



Elevating Leadership, Accelerating Performance.

We help organisations build commercially focused cultures where every leader, every team and every individual; understands how the organisation creates value, recognises their contribution to commercial success and takes ownership for delivering stronger business performance.

OUR PHILOSOPHY

We believe meaningful progress and success is achieved by those who step into the arena; those who lead with conviction, embrace challenge and work together to create lasting impact.

Our philosophy is inspired by Theodore Roosevelt's belief that "the credit belongs to the person who is actually in the arena". We believe true leadership is not about observing from the sidelines. It is about taking responsibility, making decisions, inspiring others and creating positive change.

In our experience, the highest-performing organisations are built by leaders who understand that commercial success is everyone's responsibility. They create commercially focused cultures where every leader, every team and every individual understand how the organisation creates value, recognises their role in commercial success and takes ownership of delivering stronger business performance.

That is the culture we help organisations create, build and sustain.

OUR SOLUTIONS

Interim & Fractional Commercial Leadership

Commercial leadership gaps create uncertainty, reduced performance momentum and slower decision making.

Into the Arena provides experienced interim Chief Commercial Officer and Head of Sales support, enabling organisations to maintain momentum whilst recruiting permanent executives or navigating periods of transformation.

We also provide on-going fractional commercial leadership on a part-time basis.

Our services include:

- Interim or fractional Leadership of commercial teams
- Commercial performance diagnostic and analysis
- Strategic planning and execution
- Heads of Department coaching
- Board reporting
- Recruitment support
- Structured transition to permanent executives

Leadership Development and Facilitation

Strong organisations are built by exceptional leaders.

Drawing upon three decades of executive leadership experience, Into the Arena develops confident, commercially focused leaders capable of building high-performing teams.

Development programmes and leadership support services include:

- Leadership coaching
- First-time manager development
- Senior leadership strategy and planning workshop facilitation
- Communicating and reporting in the C-Suite
- Coaching for performance

Commercial Capability Development

Commercial performance is everyone's responsibility.

We develop commercially aware organisations where operations, finance, sales, marketing, revenue management and reservations work together towards common commercial objectives.

Programmes include:

- Sales Excellence
- MICE Excellence
- Reservations Excellence
- Negotiation Skills
- Front Office Guest Experience Excellence
- Account Management

Every programme is designed specifically for your organisation.

Organisational Transformation

Many businesses already have capable people.

Organisational challenges lie within disconnected systems, duplicated processes and outdated ways of working. Into the Arena helps organisations redesign commercial processes, improve collaboration and introduce AI and automation that enables teams to spend more time creating value.

Services include:

- Business process redesign
- AI and Automation design and implementation
- Sales process optimisation
- Reservations transformation
- Commercial workflow automation
- Team restructuring
- Offshore team integration

Team Performance

High-performing teams do not happen by accident. They are intentionally developed.

Into the Arena combines executive coaching with behavioural profiling to help leadership teams improve communication, trust and accountability.

Using the C-me behavioural profiling platform we help organisations:

- Understand behavioural preferences
- Improve communication
- Reduce conflict
- Increase collaboration
- Build stronger leadership teams
- Accelerate performance

Commercial Project Leadership

Important strategic initiatives often fail because organisations lack the capacity to lead them whilst maintaining day-to-day operations.

Into the Arena provides experienced project leadership to maintain momentum and deliver successful outcomes.

Typical projects include:

- Commercial transformation
- Sales restructures
- Hotel opening and repositioning
- Commercial integrations
- System implementations
- Organisational change

Hotel Owner Advisory

Hotel owners require commercially independent advice.

Drawing upon three decades of management and operator-side executive experience, Into the Arena supports owners in understanding whether commercial performance is genuinely being maximised.

Services include:

- Commercial feasibility
- Operator performance reviews
- Commercial strategy
- Asset performance optimisation
- Owner representation
- Executive coaching for ownership groups

WHY LEADERS CHOOSE INTO THE ARENA

Executive Experience

Our recommendations come from someone who has personally led commercial organisations, not just observed them, not just studied them, not just trained them, led them.

Tailor-made Solutions

Every organisation is different. Every solution should be too. We don't apply generic consulting frameworks simply because they worked elsewhere. We provide solutions specifically for you.

Commercially focused

Our advice is always grounded in commercial outcomes. Leadership development, organisational culture and business transformation are never delivered in isolation. They co-exist to improve business performance.

Collaborative Delivery

We work in partnership with organisations. We believe sustainable change is achieved through true collaboration, not isolated consultation projects.

ABOUT JOHN THOMPSON



John is the Founder and Lead Consultant of Into the Arena, bringing more than 30 years of executive commercial leadership across Australia, New Zealand, the United Kingdom and Europe.

An experienced Chief Commercial Officer, John has led commercial functions responsible for more than \$400 million in annual revenue across portfolios of more than 60 hotels. His leadership experience spans sales, marketing, revenue management, digital, distribution and customer contact centres.

Having led teams at Hilton, Thistle Hotels, IHG, Minor Hotels and Salter Brothers Hospitality, John combines executive leadership, consulting, coaching and training expertise to help organisations build commercially focused cultures that deliver stronger business performance.

As a consultant, he has also served as an interim executive, management consultant, trainer, coach and trusted adviser to leaders in organisations ranging from global hotel brands to emerging businesses across the UK, Europe, USA and Australia.

Leadership Experience

Hilton

IHG
HOTELS & RESORTS

thistle

MINOR
HOTELS



Consulting, Training, Coaching and Advisory Experience



DE VERE

MINOR
HOTELS

Engagement Models

We offer a range of flexible engagement models, allowing organisations to access the right level of expertise, whether for strategic advice, executive leadership, organisational transformation or capability development.

Executive Advisory Ideal for strategic guidance, executive coaching and specialist commercial advice. <i>Available on an hourly or daily consulting basis.</i>	Interim & Fractional Executive Leadership Experienced executive leadership to support periods of growth, transition or transformation. <i>Available on daily rates, monthly retainers or fixed-term contracts.</i>
Commercial Transformation Projects Supporting organisations to strengthen capability, improve performance and embed commercially focused cultures. <i>Typically delivered as fixed-fee projects.</i>	Learning & Capability Development Developing leaders and teams through practical, commercially focused learning experiences. <i>Typically delivered on a fixed-fee basis.</i>

Investment

Every engagement is tailored to the organisation's objectives, scope and desired outcomes. Following an initial consultation, we provide a detailed proposal outlining the recommended engagement model, deliverables, investment and timeline.

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