

What it Takes to be A **High-Performance** Business



**OUTDOOR
HOSPITALITY
INNOVATORS
SUMMIT 2024**

Hosted by  | newbook





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Hosted by **HI** | newbook

The Outdoor Hospitality Innovators Summit was created to bring together a community of innovators in one engaging forum to ignite transformative growth and share practical strategies.

Thank you for being part of our second annual event.

Connect

Collaborate

Create



What it Takes to be a **High-Performance** Business



Your Host

Erin Stevenson
Chief Operations Officer
Newbook

Your Panellists



Courtney Mauldin
Lakewood Camping Resort



Kathleen Walsh
Advanced Outdoor
Management

Let's start with a few questions...

How often do you think about your business strategy?

When was the last time you asked yourself, what's next?

We get it! It can be hard to know where or how to start. But we're here to help you navigate those thoughts and conversations as we explain the six pillars of a high-performance business.

The 2024 Innovators Summit leveraged the wealth of knowledge and experience from our host Erin Stevenson and expert panelists Courtney Mauldin & Kathleen Walsh.

Let's do this!

High Performing Businesses

In this eBook, we'll explore each of these 6 pillars and how you can apply them in your operating rhythm.

1. Leveraging the experience of others

2. Know your industry and evolve with trends

3. Know your numbers and respond accordingly

4. Have a plan and execute with excellence

5. Make robust decisions aligned to strategy

6. Create a high-performance culture

1. Leveraging the Experience of Others

Leveraging the experience of others is crucial because it accelerates our learning by helping us avoid common pitfalls and make better decisions faster. By tapping into the knowledge of those who have faced similar challenges, we gain valuable insights and shortcuts that can lead to more effective solutions, stronger results, and a greater ability to innovate.

It's a smart way to build on proven strategies while allowing us to adapt them to our unique needs. Here are a few ways you can do this...



Industry
Webinars



Conferences
& Events



Mentorship
Programs



Local State
Associations



Networking
Groups



Hear from the experts

2. Know the Industry & Evolve with Trends

Let's start with a question... how often do you look at industry trends? And do you know where to find them?

Knowing our industry's trends helps you sense-check your business strategy, make data-driven decisions, and prepare for the risks.

Let's explore a snapshot of the RV Industry and our top 3 growth profiles of our campers...



Discover annual insights with OHI's industry reports in the OHI resource library.

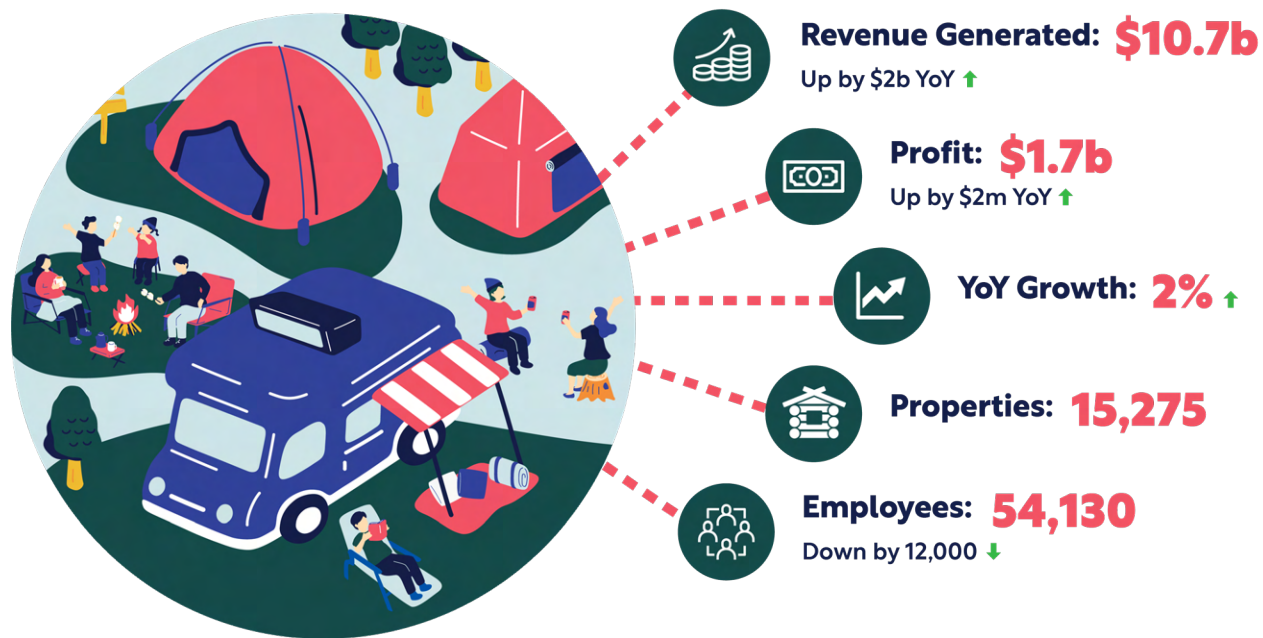


2024 Industry Insights

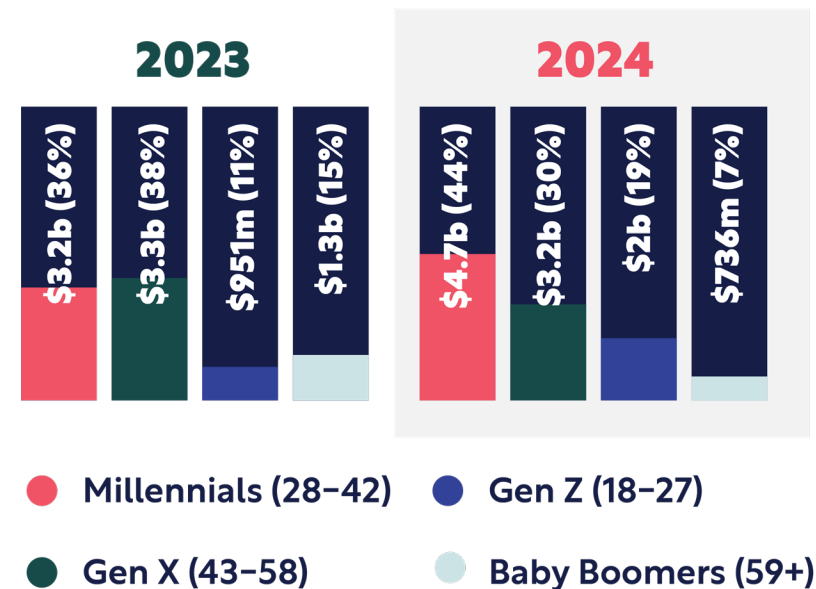
Hear from the experts



The Headlines: The Future is Bright



Demographic: There's a new leader in town



3 Facts you need to know



1. Boom of the shared RV economy

Peer to Peer RV rentals (US) is now its own economy generating \$829.7m – Profit \$120.3 m in 2023. 27% Class B vehicles topping the market.



2. Mobile Optimization is a Must

Mobiles will overtake desktops as the preferred travel booking device. The average mobile booking 'cart' value has increased by 27% since 2020 & continues to rise. With millennials spending five hours scrolling for travel inspiration, Operators must provide a fast, easy & comprehensive online experience at every stage of the buying process.



3. "Word of Mouth" louder than ever

Word of mouth has expanded beyond from family and friends; it now includes opinions from millions of travelers around the globe. In fact, 93% of travelers say they are influenced by online ratings & reviews when selecting accommodations. Despite this, family & friends still play a pivotal role, with 92% of travelers trusting recommendations from their loved ones.

Top 3 Traveler Profiles

Young active traveler. Big plans, little spend.



Fast Facts

1. Gen Z add \$2bn to the USA RV & Campground
2. 61% earn less than \$50,000 per year
3. #1 group to rent equipment
4. 53% completed 3+ domestic trips in 2023

What Young Active Travelers care about

1. Diverse experiences go anywhere once adventures
2. Clean accommodation with the basics nothing fancy
3. Strong WIFI: Plus charging cables & power ports
4. Mental Wellbeing is a reason for travel
5. Leaving the environment in a better place

Five ways to attract the Young Active Traveler

1. Engaging Socials (Instagram, followed by TikTok)
2. Activity equipment rentals: from swags to snorkels
3. Discounts & offers for this cash conscious group
4. Free activities: Group hikes, Volleyball, Boardgames
5. Local Connections: BBQs, Town Tours & local markets

The glamer/lux traveler. Nurture with nature.



Fast Facts

1. 58% of new Glampers are millennials (28 – 42)
2. 32% of glampers have an income of \$100k
3. Glamping generated USA \$ 561ml in 2023
4. Online searches for 'Glamping' up by 143%

What Glampers care about

1. Local ethical products & cuisine
2. Ability to control their trip from phone: pre to post stay
3. Engaging activities for children (78% are families)
4. Strong WIFI as 36% work while glamping
5. Convenience & ease; time saving & relaxation

Five ways to attract the Lux Glam Traveler

1. New guest's promo; to attract the growing new glamer
2. In Room: Lux linen, local artwork & beauty products
3. Upgrades & add on rather than discounts
4. SMS updates over emails
5. Local fine dining 'Farm to Table' experiences

The sustainable traveler People, planet, prosperity.



Fast Facts

1. 75% of travelers think sustainable travel is important
2. 25% of travelers will pay more for a sustain experience
3. Cash strapped eco-conscious Gen Z's contribute the most revenue to the 'sustainable travel' economy
4. A sustain traveler is 7x more likely to refer a great travel experience

What Eco-travelers care about

1. Properties making an effort to be sustainable
2. Immersing in the local communities
3. Local ethical products. produce & packing
4. Giving back to the local economy

Four ways to attract the Sustainable Traveler

1. Share sustainability focus - online & onsite
2. Make it easy for guest to volunteer
3. Vegetarian & Vegan dietary options
4. Promote community history, nature & artists

3. Know Your Numbers

At Newbook, we talk to many providers that are unsure on what numbers they should be looking at in their business. Yet, knowing your numbers is one of the most important factors in driving a high-performance business. So, let's uncover the fundamental metrics all parks should measure to elevate success.

The Essentials

OCCUPANCY

Checking your occupancy rates daily or weekly is imperative to adjust your rate strategy. If you're 100% busy all the time, your rates are likely too low!

AVERAGE DAILY RATE

Regularly review your ADR against your occupancy rate to match the season. For example, your rate should be higher over a busy Thanksgiving weekend than a quiet period.

LEAD TIME

Lead time lets you understand how far in advance bookings are being placed. The further in advance, the sooner you can capture that booking and revenue.

LENGTH OF STAY

Guests who stay longer spend more! And that's a win for your bottom line. What's your current length of stay, and how can you extend that? Or how can you eke out more revenue while your guests are in-house with extras, activities, facility hire, and more?

BOOKING SOURCE

Are your bookings coming from guest referrals, from an OTA or direct from your website? When you define your best channel, adjust your strategy to drive even more bookings.

3. Know Your Numbers

The Essentials

OCCUPANCY

AVERAGE DAILY RATE

LEAD TIME

LENGTH OF STAY

BOOKING SOURCE

Let's Elevate....

DEMOGRAPHICS

Capturing the demographics coming into your business, for example, families, solo travelers, and business, will help you target your marketing approach

REVPAR

RevPAR helps measure how well you're filling rooms/sites at profitable rates, providing a snapshot of revenue performance

GOPAR

GOPAR means Gross Operating Profit Per Available Room and is a performance metric that shows how much profit each room generates after operating expenses.



Hear it from Kathleen



Kathleen Walsh is a revenue management guru. Trust us, you'll want to hear it from her to fully maximize your understanding on this topic.

4. Have a Plan & Execute

The next step is creating a Strategy on a Page (SOAP) to help plan and execute with excellence. Have you never heard of SOAP before? Essentially, it's a high-level strategy defined on one page that explains your objectives, targets, and initiatives to achieve it.

Let's explore how to create one together using our example park, Erin's Adventure Campground!



Introducing... Erin's Adventure Campground!

Erin's Adventure Campground is a brand-new park that is unique in that it is where the city, sea, and mountain connect.

Erin's immersed herself in industry conferences to leverage the experience of others; she's understood the industry trends and her data. Now she's ready to build her strategy...



Strategy on a page: 2025

Click to hear SOAP explained



Vision: Utopia USA’s top-rated campground

What makes us unique? In the heart of the mountain, city & the sea

Core strategy – How we will achieve success

Review & enhance the guest experience for each core demographic; from the technology that runs our business to the services we offer, ensure we create personalized authentic campground experiences with a strategic focus on millennials

Purposeful pillars

What do we want to be famous for?

#1 Campground for all generations

A community within a campground – Connect & create experiences to wow all guests no matter their needs.

Unique Location & Experiences

Focus on complete guest journey that promotes our unique location and culture.

Camp your way

Consistently understanding our guest’s data to drive personalization and respond to market trends.

Success defined

Our target metrics by June 2025

Increase millennial guests

Increase millennial bookings by 25% (70 bookings). (OTA, SMS campaigns, social presence)

Double done on digital

Set up a contactless end to end guest experience by 1st of June.

Build local partnership for add-ons

Introduce five ‘add on’ services & rentals or increase guest services revenue. Increase \$6,600 profit per month.

Support strategies How we will achieve success

- 1. Guest profiles:** Understand the needs of each demographic & audit/check against our offering & identify our priorities.
- 2. Social media:** Revamp social media platforms with regular updates.
- 3. Booking platform audit:** Ensure our booking platform is easy & fast – Identify add-ons to include based on guest priorities.
- 4. Upskill the team:** Engage team members to understand their goals & motivations aligned to our strategy.

Our values – How we show up

Customer centric | Local Experts | Passion | Play your role

Strategy on a Page Template

newbook

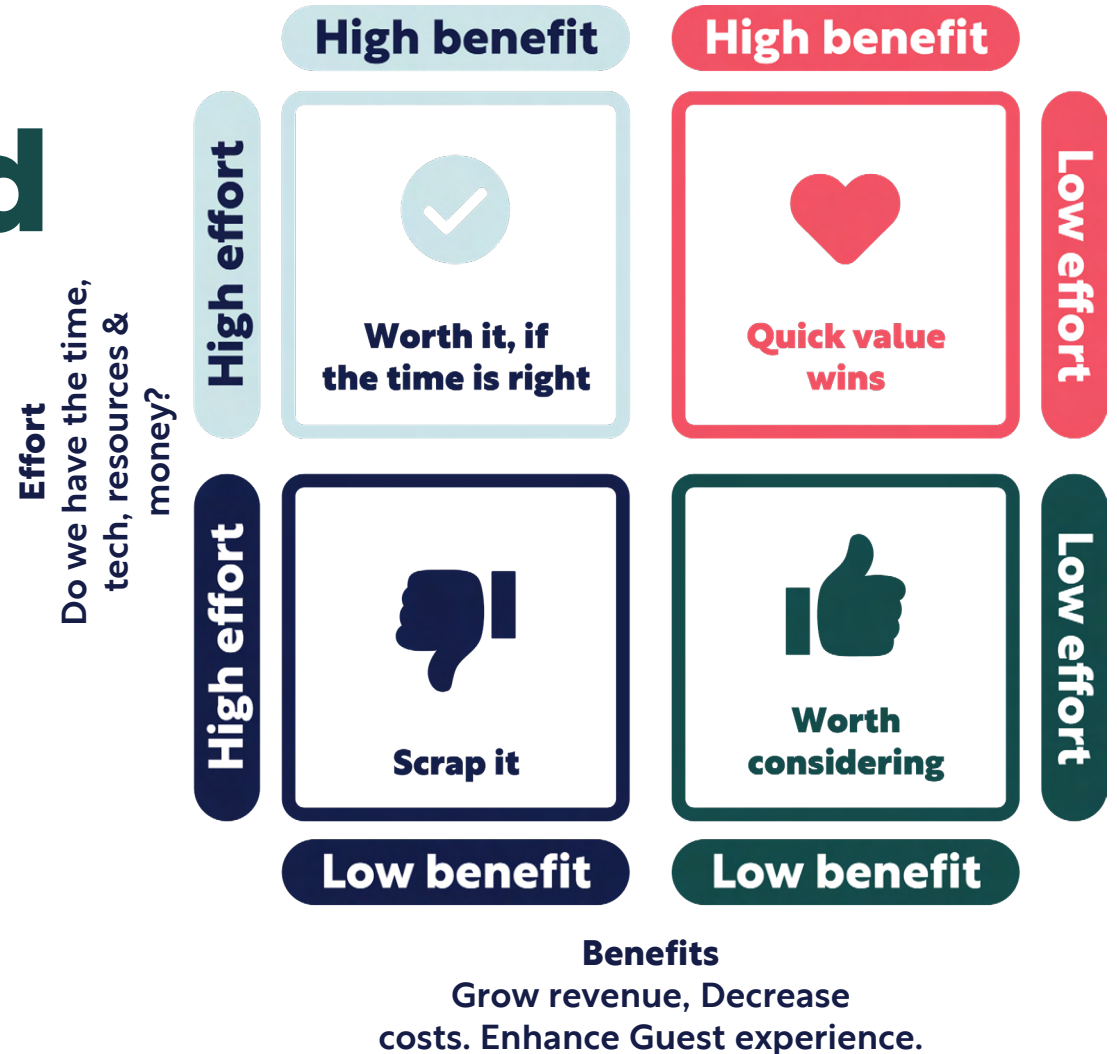
Vision: Uptopia		What makes us unique?	
Core strategy – How we will achieve success			
Purpose Pillars What do we want to be famous for?	Success Defined Our target metrics	Support Strategies How will we achieve success?	
		Our Values	

5. Make Robust Decisions Aligned to Strategy

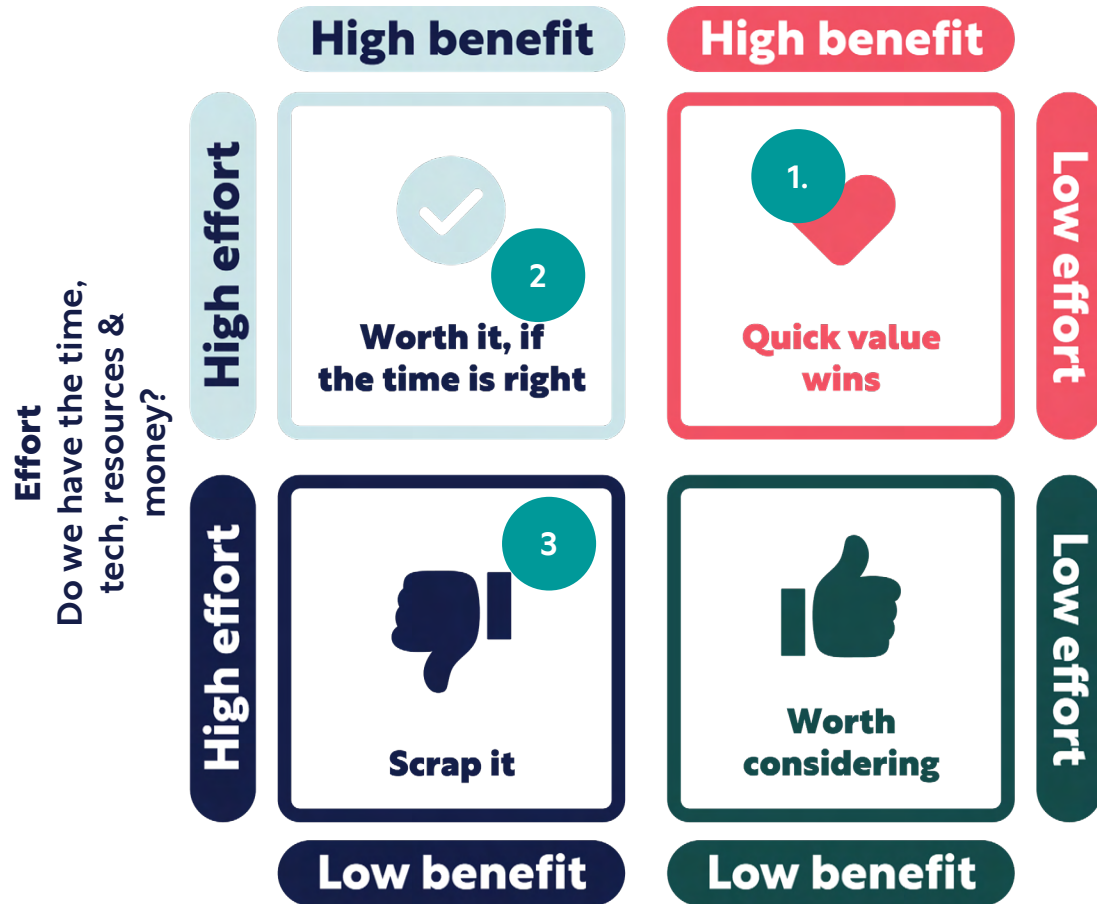
As an operator, you make hundreds of decisions every week. But have you thought about how you're making those decisions, and is it aligned with your business strategy?

Let us introduce you to the **Decision Matrix**. This tool enables us to sense check & prioritize ideas by placing them on the matrix aligned to their effort and benefit scale. Let's take a look at some examples on the next page.

Hear from the experts



High Value Accelerated Decisions



Benefits
Grow revenue, Decrease costs. Enhance Guest experience.

Idea 1: Uplift millennial bookings 25%
Trial Online Travel Agencies(OTA's).

Idea 2: Attract younger campers w, new activities
Purchase fishing equipment, kayaks & bicycles to rent.

Idea 3: Provide 'wow' activity for all demographics
Install a Tiki Bar in Pool by June.

6. Create a High-Performance Team Culture

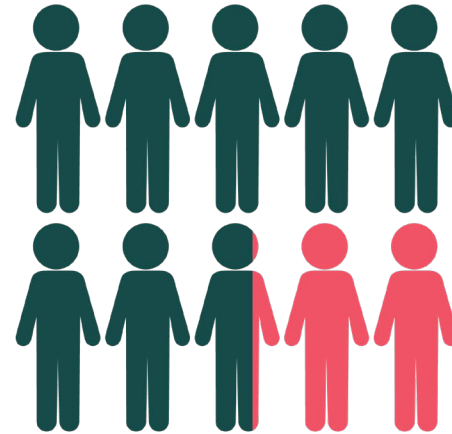
A team that is aligned with your mission and values will create a high-performance culture for your business. It's all about attracting top talent and retaining them with great benefits, development and support.



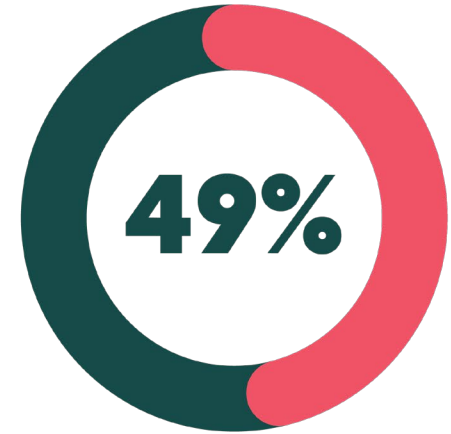
**Revenue
growth with
strong culture**



**Highly engaged
employees
can increase
performance**

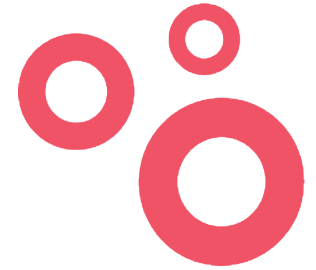


**79% of employees
leave their job
because they don't
feel appreciated**



**Employees would
be willing to take
a lower-paying job
for a better culture**

High Performance Culture



Lived Vision & Values

How is your team interacting every day? Are they truly living your values? It's important to make your values more than just words on paper. How can you bring them to life in your business and make sure your teams are living them.

Effective Communication

Regularly make time to check in with your teams. That could be daily stand-ups, weekly check-ins, or monthly one-on-ones. Listen to understand and give your team a voice.

Clear Responsibilities

Defining clear roles with your team ensures everyone knows their responsibilities. Rather than making it a list of tasks they do, think about the bigger picture and help them understand their impact on your business. For example: 'I help deliver memorable guest experiences.'

Development & Support

Invest in your team's development. That could be as easy as interdepartmental learning or finding an online course on 5-star customer service etc.

Rewards & Recognition

Above-average wage pay and bonuses are always great. But if that's not an option, what about a team outing or lunch? Or maybe it's time-in-lieu or a day off for their birthday. There are so many options.

Let's Recap!

Congratulations on exploring the 6 pillars of a high-performance business.

1. Leveraging the experience of others

2. Know your industry and evolve with trends

3. Know your numbers and respond accordingly

4. Have a plan and execute with excellence

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Turn Information into Transformation

Now you have a wealth of knowledge at your fingertips, how will you take action?

1. Invest the time to start

2. Start small & involve your team

3. Monitor progress; lessons & successes

4. Commit, keep going & have fun

Thanks for **Tuning in** & See you in 2025!

Watch the full session exclusive for OHI members

Oklahoma City, OK

Outdoor Hospitality Innovators Summit

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