# Hospitality and Tourism Centre of Excellence

Europe, Middle East, Africa

Capability statement



**PwC Switzerland** 2018



# "Our purpose is to build trust and solve important problems within the hospitality industry."





All our team members have hands-on experience in various operational and managerial positions in some of the industry's leading companies











Director











Our references

Curricula vitae



## Our former employers include:





































# **About us**

Our services in detail

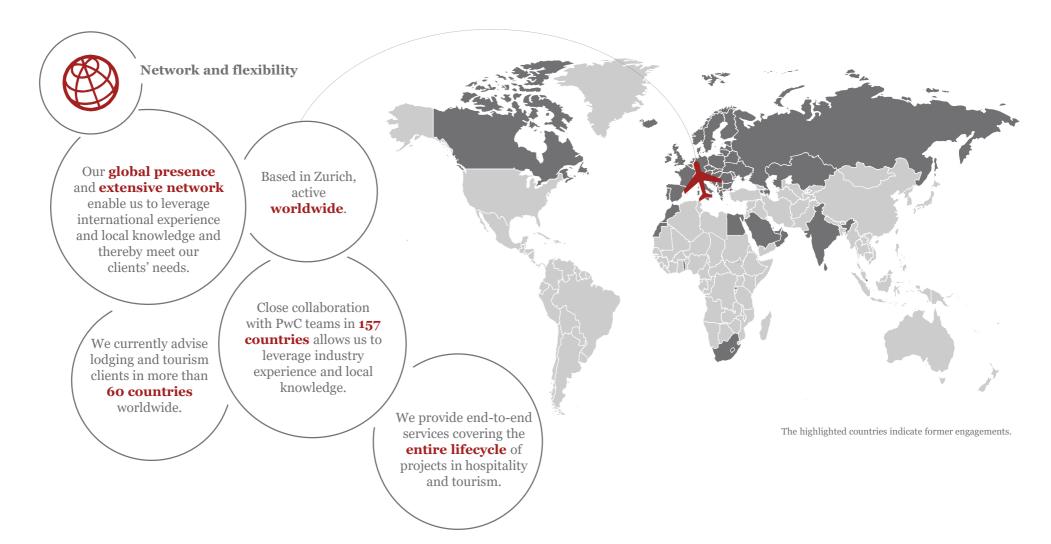
**Our references** 

Curricula vitae





# We cooperate with local PwC offices throughout the world to provide local know-how and international industry expertise to our clients



# Our clients benefit from our end-to-end understanding of the hospitality industry as reflected by our service offering





#### Hotel investor services

Target audience: We support owners, developers and investors throughout the process of buying, constructing and selling hotels.

- · Feasibility studies
- Best-use analysis
- Valuations
- Asset or corporate buy-side/sell-side
- Project finance planning and development
- Buy-side/sell-side due diligence
- Operator search
- Owner's representation and asset management/monitoring



#### **Destination services**

Target audience: We help destination management and marketing companies (DMCs) to plan and develop their destinations.

- Strategic tourism planning
- Tourism development and planning assistance
- · Tourism flow analyses and market studies
- Tourism education strategies



#### Hospitality operations services

**Target audience:** We help hotel operators optimise operating performance by enhancing revenues, assuring quality, and analysing and streamlining their costs.

- Guest experience design
- · Quality monitoring system design and implementation planning
- Planning and implementation of brand standards and SOPs
- · Total revenue management optimisation at strategic and tactical levels
- · Cost item analyses, benchmarking, and improvement identification



#### **Hospitality education services**

Target audience: We help hotels, tourism companies and destinations by developing and delivering customised online courses for vocational and managerial skills.

- Online education courses for the hospitality and tourism industry
- · Courses for vocational skills training from Lobster Ink, our delivery partner
- Customised course development for companies and destinations













**Our references** 

# We actively and continuously shape the hospitality industry with our thought leadership



#### **Publications**



Chinese investment in Swiss hotels

**J**\_German

MTR, 2017



Hotel owners and operators go together new ways

**#**\_German

Neue Zürcher Zeitung, 2013



Impact of the strengthening Swiss franc on alpine tourism

**#**\_German

PwC, 2015



Why hotel reviews matter and how hotels respond

#\_English

₱ PwC, 2016



Design to cost

**/**German

PwC, 2017

MTW, 2015



How to increase hotel operational effectiveness

**1**\_German

MTR, 2017





Global hotel chains in the fore



Global employers need to rethink recruitment

**1**\_English

Mospitality channel, video



Standing out from the crowd, European cities hotel forecast #\_English



5 global megatrends



Motelier, 2014



Staying power – European cities hotel forecast

**English** 

PwC, 2016-2017



The power of hotel online ratings

#\_English

Mospitality channel, video



## **Partnerships**







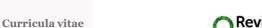


# Lecturing appointments













# Our services in detail





Our services in detail

Our references

Curricula vitae







# Feasibility study

1

# Macro and micro market analysis

Perform macro-economic analysis

Identify the demand driver of the destination

Review the project site

2

# Hotel market analysis

Analyse demand and supply patterns and trends

Determine segments and markets for potential scenarios

Define the competitive set

Identify future developments in terms of hotel and tourism projects

Conduct a SWOT analysis

Scenario development

Position and develop a concept in terms of product and services

Establish a development program, taking into account capacity and sizing

Define an operating model, potential operators and their requirements

Estimate investment and risks for the project

Valuation and feasibility

Estimate revenue flows

Develop a 10-year projection of profit and loss (P&L statement) and EBITDA

Project the return on investment (NPV/IRR) based on client specifications

Summarise financial projections of optimal scenario

#### **Added value**

- → We will state our opinion transparently in our feasibility studies allowing for a frank discussion of a project's attractiveness.
- → Our studies detail project relevant information only, enabling you to get to the essentials quickly.
- → We are both thorough in our assessment of a projects commercial viability and ready to engage in creative discussions to bring concepts forward.



# Investor search

## **Project selling points** definition

Define clear sales arguments within realistic limitations

Provide tax, legal and risk assessments of structuring options

Evaluate the required terms and conditions for the agreement(s)

**Long list** generation

Identify potential investor profiles and their requirements and the implications

Develop a long list of potential investors to be targeted

Prepare necessary documentation, blind teaser and NDA

Spark operator's interest in the project by presenting the information

**Short list** generation

Assess interested investors and generate a short list

Develop the information memorandum with return on investment potential

Exchange information and manage inquiries

**Negotiations and** agreement closure

Receive and compare offers

Assess different approaches to optimise the parameters of the operation

Conduct final negotiations with investor(s)

Facilitate meetings and close agreement(s)

#### **Added value**

- → Our global network and experience in a variety of markets will open doors to investors from around the globe.
- → We only take projects to the market that we believe represent a long-term value for both investor and operator.
- → Our comprehensive experience across competencies enables us to accompany you through the full project cycle, reducing the risk of any surprises.







**Our references** 





# Operator search

1

definition

**Operator requirements** 

Evaluate terms and conditions for the agreement(s) and the operator profile

Develop guideline of negotiation terms

and commercial conditions

Develop a short list of operators

**Negotiations with shortlisted operators** 

Prepare project presentation

Facilitate site visits/meetings

Conduct comparative analysis of operator's offers and projections

Assist with legal and commercial terms

Conduct negations with shortlisted operators on behalf of client

Signage LOI and agreement review

Make recommendation on best offer and most suitable operator

Facilitate the signing of the letter of intent (LOI)

Fully review agreement terms

**Negotiations and agreement closure** 

Conduct final negotiations with selected operator

Facilitate meetings and closing of agreement(s) as well as annexes

#### Added value

- → We maintain trusted relationships with a broad range of reputable operators, allowing for swift and candid conversations.
- → From branded to white label, from budget to luxury operators; we consider the right match for every project, always focusing on the value creation a client is looking for.
- → As your sparring partner, we offer services from market sounding through to negotiating terms and conditions, which allows you to get involved at any project level.

Our services in detail

Our references











# Operational effectiveness review

**Quantitative** 

Develop tailored assessment

of competitive relevance

programme, including KPIs and key

Aggregate key figures from properties

Review policies and procedures to

analyse key performance indicators

Ascertain over or under performance

review

processes

#### **Property visit** and interviews

Interview heads of departments to determine property specifics

Assess the department heads' day-today use of policies and procedures

Perform process walkthroughs

Assess process efficiency on a maturity scale

Review and appraise current system landscape

#### Gap identification and recommendations

Identify gaps to 'best practice' along processes, people and systems

Qualify performance quantitatively based on the situation of the property

Develop recommendation on how to close gaps

#### Remediation design

Prioritise closure of gaps

Design implementation plan

Assign responsibility and accountability (RACI matrix)

Added value

of subject property

→ Our dual approach of quantitative benchmarking and qualitative interviews ensures that recommendations are tailored to the specifics of the property and current market.

→ Based on our broad range of internal and external benchmarks and professional experience, we create value by sharing international best-practice examples.

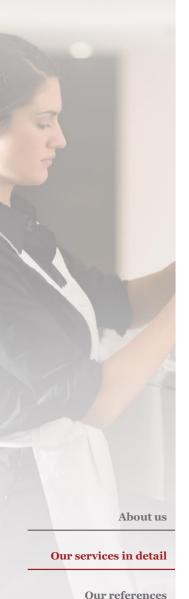
→ Our hands-on operational knowledge will ensure the identification of achievable yet value-creating opportunities for improvement.

Our references











# Standardisation, control and SOP design

#### **Assessment**

Identify brand characteristics and unique selling points

Develop fitting guest journey

Identify key guest touch points for differentiating the guest experience

#### Standard and **SOP** design

Develop brand hallmarks and aspirations

Create the administrative backbone

Develop standards and SOPs along relevant guest touch points

#### **Training and roll-out** programme design

Design comprehensive training approach

Develop training roll out programme

Create tailored training material

Deliver workshops or trainings on-site or remotely

#### **Quality-monitoring** design

Design quality-monitoring framework

Develop interactive dashboards

#### **Added value**

- → Our experience in standard creation helps us to design internal processes, building the backbone for smooth future expansion and profitable growth.
- → Our approach ensures the alignment of the overall strategy, guest journey and points of differentiation, ultimately leading to increased guest satisfaction and loyalty.
- → You will be able to take fast and effective decisions with the help of our interactive and real-time quality-monitoring framework to assess operating effectiveness.











# Total revenue strategy optimisation

#### Assessment of set-up

Validate departmental organisation and cross-departmental synergies

Assess organisational culture and executive support

Assess alignment of vision with strategic and tactical aspects

Appraise the system landscape

#### Comprehensive departmental audit

Review market environment

Assess performance of competitive set

Evaluate revenue streams based on pricing, inventory and distribution strategy

Review internal processes and capabilities

Identify bottlenecks and prioritise opportunities for improvement

#### **Remediation design** programme design

Design comprehensive training approach

Develop training roll out programme

Create tailored training material

Deliver workshops or trainings on-site or remotely

#### **Implementation** support

Develop implementation road map

Support on-site system and process migration with third parties

Perform on-site training and simulations

#### Added value

- → We will deliver an unbiased assessment of economic and property specific indicators, laying the groundwork for a tailored strategy.
- → Our certified revenue management professionals ensure effective training material and tools for your employees to implement a profitable strategy.
- → We create a tailored total revenue management strategy, including conference, catering, food and beverage and spa revenues to optimise revenues in all departments.







Our references







#### **Analysis**

Assess destination requirements and stakeholder interests

Develop clear strategic goals for the project

Conduct detailed research to frame the project and set priorities

Analyse gaps with benchmarks and best practices and conduct competitor analyses.

#### **Design**

Develop clear strategic options

Facilitate strategic validation with all stakeholders involved

Identify business cases and set priorities in collaboration with key stakeholders

Support in framing decision-making and negotiations

#### **Planning**

Conduct detailed implementation planning

Analyse requirements for the implementation phase

Support in the development of stakeholder engagement and communication plans

Develop measurement mechanisms to track performance

#### **Implementation** support

Support project management

Support in setting up the required capacity and capabilities

Topical expert support, as required.

#### Added value

- → Our experts work closely with individual clients to define and implement a customised and tailored project design to solve the destination's unique challenges.
- → Our experts ability to identify and plan quick wins will ensure sustained traction in the early phases of the project.
- → Our understanding of the needs of a variety of stakeholders will enable you to ensure the alignment of expectations and the long-term success of your project.
- → You will benefit from our exposure to international best practices and expertise in successful tourism destination development around the world.



Our services in detail

**Our references** 







# Our references











#### Hotel investor services

#### Hospitality operator services

#### Destination services

#### Hospitality education services

# Operator selection 2017 Denmark

Operator and investor search for development project (600 rooms, incl. hotel and serviced apartments)

#### SOP & standard design 2012 Global

Worldwide alignment, development, and regionalisation of standards and SOPs

#### Strategy development 2017 Eastern Europe

Analysis of tourism ecosystem and development of new vision, strategy and implementation plan

#### Vocational college planning 2014–2016 Middle East

Planning of a vocational academy in the hospitality and tourism sector to develop a skilled workforce in UAE

# Feasibility study 2016 Kazakhstan

Market study, definition of scenarios and feasibility study for a ski-resort development project

# Operational efficiency 2016 France

Operational efficiency review for restaurants of flagship property of an international luxury hotel chain

# Tourism flow analysis 2014 Switzerland

Tourism flow and capacity management study to better manage tour-group tourism

## PCI DSS training 2016-2017 Global

Development of PCI DSS awareness training for hospitality employees and retail staff (coming in 2017)

# **Due diligence 2016**Switzerland

Commercial and financial buy-side due diligence for the sale of a large hotel management school

#### Revenue optimisation 2015 Switzerland

Contract compliance assessment and profitability improvement for a 5-star luxury property

# **Tourism marketing strategy 2014**Switzerland

Analysis of collaborative tourism marketing strategies in a major tourism region

# Cyber security and EU GDPR training 2017

Global

Development of cyber security and EU GDPR awareness trainings (coming in 2017)

#### Owner representation 2017 Switzerland

Owner representation for luxury and upscale property, incl. operational and financial review, plus monitoring services

# **Strategy formulation 2013**Russia

Repositioning strategy development and profit-maximisation analyses for 20 sanatoriums

# **Destination workshops 2015**European Island

Destination management workshops for key tourism stakeholders

# Custom training development 2017

Global

Development of customised training for destination staff



our services in detail

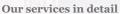
Our references











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Curricula vitae









#### Hotel investor services

#### 2016 Switzerland

Valuation of six upscale and luxury properties for a fund manager



#### 2017 Denmark

Concept review, market study and feasibility analysis continued by operator and investor search for three development projects (each +300 keys)



#### 2015 Switzerland

Operator search and selection and support in the negotiation process up to closing for the planned construction of a hotel



#### 2015 Switzerland

Site search for a leading international hotel operator



#### 2017 France

Operator selection and negotiation support for a luxury property (+90 keys), including spa and MICE facilities



#### 2017 Switzerland

Owner's representation for a luxury (+230 keys) and an upscale property (+240 keys), including operational and financial review and monitoring services



#### 2015 Switzerland

Sale of luxury spa resort hotel



#### 2016 Kazakhstan

Market study, definition of scenarios and feasibility study for a ski-resort development project



#### 2015 France

Feasibility study, scenario analysis and operator assessment for a luxury property (+340 keys)



#### 2016 Kazakhstan

Operator search and selection for a 250-room luxury property



#### 2015 Slovenia

Operator search and selection for a portfolio of 600 rooms, six hotels



#### 2017 Belgium

Operator selection and negotiating support for an upscale property (+250 keys) annex to a conference centre



#### 2016 Switzerland

Buy-side due diligence for two hotel schools



#### 2017 Switzerland

Sale-side advisory services for a luxury property (+250 keys) in a leading resort destination

 $\mathbf{A}$  = Feasibility and market study  $\mathbf{B}$  = Operator selection  $\mathbf{C}$  = Global transaction and asset monitoring





## Hotel operator services

#### 2015 Switzerland

Operational assessment of processes throughout all departments for a 5-star luxury hotel



#### 2017 Middle East

Development of strategy and definition of business model for a mixed-use resort including MICE, recreation and accommodation



#### 2017 UAE

Corporate governance and operational efficiency review for a resort and recreation hub of national importance



#### 2016 Middle East

Redefinition of quality management system based on guest journey, organisational structure and operating manual for an iconic hotel



#### 2015 Saudi Arabia & Kuwait

Development of recommendation catalogue to streamline and centralise processes for family-owned hotel operator



#### 2015 **UAE**

Owner's in-depth distribution strategy and tactics assessment, incl. distribution channel review of one of the leading 5-star luxury resorts



#### 2013 Russia

Repositioning strategy development and profitmaximisation analyses for 20 sanatoriums



#### 2016 France

Operational efficiency review for the restaurants of the flagship property of an international luxury hotel chain



#### 2015 Switzerland

Contractual compliance assessment and operational effectiveness review for a 5-star hotel managed by an international luxury operator



#### 2015 Middle East

Mystery shopping and efficiency review as the basis for a strategic review of a hotel of an international operator



#### 2014 Switzerland

Assessment of process and control environment for a small hotel chain. measuring its efficiency and compliance with standards



#### 2016 **United Kingdom**

Benchmark analyses, profitability and process assessment of all departments of a 5-star luxury property



#### 2012 Global

Worldwide alignment development and regionalisation of standards and SOPs for several brands for a renowned hotel chain (>2000 hotels affected)



#### 2017 Global

Process assessment and improvement opportunity identification for a hotel operator, incl. distribution and revenue management strategy and tactics

Our references













## **Destination services**



#### **2013** Switzerland

Analysis of governmental tourism funding



## **2014** Switzerland

Analysis of collaborative tourism marketing strategies in a major tourism region



## **2014** Mediterranean

Destination management workshops for key tourism stakeholders



#### 2013 Spain

Consulting on tourism development of an e-commerce strategy for a medium-sized tourism region



## **2014** Mediterranean

Support in defining a sustainable tourism strategy and increasing the number of jobs in the private sector



# **2014-2016** Middle East

Planning of a vocational academy in the hospitality and tourism sector to develop a skilled workforce



#### 2016-2017 Central Europe

Analysis of the current national tourism ecosystem and development of a new vision, strategy and implementation plan



## **2014** Switzerland

Detailed tourism flow and capacity management study to better manage tour-group tourism in the city



#### **2015** European Island

Destination management workshops for key tourism stakeholders



# **2016** Mediterranean

Integrated strategic planning to revive a top tourism destination

Our references

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Our services in detail



 $\mathbf{A} = \text{Tourism funding}$   $\mathbf{B} = \text{Tourism education strate}$   $\mathbf{C} = \text{Tourism development and planning assistance}$ 





# Hospitality education services

#### 2014-2016 Middle East

Planning of a vocational academy in the hospitality and tourism sector to develop a skilled workforce

#### 2016-2017 Global

Development of PCI DSS awareness training for hospitality employees (launched January 2017) and retail staff (coming in 2017)

B

#### 2017 Global

Development of cyber security and EU GDPR awareness trainings (coming in 2017)

#### 2017 Global

Development of customised training for destination staff

Our services in detail

Our references

Curricula vitae







A =Classroom and online education B =Online education

# Our experts





# Nicolas Mayer

Partner

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#### **Career development**

Partner in charge
Lodging & Tourism Clients Group
PwC Zurich, Switzerland

**PwC Assurance and Advisory services** 

PwC Geneva, Berlin, Zurich

**Development and Pre-opening functions** 

The Ritz-Carlton Hotel company, USA, Germany, Indonesia

**Corporate Quality Manager** 

The Ritz-Carlton Hotel company, USA

Various Food & Beverage Management positions

Hilton International, Atlanta, USA

**Management Training Programme** 

Hilton Hotels, USA

#### My role in the team

"I am leading the European lodging and tourism consulting practice. My areas of expertise are primarily in the domain of operative process optimisation, quality management, brand positioning, organisational structuring and standardisation as well as strategy for lodging companies and tourism destinations."









#### **Main engagements**



Operational efficiency review for the restaurants of the flagship property of an international luxury hotel chain located in **Paris**, **France**.



Analysis of the current national tourism ecosystem and development of a new vision, strategy and strategic implementation plan in **Central and Eastern Europe.** 



Planning of a vocational academy in the hospitality and tourism sector to develop a skilled workforce in the **Middle East.** 

#### Education

BSc Hotel Administration and Finance Cornell University School of Hotel

Cornell University, School of Hotel Administration, Ithaca NY, USA

**Certified Public Accountant (ACCA)**USA and UK

#### Languages

German
French
English
Spanish
Italian















# Gerry Romanescu

Director

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#### **Career development**

**Director Lodging & Tourism Clients Group** PwC Zurich, Switzerland

**Director PwC Experience, Global Organisational Development Initiative** 

Global PwC, Director

**CMO** 

TransM AG and ISG, Switzerland

**Vice President Customer Care/Loyalty** 

Orbitz.com, Chicago, USA

**Managing Director** 

Sky Tours, Zurich, Switzerland

**Key Account Director/Switzerland VP Customer Care/Experience** 

Swissair, Zurich, Switzerland

#### My role in the team

"With my extensive experience in the transport, travel and hospitality industry, I support the leadership team in strategic development questions. I advise my clients on how to differentiate in the market with a focus on creating value for the customer and guest."





#### **Main engagements**



Supporting the lead partner in the team oversight and coaching and developing the team members. Developing new business opportunities and extending the **global** outreach of the team.



Developing the tourism strategy and project prioritisation plan for a prime **European** tourism destination with focus on transportation strategy.



Leading a quality assessment programme for a global hotel chain, including analysis and client engagement on remediation.

#### Education

**SKU Advanced Management** certificate

SKU/HSG, Switzerland

Federal degree in Sales and Marketing (eidg. dipl. Verkaufsleiter) KLZ, Zurich, Switzerland

Apprenticeship in public business administration

Stadt Opfikon, Zurich, Switzerland

#### Languages

German English

French

















# Marco Rentsch

Director

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### **Career development**

**Director Lodging & Tourism Clients Group** PwC Zurich, Switzerland

**Senior Manager Lodging & Tourism Clients Group** 

PwC Zurich, Switzerland

**Senior Vice President Europe** 

• Netex Hospitality Consulting

**Analyst** 

HVS International, London, UK

Consultant

imhotel Consulting, Bern, Switzerland

**Several Operational Management Positions** 

Autogrill, Swissair, Expoo2

#### My role in the team

"I head up the hotel investor advisory services within our team and support our clients with operator and investor search, market and feasibility studies as well as asset transactions and negotiations."



#### **Main engagements**



Sales-side advisory services for a luxury property (+250 keys) in a leading resort destination in Switzerland.



Buy-side due diligence for two hotel schools in Switzerland.



Analysis, restructuring and renegotiation of leases for several hotels in **Switzerland** on behalf of a leading fund manager.

#### Education

**BSc Hotel Administration** and Finance

Ecole hôtelière de Lausanne, Switzerland

Advisory board of European Hotel Conference (London) and Swiss Hotel Investment Forum (Basel)

#### Languages

German English French Italian 0 0 0















# Anil Varghese

Manager

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#### **Career development**

Manager **Lodging & Tourism Clients Group** 

PwC Zurich, Switzerland

**Co-founder** 

• Creative Supply, Creative Brand Agency

**Senior Consultant Real Estate Advisory** 

PwC Zurich, Switzerland

**Management Trainee** 

Armani Hotel Dubai, UAE

**Co-founder** 

YHS Global, International Hotel Association

**Junior Consultant** 

Feuring Hotel Development, Mainz, Germany

**Restaurant Operations Trainee** 

P Four Seasons, Geneva, Switzerland

#### My role in the team

"My role covers national and international operational and strategic consulting mandates. I am keen to support my clients in creating richer guest experiences in order to drive their business. With a strong background in real estate, I regularly advise clients in areas beyond hotel operations."







#### **Main engagements**



Assessment of the revenue space optimisation potential of an iconic luxury property in Abu Dhabi (+450 keys). The assignment was followed by the definition of specific initiatives, including a detailed concept and feasibility study.



Assessment, design and implementation of corporate brand standards including the definition of differentiating hallmark standards for a leading global luxury operator (+70 properties).



Site search in Zurich, Switzerland for a leading hotel operator.

#### Education

**BSc International Hospitality** Management Ecole hôtelière de Lausanne, Switzerland

#### Languages

German English Spanish French Italian













## Hospitality and Tourism Centre of Excellence Europe, Middle East, Africa PwC Switzerland

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