl. Eintrittskarten

HOCHZEITS-TAG

- 1 Übernachtung im Doppelzimmer der »Connoisseur«-Kategorie
 - Reichhaltiges Champagnerfrühstück auf dem Zimmer oder im Restaurant
- € 102,00 im Doppelzimmer***

In Verbindung mit diesem Arrangement:
4-Gang-Candle-Light-Menü im Restaurant € 80,00 pro Paar inkl. einer Flasche Wein

3 FÜR 2

- (3 Nächte buchen – 2 bezahlen)
 - 3 Übernachtungen im komfortablen Doppelzimmer der »Classic«-Kategorie
 - 3 x Frühstücksbuffet im Restaurant
 - 1 Flasche Wein
- € 99,50 pro Person im Doppelzimmer**
Einzelzimmeraufschlag € 99,50

*Aufpreis für Übernachtung in einer unserer Luxus-Juniorsuiten € 25,00 pro Nacht



MILLENNIUM

HOTELS AND RESORTS

MILLENNIUM ▪ COPTHORNE

You are the Centre of Our World

Dear Guest,

Thank you for your stay at this Millennium & Copthorne hotel.

We would appreciate it if you would spare a minute of your time to share your opinion of the hotel with us. Your evaluation of our people, facilities and services will provide us the opportunity to work toward serving you better on your future visits.

I assure you that your comments will be carefully considered as we continually improve the service in this hotel and across our other hotels in the Millennium & Copthorne network.

Thanks again for choosing to stay with us and for giving us your valuable feedback. We hope to host you again in this hotel and in many of the other Millennium & Copthorne hotels worldwide.

Sincerely,

Richard Hartman
Chief Executive Officer

8. Please indicate any problems you experienced during your stay. (Mark all that apply. If no problem, skip to Q10.)

- | | | |
|---|--|--|
| <input type="checkbox"/> Check-in | <input type="checkbox"/> Noise | <input type="checkbox"/> Room key card |
| <input type="checkbox"/> Reservation accuracy | <input type="checkbox"/> Heat/air conditioning | <input type="checkbox"/> Room cleanliness |
| <input type="checkbox"/> Accuracy of bill | <input type="checkbox"/> Toilet/bath/sink | <input type="checkbox"/> Room maintenance |
| <input type="checkbox"/> Staff service/attitude | <input type="checkbox"/> TV/remote control | <input type="checkbox"/> Bathroom supplies |
| <input type="checkbox"/> Food & beverage experience | <input type="checkbox"/> Internet access | <input type="checkbox"/> Hotel maintenance |
| <input type="checkbox"/> Others _____ | | |

9. Did you contact anyone at the hotel regarding the problem(s)? Yes No (if No, skip to Q10)
Were we able to resolve your problem(s) satisfactorily? Yes No

10. What was the primary purpose of your visit?

- Leisure Business Meeting/Conference Air Crew

11. How was this hotel stay booked?

- | | | |
|---|--------------------------------------|---|
| <input type="checkbox"/> Direct with hotel | <input type="checkbox"/> Our website | <input type="checkbox"/> Other travel website |
| <input type="checkbox"/> Travel/Corporate Agent | <input type="checkbox"/> Other _____ | |

12. Why did you choose to stay with us?

- | | | |
|--|--|---|
| <input type="checkbox"/> Reputation | <input type="checkbox"/> Advertisement | <input type="checkbox"/> Company Policy |
| <input type="checkbox"/> Previous experience | <input type="checkbox"/> Travel agent | <input type="checkbox"/> Other _____ |

13. Do you have any further comment for us?

Please seal your survey in the enclosed envelope and return it to the front desk upon your check-out. Thank you again.