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**DEVELOPING HOSPITALITY &  
BUSINESS LEADERS**



**EHL**  
**Executive Education**

2018

Hospitality Operations Management  
Programme

9 - 14 April



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## Programmes and Modules

Customize your Executive Education according to your schedule and your needs: courses run in parallel, choose to study a full track, or just a specific module.

Completion of each of the modules provides you with a certificate. Successfully complete 20 days of Executive Education to obtain our Proficiency in Hospitality Management Certificate.

Programmes	Modules Monday-Tuesday	Modules Wednesday-Thursday	Advanced Module Friday-Saturday
<b>Creating Value in Hospitality</b>  26 Feb-03 March	Finance for non-Financial Managers -or- Strategic Costing  26 Feb-27 Feb	Asset Management -or- Defining Business Strategies  28 Feb-01 Mar	Strategic Thinking in Customer Experience  02 Mar-03 Mar
<b>Hospitality Operations Management</b>  09 Apr-14 Apr	Value creation in Restaurants -or- Hotel Revenue Management 09 Apr-10 Apr	Managing Small and Medium-sized Restaurants -or- Managing Small and Medium-sized Hotels 11 Apr-12 Apr	Opening Hotels and Restaurants  13 Apr-14 Apr
<b>People Development</b>  04 Jun- 09 Jun	Assessing and Identifying Talents -or- People Management 04 Jun- 05 Jun	The Employee Journey -or- Developing Trustworthy Leadership 06 Jun- 07 Jun	Key to personal Effectiveness*  08 Jun-09 Jun
<b>Business Development in Hospitality</b>  03 Sept-08 Sept	Market Scans & Feasibility -or- Digital Marketing  03 Sept-04 Sept	Assessing Trends for your Business -or- Entrepreneurship 05 Sept- 06 Sept	Disruptive Business Modelling  07 Sept- 08 Sept
<b>Hospitality Operations Management</b>  19 Nov- 24 Nov	Value creation in Restaurants -or- Hotel Revenue Management 19 Nov- 20 Nov	Managing Small and Medium-sized Restaurants -or- Managing Small and Medium-sized Hotels 21 Nov- 22 Nov	Opening Hotels and Restaurants  23 Nov- 24 Nov

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### How to attend

Candidate Selection

Attendance for each session is reserved to department heads and senior managers.

All applications will be screened and participants selected for their complementary backgrounds.

Fees

CHF	Module	Advanced Module	Full Programme 6 Days
Fees per module**	2,100	2,100	5,700

Fees include:

- Tuition and course material
- The module certificate
- Lunches & coffee breaks
- VAT and government taxes
- Shuttle service between preferred hotels and EHL

Please contact us for any request.

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### Contact and apply

Please contact us now to reserve your place or for a free consultation on which modules would best fit your profile.

Contact Linda Papasidero

Email: [lhcc@ehl.ch](mailto:lhcc@ehl.ch)

Tel.: +41 21 785 13 37

For full module & programme descriptions and to apply please visit:

[lhccconsulting.com/cdp](http://lhccconsulting.com/cdp)

\*does not include your individual Profile Assessment of CHF 600

\*\* does not include enrolment fees of 200 CHF

# VALUE CREATION IN RESTAURANTS



## MODULE LEADER

**Alain Najjar** is Senior lecturer at the world famous school Ecole hôtelière de Lausanne (EHL), Switzerland, since 1992. He is an alumnus of Ecole Hôtelière de Lausanne, holds an MBA from the Business School Lausanne, is a Certified Hospitality Educator (CHE) and an official assessor of EFQM. His industry experience spans 13 years with international hotel chains worldwide. His area of expertise includes F&B management, F&B control and finance, quality management, HACCP, auditing, concept development, marketing and innovation. Alain regularly delivers Executive Education programs for LHC. Alain also writes articles and in October 2008 he received the "Best Article by a Consultant Member" award, delivered by FCSI (Foodservice Consultant Society International, for his article "Service and Disservice" published in the Consultant magazine.

## RECOMMENDED READINGS

- Practical F&B Cost control, Clement Ojugo, Delmar Cengage Learning, ISBN 978-1-4283-3544-8
- Quality and Performance Excellence, James R. Evans-Cengage Learning, ISBN 978-1-133-95592-4

## MODULE DESCRIPTION

In a more complex world where competition is tight and where profit maximization is key for shareholders managers must be experts in taking decisions and monitoring operations, sometimes with limited information and resources, and still being able to forecast the consequences of their choices.

Value Creation is understood differently by stakeholders. Shareholders expects profits (very often short term) while customers wants good products/services, employees a good working environment and the community a strong corporate social responsibility approach.

Mastering figures will give managers the competitive advantage and will put them in a position to influence the bottom line of their operations. But opportunities lies within the market and understanding the customer needs and innovating in a continuously changing world is also key for success.

This interactive seminar will help participants master these important elements for the success of an operation.

## LEARNING OBJECTIVES

By the end of the Module, participants will be able to:

### Knowledge

- Understand industry trends and major issues impacting the foodservice industry
- Grasp profit maximization techniques by identifying important KPI's and how to optimize cost and revenue

### Competencies

- Understand the guest cycle and the importance of quality impacting the bottom line
- Develop a professional knowledge of F&B operation

### Mindset

- Develop and improve decision-making skills
- Adopt proactive out of the box approach to problem solving

## METHODOLOGY

- Problem based learning with case studies and interactive participation and group work
- Reading assignments - Practical exercises

## PARTICIPANTS

Business professionals, members of academic institutions working in an international exposure where an increased cultural awareness is needed

# HOTEL REVENUE MANAGEMENT



## MODULE LEADER

**Dr. Cindy Heo** is an assistant professor of revenue management at EHL. She received her doctorate from Temple University in the U.S. Prior to joining EHL, She taught RM course at the Hong Kong Polytechnic University. She has delivered custom executive education programs on RM in Asia, Middle East, and Europe.

Dr. Heo is a recipient of numerous research awards including Best Paper Award from APAC CHRIE conference and ICT Young Scientist Award. Her scholarly research and industry consulting focus on the core strategic elements of RM. Prior to joining academia, she had extensive industry experience in the hospitality and tourism fields.

## RECOMMENDED READINGS

- Cross, R.G., Revenue Management, Hard-Core Tactics for Market Domination, Broadway Books, New York, 1998.
- Collection of articles of Cornell Hospitality Management, International Journal of Hospitality Management, and industry magazine.

## MODULE DESCRIPTION

Revenue management (RM) has emerged as one of the most important new business strategies for service business. It is a management tool that has the objective of increasing revenue by manipulating the prices at which fixed service capacity is made available for sale in relation to the current and forecasted demand.

The goal of the module is to provide participants with the principles and tools required to develop RM strategy. This module provides a comprehensive introduction to both the theory and the practice of RM by illustrating the techniques of RM in the lodging, F&B, and service sectors. Discussions on pricing decision, demand forecasting, and distribution channel management give an opportunity to explore the dynamic changes and the latest trends in electronic commerce and social media strategies with regards to RM.

## LEARNING OBJECTIVES

By the end of the Module, participants will be able to:

### Knowledge

- Recognize the principles of RM to enhance profitability
- Describe the benefits of RM
- Explain the impacts of strategic and operational RM decisions on the financial performance
- Identify lost revenue opportunity

### Competencies

- Develop physical and non-physical rate fences for services.
- Use revenue optimization techniques which are suitable for decision making
- Apply the principles of capacity management and duration control to various service sectors
- Practise effective revenue management decisions

### Mindset

- Analyse business performance from a RM perspective
- Recognize consumer tradeoffs between price and other product attributes

## METHODOLOGY

The module combines interactive lectures, case studies, and hands-on exercises.

## PARTICIPANTS

- Revenue managers and directors responsible for enhancing the business performance of their companies.
- Managers, executives and entrepreneurs in any service-related business who want to improve profitability using RM approach.

# MANAGING SMALL AND MEDIUM-SIZED RESTAURANTS



**MODULE LEADER**

**Marc Stierand**, PhD, is an Assistant Professor of Service Management and a fellow of the Lausanne Hospitality Research Center both at the École hôtelière de Lausanne. His research focuses on managerial and organizational cognition and management education and development, with particular interest in personal and team creativity, intuition, and talent. Marc has authored several papers in diverse outlets including Management Learning, the Journal of Creative Behavior, Creativity and Innovation Management, the International Journal of Contemporary Hospitality Management, and the Handbook of Research Methods on Intuition. He serves on the Editorial Board of the Journal of Contemporary Issues in Business and Government and is a steering group member of the Research Methodology Special Interest Group at the British Academy of Management.

## RECOMMENDED READINGS

- Woodward, K and Stierand, M (2014) 'Stars War': Conflicts between Chefs and Restaurant Guides', in: I. Pantelidis (Ed.), The Routledge Handbook of Hospitality Management, pp.227-236, London: Routledge.
- Stierand, M (2013) 'Gastronomy and Haute Cuisine', in R. C. Wood (Ed.), Key Concepts in Hospitality Management, pp.50-54, London: Sage.
- Stierand, M (2013) 'Innovation in Hospitality', in R. C. Wood (Ed.),

## MODULE DESCRIPTION

The course focuses on managing small and medium-sized restaurants both efficiently and effectively and provides a pragmatic look at the methods, tools and techniques to control food, beverage, and labor costs in order to increase operating profit whilst assuring service quality and customer satisfaction. The goal of the course is to provide participants with tools that can directly be applied in a real-life work setting.

## LEARNING OBJECTIVES

By the end of the Module, participants will be able to:

### Knowledge

- Explain how service quality is influenced by the foodservice control system
- Identify critical areas that can positively as well as negatively affect productivity, quality and profitability
- Explain a restaurant business through the lens of service quality

### Competencies

- Establish a foodservice control system for small and medium-sized restaurants
- Detect factors that affect productivity, quality and profitability
- Apply menu engineering principles and procedures important for monitoring the food and beverage production process

### Mindset

- synthesis: participants will synthesize disparate pieces of information to develop a more complete picture of the elements involved in successfully managing a restaurant.
- evaluation: participants will be required to evaluate the effectiveness of contrasting restaurant models and compare those with their real-life experience as customers and/or service providers.
- analysis: the course requires participants to understand the concept of restaurant service quality by analysing how the the food and beverage production process is interwoven with the service provision process.

## METHODOLOGY

- Interactive lectures with real-life examples and use of different multi-media tools
- Group work including a final group presentation

## PARTICIPANTS

Owners, Managers, and Operators of small and medium sized independent restaurants will best benefit from this module.

# MANAGING SMALL AND MEDIUM-SIZED HOTELS



## MODULE LEADER

A passionate hotelier, Rob Hornman secured his first General Manager position in Jakarta at age 28.

After managing his first hotel for ACCOR, he held various positions, including Vice President Sales & Marketing – Asia; Vice President Global Sales and Business Development at the ACCOR head office in Paris; and Managing Director of Accor Dorint SMARD GmbH in Germany. His last position at ACCOR was Vice President SOFITEL for Central Europe and Eastern Countries.

In 2008, Rob joined Worldhotels, an exclusive global group of then 500 independent upscale and luxury hotels. He was CEO and Managing Director at Worldhotels till mid-2014. Since 2014 Rob has held various board and advisory positions in Hotel and Hospitality technology related businesses as well as start-ups.

He is co-founder and Chairman of 'The Hotel Agency', an agency specialized in value creation for mid-size hotel groups through creation of digital and physical brand concepts.

Also Rob is Product evangelist and advisor of conichi. Conichi is The Hotel App that connects guests and hotels.

Finally Rob has co-founded 'Talisman-Solutions' a Portuguese company that uniquely specializes in Hotel Development, Turn-Key hotel construction, interior fit-out and decoration.

Rob holds a close relationship with École Hôtelière de Lausanne, where he was member of the International Advisory Board from 2013 till 2015. Meanwhile he is also acting as facilitator for some of the Lausanne executive training programs.

## MODULE DESCRIPTION

The management of small or medium sized hotels differs in many ways from large corporate hotel chains. Participants in this module will distinguish between chain operations and independent operations and acquire tools to manage such operations.

Participants will identify the challenges faced by leaders, operators, and managers of small and medium independent hotels in the areas of strategy, human resources, technology, and finance among others. Participants will also discuss the impact of each of these on their everyday operations.

Using tools acquired during the session, participants will learn how to best manage the challenges their organizations face.

## LEARNING OBJECTIVES

By the end of the Module, participants will be able to:

### Knowledge

- Describe the role of the hospitality sector in the larger context of tourism.
- Understand how global competition impacts their individual hotel.
- Define the trends of importance to their business.

### Competencies

- Develop plans for operational efficiencies.
- Implement and execute on strategic plans.
- Develop and implement marketing and human resource management systems.
- Manage the financial performance of their units.

### Mindset

- Recognize the need to balance quality and quantity.
- Create a quality and performance oriented mindset.

## METHODOLOGY

- The module will consist of discussions, case studies, presentations, and workshops.

## PARTICIPANTS

Owners, Managers, and Operators of small and medium sized independent hotels will best benefit from this module.

# OPENING HOTELS & RESTAURANTS



## MODULE LEADER

**Pierre Verbeke** is a Senior Consultant at LHC. Pierre has an extensive career in hotel operations, pre-openings and re-brandings. He is first and foremost an operational person having managed several hotels in Belgium and having set up many pre-opening teams in different countries.

He also has gained a wealth of experience opening hotels for a large Hotel Operator in various European, North African and Eastern Europe countries.

He is particularly at ease with project management and knows how to deliver the highest quality of service within the agreed timeframe.

Pierre has experience with leased, managed and franchise properties and understands the various demands from owners, investors, operators within the different projects. Pierre is an alumnus of Ecole hôtelière de Lausanne. He speaks Dutch, French, German and English, with some notions of Spanish.

## RECOMMENDED READINGS

- Walter A. Rutes, Richard H. Penner and Lawrence Adams: Hotel Design, Planning and Development, W.W. Norton & Company, ISBN 0-393-73055-7

## MODULE DESCRIPTION

The financial success of a hotel and a restaurant is heavily dependent upon the planning which goes into it. This module will give you the insights on the critical steps and time-path of hotel & restaurant opening phases covering the important aspects from feasibility; construction; operations planning & budget; recruitment & training to soft opening and full operations.

As a customized process of property Opening is complex, linking different parties (internal as well as external) and processes is crucial to a successful result. The roles and responsibilities of each party will be explained as well as the tasks and functions of the pre-opening team covering from manpower planning to creating SOP's and defining the activities for all departments; operational as well as non-operational.

Participants will learn about the processes within the construction and FF&E phase which are known to have typical complications and are high risk areas through lecture-discussions, individual and team exercises. Participants will also learn about various operational implications within the pre-opening process and learn what is needed ahead of an opening, from the side of the Owner and the Operator as well as from the side of the operating team.

## LEARNING OBJECTIVES

By the end of the Module, participants will be able to:

### Knowledge

- Explain the critical path of a Hotel and Restaurant pre-opening and opening phase.
- Assess the progress of each party that is involved.
- Understand the roles and the importance of each party involved and their effect on the ultimate success of the property.

### Competencies

- Explain the importance of all aspects of planning and budgeting in a hotel & restaurant opening phase.
- Be able to outline a project schedule.
- Analyse the risk factors during each phase of the planning process.

### Mindset

- Value the diversity of work of all parties involved
- Enjoy the success of a successful opening

## METHODOLOGY

Interactive lecture-discussions, Case studies & Practical exercises

## PARTICIPANTS

Managers, Executives and Professionals interested and involved in Hotel & Restaurant Opening Projects.



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# For more information visit

[www.lhcconsulting.com/cdp](http://www.lhcconsulting.com/cdp)

