



LAUSANNE EXECUTIVE EDUCATION

WINTER PROGRAMME

MONDAY 03 TO SATURDAY 15 FEBRUARY 2014



Lhc

LAUSANNE HOSPITALITY CONSULTING
a division of Ecole hôtelière de Lausanne

Solutions for the Hospitality Industry



ECOLE HÔTELIÈRE DE LAUSANNE (EHL)

The idea behind Lausanne Executive Education – Winter Programme comes from the world’s oldest and foremost hospitality institution. With over 100 years of experience in hospitality education, Ecole hôtelière de Lausanne’s reputation is second to none when it comes to excellence and refinement in teaching the art of living and receiving in a demanding environment. Since 1893, EHL – located on the shores of Lake Geneva – has consistently served the elite corps of the global hospitality industry.

LAUSANNE HOSPITALITY CONSULTING (LHC)

LHC is the consulting and executive education subsidiary of EHL. For the 7th edition of the programme, LHC has created a choice of courses that tackle crucial issues of the business environment, dedicated to improving practical management skills. Our courses are the result of permanent analysis and self-questioning, enabling us to constantly refine and improve the purpose and the quality of the modules offered. Taught by highly qualified module leaders and facilitators, the courses are held on the premises of Ecole hôtelière de Lausanne and address executives in small-sized groups to ensure a high level of interaction and maximum learning.

THE CAMPUS

- State-of-the-art facilities
- Modern classrooms with multimedia equipment
- Professional visits and field trips
- Extensive library
- IT facilities with free Internet access
- Parking for visitors
- Daily coffee-breaks and lunch

ALUMNI ECOLE HÔTELIÈRE DE LAUSANNE (AEHL)

- Get linked to EHL’s alumni network of more than 25,000 members in over 120 countries
- Details available on Associate Member, AEHL

QUICK GLANCE AT THE 3-DAY MODULES

OPERATIONS
Rooms Revenue Management
Hotel Positioning and Re-positioning
Hotel Opening: Soft & Grand
Value Creation & Innovation in Food & Beverage
FINANCE & MARKETING
Improving Business Performance
Social & Sensorial Engineering in Marketing
STRATEGY & BUSINESS DEVELOPMENT
Hospitality Project Development & Innovation
The Art of Exceptional Service
Emotional Branding & Design
Strategic Resilience: The Key to Sustainable Business Success



YOUR REASONS TO JOIN

Quality of professors—module leaders audited for competency

- EHL senior faculty are joined by external international consultants
- Mix of academic and practical aspects

Applied industry context—practical application of all topics taught

- Dedicated to improving management skills in the industry
- Great opportunity to acquire and refresh knowledge and competencies
- Innovative, relevant courses in an applied industry context

Hands-on learning—the best way

- Case studies, real-scenario exercises and personal anecdotes
- Finding solutions to real problems faced by different participants from around the globe

Selection of participants—your guarantee for a consistent, high-level programme

- As members of a group, participants of diverse profiles influence the team's progress
- Exponential benefit: learning from each other!
- Small-sized groups—interaction and participation
- Classes limited to 25 participants
- Interactive and homogeneous learning environment ensured

First business school for the hospitality industry—EHL

- State-of-art facilities in a modern setting
- Networking on a multicultural campus—contacts with international participants and module leaders

Multiple modules to choose from—à la carte selection

- Four streams: Operations, Finance & Marketing, Strategy & Business Development and Leadership & Management
- Select a single module or a combination of modules across streams

Proficiency in Hospitality Management (PHM)

- EHL recognizes—and rewards—executives committed to constantly upgrading their knowledge and competencies
- In line with the practice of lifelong learning needed in today's global knowledge economy

Associate Member, AEHL (Alumni Ecole hôtelière de Lausanne)

- Join the elite club of hoteliers—more than 8,000 active members in over 120 countries
- First three years membership offered for PHM holders

Fees & Discounts

FEES INCLUDE

- Tuition and course materials
- The LHC Executive Education Certificate
- Advanced Certification PHM (when applicable)
- Lunch & 3 Networking coffee breaks during programme days
- Professional visits and study field trips (depending on the module chosen)
- VAT and government taxes
- Prices indicated are per person, per module and are subject to change without prior notice

DISCOUNTS

- Early booking for payment received before 30 October 2013: -10% (cumulative)
- Alumni member discount: -20% (non-cumulative)
- For other group and company discounts, please contact LHC directly.

TERMS OF PAYMENT

- Module fees are due upon acceptance to guarantee your participation in the module(s)
- Enrolment fee CHF 200.- non-refundable
- Payment methods are MasterCard, VISA or Bank transfer

CANCELLATION POLICY

Cancellation fees will apply as follows:

- 45 - 30 days prior to programme start: 25%
- 29 - 8 prior to programme start: 50%
- 7 days or less prior to programme start: 100%
- Substitutions of qualified candidates may be made at no additional costs

OPERATIONS	DATES	PRICE
Rooms Revenue Management	03 to 05 February 2014	CHF 2'500.-
Hotel Positioning and Re-positioning	06 to 08 February 2014	CHF 3'200.-
Hotel Opening: Soft & Grand	10 to 12 February 2014	CHF 2'500.-
Value Creation & Innovation in Food and Beverage	13 to 15 February 2014	CHF 2'500.-
FINANCE & MARKETING		
Improving Business Performance	03 to 05 February 2014	CHF 3'000.-
Social & Sensorial Engineering in Marketing	13 to 15 February 2014	CHF 2'500.-
STRATEGY & BUSINESS DEVELOPMENT		
Hospitality Project Development & Innovation	03 to 05 February 2014	CHF 2'800.-
The Art of Exceptional Service	06 to 08 February 2014	CHF 2'500.-
Emotional Branding & Design	10 to 12 February 2014	CHF 3'000
Strategic Resilience: The Key to Sustainable Business Success	13 to 15 February 2014	CHF 3'000.-

DISCLAIMER

This information is subject to change. LHC reserves the right to modify this information without prior notice.

Booking your Accommodation

HOTEL RESERVATIONS

BOOKING

- Participants may book directly with the hotel of their choice
- Announce that you are an EHL Winter Programme participant to enjoy the special tariffs

RESERVATIONS SUBJECT TO ROOM

AVAILABILITY

- Payment by the participant directly to the hotel upon checkout
- Tourist tax, compulsory by Swiss law, vary from hotel to hotel

TRANSPORT

- Complimentary shuttle service from the hotels in Ouchy and Epalinges (schedules to be confirmed)
- Participants staying in other hotels may still use this service at the established pick-up points and timings



BEAU-RIVAGE PALACE
LAUSANNE SWITZERLAND

Beau-Rivage Palace 5*
169 rooms
Place du Port 17-19
1006 Lausanne
+41 21 613 33 33
www.brp.ch

Rates from CHF 330.-



ANGLETERRE & RESIDENCE
LAUSANNE SMITZERLAND

Angleterre & Résidence 4*
75 rooms
Place du Port 11
1006 Lausanne
+41 21 613 34 34
www.angleterre-residence.ch

Rates from CHF 245.-



MÖVENPICK
Hotels & Resorts

Mövenpick Hotel Lausanne 4*
265 rooms
Avenue de Rhodanie 4
1006 Lausanne
+41 21 612 72 87
www.moevenpick-hotels.com

Rates from CHF 230.-



HOTEL VICTORIA
LAUSANNE SUISSE
★★★★

Hotel Victoria Lausanne 3*
60 rooms
Avenue de la gare, 46
1001 Lausanne
+41 21 342 02 02
info@hotelvictoria.ch

Rates from CHF 180.-



Hotel du Port 3*
22 rooms
Place du Port 5
1006 Lausanne
+41 21 612 04 44
www.hotel-du-port.ch

Rates from CHF 150.-



Hotel Au Lac 3*
84 rooms
Place de la Navigation 4
1006 Lausanne
+41 21 613 15 00
www.aulac.ch

Rates from CHF 140.-

L'UNION

Hotel L'Union 3*
42 rooms
Ch. des Croisettes 2
1066 Epalinges
+41 21 653 89 89
www.hotel-union.ch

Rates from CHF 110.-

Proficiency in Hospitality Management Advanced Certification

ADVANCED CERTIFICATION

The “Proficiency in Hospitality Management” advanced certification (PHM), is Ecole hôtelière de Lausanne’s system of recognizing—and rewarding—executives who are constantly upgrading their knowledge and competencies. This is proving crucial in today’s global knowledge economy where we are witnessing change at an exponential rate. Employers today favour individuals who show commitment to life-long learning by upgrading their expertise and keeping pace with industry trends. For more than a century, EHL has been committed to continuous learning and development through executive education programmes delivered at the EHL campus and in over 35 countries worldwide.

HOW TO QUALIFY

- A minimum of twenty days of any of LHC’s Executive Education programmes
 - Within three calendar years
- The PHM certification is valid for five years from the date of issue—the rationale being that knowledge is ephemeral

PROGRAMMES THAT QUALIFY

- Modules of the annual Winter and Summer Programmes
- Tailor-made courses in EHL or anywhere in the world
- Courses delivered by EHL with partner schools in different countries



ASSOCIATE MEMBERSHIP

AEHL (Alumni Ecole hôtelière de Lausanne) is a network of more than 8,000 members in over 120 countries. As of 1 June 2004, hospitality professionals who participate in Executive Education programmes with LHC may join AEHL as Associate Member.

MORE INFORMATION

<http://www.lhcconsulting.com/who-we-are/contact-us/>

Module Schedule

3-DAY MODULES	OPERATIONS	FINANCE & MARKETING	STRATEGY & BUSINESS DEVELOPMENT
Week WP1a Mon 03- Wed 05 February 2014	Rooms Revenue Management Prof. Horatiu Tudori	Improving Business Performance Prof. Debra Adams	Hospitality Project Development & Innovation Prof. Ray Iunius
Week WP1b Thu 06-Sat 08 February 2014	Hotel Positioning and Re-positioning Prof. Yaron Ashkenazi		The Art of Exceptional Service Prof. Wei-Cheng Chen
Week WP2a Mon 10-Wed 12 February 2014	Hotel Opening: Soft & Grand Prof. Jos Jumelet		Emotional Branding & Design Prof. Ines Klemm
Week WP2b Thu 13-Sat 15 February 2014	Value Creation & Innovation in Food & Beverage Prof. Alain Najjar	Social & Sensorial Engineering in Marketing Prof. Linda Papisidero	Strategic Resilience: The Key to Sustainable Business Success Prof. André Mack

Please access www.lhcconsulting.com/lausanne-executive-education/ for continuous updates on the modules offered.

ENROLMENT PROCEDURE

In order to enrol to our Lausanne Executive Education Winter Programme 2014, please visit our website www.lhcconsulting.com/wp

Alternatively, please contact LHC directly. Your contact persons are:

Alexia Muteke-Ceppi
alexia.mutekeceppi@ehl.ch
 +41 21 785 13 31

Alexandra Serikoff
alexandra.serikoff@ehl.ch
 +41 21 785 13 34

Rooms Revenue Management

Prof. Horatiu Tudori
03 to 05 February 2014

MODULE DESCRIPTION

Revenue Management (RM) is about a different way of “thinking” business. It has been developed and implemented for more than twenty years by creative executives and managers who “have learned to predict customer demand at the micro-market level and to respond rapidly, as demand changes. They have learned to convert market uncertainty to probability and probability to profitability”*. There is inherent uncertainty associated with future demand and market conditions for any hotel in the world. What resource allocation decisions would maximize total overall profits as opposed to room nights or room rate alone? Revenue management provides a set of guiding principles which govern this decision process.

In this module, we will discuss the essentials of RM philosophy and associated systems, methods and applications. By the end of the course the participants will be able to make sound and effective revenue management decisions, and to defend their solutions and decisions. The module combines interactive lectures, and hands-on exercises and “revenue optimization games”.

RECOMMENDED READING

- Collection of the Journal of Revenue and Pricing Management.
- Cross, R.G., Revenue Management, Hard-Core Tactics for Market Domination, Broadway Books, New York, 1998.
- Ingold, A. et al (Ed), Yield Management, Strategies for the Service Industries, 2nd Edition, Continuum, London, 2000



MODULE LEADER

Professor Horatiu Tudori is a senior faculty member of EHL. He holds a BSc from the University of Brasov and an MBA from the University of Lausanne. He has been specializing in Revenue Management since 1999. He also teaches services marketing and management for undergraduate and MBA programs. Currently, Horatiu is researching the impact of Revenue Management decisions on hotel free cash flow, and the applications of Revenue Management for other hotel services, e.g. spa, golf.

LEARNING OBJECTIVES

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

Knowledge

- Identify fundamental information for application in revenue management
- Explain the building blocks and key concepts of revenue management
- Elaborate the tactical use of revenue management

Competencies

- Apply specific segmentation for revenue management
- Apply basic revenue management techniques
- Analyse and make decisions from a revenue management perspective
- Evaluate the daily tasks of a revenue manager and their impact on hotel’s business and its customers

Mindset

- Quantify the impact of revenue management
- Appreciate the customer price-value relationship and the effect different levels of pricing have on demand

METHODOLOGY

The module is organized as a mix of short lectures, in-class exercises and short case studies, and debates between the participants. It aims a high level of interaction and contribution from all the players.

PARTICIPANTS

This course has been designed for managers, executives and entrepreneurs in any service-related business.

Improving Business Performance

Prof. Debra Adams

03 to 05 February 2014

MODULE DESCRIPTION

The current economic climate requires managers to demonstrate a greater understanding of the drivers of business performance in order to make operational decisions to improve revenues and maintain profits.

This highly interactive programme has been devised to provide the delegates with an opportunity to continue to update their financial knowledge and gain a better understanding of how to implement better planning and control processes present in the context of a service organisation.

Each delegate will have an opportunity to translate their learning directly in to the workplace with case studies and scenarios based on real business problems and financial information.

RECOMMENDED READING

- Adams, D. (2006), Management Accounting for the Hospitality Industry – A Strategic Approach, Thomson Learning, London, ISBN 0-3043-2906-9

PARTICIPANTS

This course has been designed for operational managers working in the hospitality, leisure and tourism sectors who are required to make decisions based on the interpretation of periodic performance



MODULE LEADER

Debra Adams is a qualified accountant (CIMA) with a background in hospitality management coupled with 15 years experience of working in financial management education involving the design and delivery of courses in finance, accounting and strategy for the service sector. Her early career was spent training and working in finance roles with an international hotel group followed by 11 years spent in higher education and subsequently 4 years with accredited training providers. As a result she has considerable experience of designing programmes including MBA, Corporate University, in-company and online programmes. She has written and presented widely on the subject of demystifying business accounting.

LEARNING OBJECTIVES

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

Knowledge

- Understand the 'bigger picture' – including the significance of profit, cash and asset management
- Effectively employ budget management and business forecasting
- Understand the external business environment and the impact of external factors on decision making
- Manage shareholder and business wealth

Competencies

- Practise effective evaluation of business performance
- Interpret more effectively the business results and apply effective decision making
- Create business plans and forecasts

Mindset

- Practise critical analysis of business performance
- Evaluate business performance
- Improved confidence when presenting on and discussing financial data

METHODOLOGY

Balance of lectures and discussions with participant presentations, seminars, debates and team games. Participants are encouraged to bring reports from their business for evaluation.

reports. It is assumed that delegates will have some prior knowledge of the key accounting statements, accounting concepts and performance measures.

Hospitality Project Development & Innovation

Prof. Ray Iunius

03 to 05 February 2014

MODULE DESCRIPTION

The module aims to provide the participants with the experience of developing a concept, the key terms linked to innovation and creativity and the process of managing projects in hospitality.

Project management is a carefully planned and organized effort to accomplish a specific one-time objective. For example, constructing a hotel or implementing a major new F&B system. Project management includes developing a project plan, which includes defining and confirming the project goals and objectives, identifying tasks and how goals will be achieved, quantifying the resources needed, and determining budgets and timelines for completion. It also includes managing the implementation of the project plan, along with operating regular 'controls' to ensure that there is accurate and objective information on 'performance' relative to the plan, and the mechanisms to implement recovery actions where necessary. In this module, we invite you to develop a project in three days working in teams and developing your creativity.

RECOMMENDED READING

- Anderson, D., Sweeney, D. & Williams, T. (2004), Quantitative Methods for Business, 9th Edition, Thomson South-Western, Florence, USA, ISBN 978-0-3241-8413-6
- Fitzsimmons, M. J. (2001), Service Management: Operations, Strategy, and Information Technology, 3rd Edition, McGraw-Hill, New York, ISBN 978-0-0728-2373-8

LEARNING OBJECTIVES

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

Knowledge

- List the fundamentals of "design thinking", an increasingly popular approach for fostering creativity and developing innovative solutions in of everyday business
- Identify key elements of a project and their interaction: time, resources, finances, according to the customer's final objectives

Competencies

- Manage a project mission until completion
- Apply synthesis tools in order to come to relevant recommendations
- Practice brainstorming and creativity tools
- Create an action plan for personal and professional development

Mindset

- Apply critical analysis in leadership behavior
- Defend the best concepts and the right methods for implementation

METHODOLOGY

Interactive lecture-discussions and hands-on exercises

PARTICIPANTS

Managers and owners who wish to explore and evaluate new concepts, to understand and practice Innovation Management in their companies or to start up new ventures.



MODULE LEADER

Professor Ray F. Iunius has a Doctorate in Management and an MBA degree from the business school of the University of Lausanne (HEC - Hautes études commerciales). He had previously obtained a PhD in engineering and a BSc in technical sciences. His MBA degree encouraged him to focus more particularly on managerial science, and after a period as teacher and researcher at the University of Lausanne's HEC, he joined EHL in 1998. His latest achievement is the development and launching of the hospitality industry's first business incubator, INTEHL. Today, Dr Iunius continues his research and consulting activities and has extensive experience as a consultant for various organizations

Hotel Positioning & Re-positioning

Prof. Yaron Ashkenazi
06 to 08 February 2014

MODULE DESCRIPTION

How do we define project management in the field of Hospitality? How do we enter into the shoes of the entrepreneur, understand his motivation, and build his dream?

The "Hotel Positioning and Repositioning" module will provide participants with the tools to understand the whole process of taking over, developing, and managing a hotel by understanding the point of view of the entrepreneur and the operator.

The course will emphasize hospitality methods with regards to the following subjects: identifying opportunities, formulating and communicating a vision, making a plan, and executing and monitoring results. The module will include a case study which applies the techniques outlined on a real project.

PARTICIPANTS

Future General Managers and Hospitality marketing professionals involved in market research, and/or the creation of strategic marketing plans.

LEARNING OBJECTIVES

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

Knowledge

- Explain the steps of formulating and communicating a vision and transforming it into action
- Differentiate between hotel positioning and repositioning
- Identify the tools available for revenue management and their use during opening period and stabilized operations

Competencies

- Evaluate a market study, ask the right questions, and implement a plan
- Conduct an environmental and product analysis
- Develop an effective sales marketing strategy
- Use a SWOT analysis to guide strategic planning
- Use a positioning map to determine a strategic position
- Write and develop an operational concept

Mindset

- Explain the marketing efforts involved in order to successfully position or reposition a hotel property
- How to transform a project into a living hotel business

MODULE LEADER



Yaron Ashkenazi has extensive international experience in the hospitality industry.

He currently holds a position as a Regional Director of Operations at Grand City Hotels, the fastest growing hotel management company in Germany. Prior to this position, Yaron held the position of General Manager in one of the leading hotel complexes in Europe. There he was responsible for taking over, planning, positioning, and managing a hotel complex which included a 5-star hotel, an apartment hotel, a casino, a fitness centre, and a commercial promenade. Yaron has also held several managerial positions in the hotel business in Israel as a training manager, an HR Manager, a Food & Beverage Manager and General Manager. Yaron holds a BA from the Hebrew University in Jerusalem and a diploma in Hotel Management from the Technion Israel. He is currently a member of the European Hotel Managers Association (EHMA).

The Art of Exceptional Service

Prof. Wei Cheng CHEN

06 to 08 February 2014

MODULE DESCRIPTION

In today's highly competitive environment, anticipating and fulfilling customer needs and wants is essential. Having a strong customer service mindset is important to any organization and it plays a key role in customer satisfaction and loyalty. While it is important to equip your staff with techniques and skills to deliver an impeccable service, the corporate strategy must also be aligned with the exceptional service mindset - corporate strategy is the root of an exceptional service.

This module will prepare the participants with the right knowledge, competencies and mindset to leverage an organization by valuing the art of service as a strategic direction. Over three days, participants will discover how corporate strategic values influence the service delivery and how to transmit these values throughout the organization.

RECOMMENDED READING

- Meyer, D. (2006), *Setting the Table: The Transforming Power of Hospitality in Business*, New York: Harper Collins, ISBN-10: 0-06-074275-5
- Kaplan, R.S. Kaplan & Norton, D. P. (2008), *The Execution Premium: Linking Strategy to Operations for Competitive Advantage*, Boston: Harvard Business School Press, ISBN-10 : 1-4221-2116-X

MODULE LEADER



Wei-Cheng Chen is a Consultant at Lausanne Hospitality Consulting SA. His role involves designing and delivering executive education for international companies and developing hospitality learning centres around the globe. Presently, Wei is working on the elements of Pedagogy, Andragogy and Epistemology. Prior to LHC, he worked in the hospitality industry in Argentina and Switzerland and also collected experience in the education sector. Wei was responsible for international student recruitment at Ecole hôtelière de Lausanne, enhancing the brand image and talent sourcing for the hospitality industry. Wei is an alumnus of Ecole hôtelière de Lausanne, specialized in Entrepreneurship and Competitiveness. He speaks Spanish, Chinese, English, French, German, Portuguese, Italian and some Japanese.

LEARNING OBJECTIVES

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

Knowledge

- Explain how corporate strategic values influence the art of delivering service
- Explain the art of service and its impact on customer service experience
- Identify core service values that contribute to a first-class service

Competencies

- Integrate corporate strategic and core service values into daily actions for customer excellence
- Apply different communication's and operational techniques for an exceptional service
- Establish critical personnel behaviours to ensure excellence in customer service

Mindset

- Defend the importance of aligning corporate strategic values with exceptional service mindset
- Appreciate the involvement of personnel and their attitude in delivering exceptional service

METHODOLOGY

Assigned readings, interactive lectures, role-plays, in-class exercises, evening assignments

PARTICIPANTS

Managers, executives and entrepreneurs in any service-related business

Hotel Opening: Soft & Grand

Prof. Jos Jumelet
10 to 12 February 2014

MODULE DESCRIPTION

The financial success of a hotel 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 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 Hotel 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

RECOMMENDED READING

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

MODULE LEADER



Jos Jumelet is a Senior Consultant at LHC. He is an operator at heart and has great experience in the field of hotel Management. He has experience in leading owned, managed and franchised hotels. He is result oriented with a strong focus on quality. He has also gained experience in the leisure industry, which reinforces his strong knowledge of owner – operator relations. Jos has been involved in hotel selling and acquisition as well as in rebranding. He has additional project experience in hotel renovations, extensions and has overseen clustering activities. Jos is an alumnus of Ecole Hôtelière de Lausanne. He speaks English, French, German and his mother tongue Dutch.

LEARNING OBJECTIVES

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

Knowledge

- Explain the critical path of a Hotel 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 hotel.

Competencies

- Explain the importance of all aspects of planning and budgeting in a hotel opening phase.
- Be able to outline a project schedule.
- Analyze 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 hotel opening.

METHODOLOGY

Interactive lecture-discussions, Case studies & Practical exercises

PARTICIPANTS

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

Emotional Branding & Design

Prof. Ines Klemm

10 to 12 February 2014

MODULE DESCRIPTION

Everything has a colour. Colour is key to personal, emotional and customer experiences and reaches far beyond art and the decoration of space. It is connected to deeply embedded themes and patterns, either on evolutionary, cultural, or personal level through which it impacts wellbeing, health, and decision-making in essential ways, not least because vision has replaced odour as the most essential sense for survival. What is most striking is that colour meaning is often ignored in Western design although it provides an invaluable source for informed design decisions, which are genuinely independent from subjective taste or contemporary fashion trends.

This three-day Module will address keys of colour in communication:

- Recognizing the meaning of colour on an evolutionary, cultural and personal level
- Differentiating between physical and emotional dimensions of colour
- Instrumentalising colour in branding, design and communication

PARTICIPANTS

- Hospitality, brand, and design managers
- Individuals interested in improving their sensorial skills and understanding the predictability and meaning of colour

MODULE LEADER



Ines Klemm holds a diploma in Architecture & Design from the State Academy of Fine Arts in Stuttgart and founded Latrace Zurich in 2010. She is a PhD candidate at the University of Edinburgh on "Colour Energy and Wellbeing: the Lessons of the Orient." and lectures at EHL and Institut Paul Bocuse since completion of the Proficiency in Hospitality Management with LHC in 2007. Ines formerly served in the San Antonio architecture office of Ford Powell & Carson as well as for DR_D Lab in Berlin and interior design stores in Zurich. She assists companies in creating design schemes and improving their brand perception strategically by creating predictable emotional links based on sensorial perception and colour energy. Amongst her recent clients are Aleris, Dornbracht, Fleur de Pains, Private Palace Hotels & Resorts, r-éal, Trust Immobilien, and UBS. Ines designed and refurbished numerous residential housing projects in Switzerland, Italy, Germany, Austria, and the UK.

LEARNING OBJECTIVES

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

Knowledge

- Understand colour in relation to body, memory, and perception
- Identify the meaning of colours and their energetic profiles
- Examine the differences of colour meaning and application in Orient and Occident

Competencies

- Develop colour schemes with a predictable emotional response
- Apply the principles of colour energy in branding and design
- Control comfort, wellbeing and perception of a product, space, or brand

Mindset

- See the opportunity to use colour
- Be prepared to see the world in more predictable ways through colour.

METHODOLOGY

Interactive discussions and participative exercises. Opportunities for reflection and expression.

RECOMMENDED READING

- Rapaille, G. C., *The Culture Code* (NY Broadway Books, 2007)
- Trautwein, K., *128 Colors* (Basel: Birkhäuser, 2010)

Value Creation & Innovation in F&B

Prof. Alain Najar
13 to 15 February 2014

MODULE DESCRIPTION

The hospitality industry is facing a rapid change and has to adapt itself on a permanent basis. In this context, value creation is key for profitable and successful business.

Value creation can be seen differently depending on stakeholders. Customer's want's a good quality/price relationship, employee's a good working ambiance, managers a good level of profitability and owners a quick return on investment. In this complex environment managers must be experts and acrobats in managing different stakeholder's expectations and run a profitable operation. The module provides comprehensive and down to earth approach to problem solving, not only looking it from a financial angle but using creative and innovative solutions

Learning is built on the belief that value creation is not only related to profitability (\$) but is in direct relation to service excellence, understanding of customer expectations and the importance of developing a service process that meets these expectations in a customer-centric culture.

LEARNING OBJECTIVES

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

Knowledge

- Grasp profit maximization techniques
- Put together a concept (with its tangible and intangible components) that would respond to the identified consumers' needs and wants

Competencies

- Understand efficiently business results
- Apply effective decision making

Mindset

- Develop and improve decision-making skills
- Adopt proactive approaches to problem solving

METHODOLOGY

- Problem based learning with the use of industry examples with case studies
- Please come with a basic calculator

PARTICIPANTS

Middle management executives in the food service industry, including restaurant operators, cost analysts,

MODULE LEADER

Alain Najar is Senior lecturer at the world famous school Ecole hôtelière de Lausanne (EHL), Switzerland, since 1992. He is an EHL graduate, holds an MBA from the Business School Lausanne and is a Certified Hospitality Educator. He is a member of the International Food and Beverage Forum and member of Swiss Assurance Quality association. His industry experience spans 13 years; Hilton International, Sheraton and the Accor group, in countries like Kuwait, Dubai, Madagascar, Syria and Egypt. The area of expertise of Alain includes F&B management, F&B control and finance, quality management, HACCP, auditing, concept development, marketing and innovation. Several times he also delivered speeches at annual Foodservice Consultant Society International conferences. Alain also writes articles in the "EHLITE magazine" published by the Ecole hôtelière de Lausanne). 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.



Social & Sensorial Engineering in Marketing

Prof. Linda Papasidero
13 to 15 February 2014

MODULE DESCRIPTION

Traditional Marketing is a one-way approach: from the company to the audience. The Digital age and change in customer expectations enabled the emergence of a new paradigm towards a two-way communication where clients are not only spectators but engaged physically, emotionally and socially.

Research shows that we spend about 20% of our time on Internet and Social Media. Indeed, web based communication accelerate the interaction between customer to company and customer to customer. However, one needs to evaluate the effectiveness of these new communication channels and the challenges they bring to our globalized world, especially to the hospitality industry.

This Module will focus on new trends & interactive marketing techniques to attract & engage today's customers to win their minds and heart from a stronger connection to our brands.

RECOMMENDED READING

- Merman Scott, D. (2011), The New Rules of Marketing & PR, USA, ISBN 1118026985
- GOBE m. (2010), Emotional Branding, USA; ISBN 1581156723

MODULE LEADER



Linda Papasidero's responsibilities at LHC include the quality maintenance of EHL certified schools through marketing and academic consulting support, development of Hospitality Learning Centres around the world and delivery of Executive Education courses. Currently, Linda is working on the development of a marketing strategy for a new product for the company. Linda holds a Master of Arts, International Relations, from the Graduate Institute of International Studies, Geneva and a Diploma of Advanced Studies in Marketing Management from HEC Lausanne. Prior to joining LHC in August 2009, she handled several project development portfolios in international cooperation and executive education. She speaks French, Italian, Spanish, English and basic German.

LEARNING OBJECTIVES

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

Knowledge

- Identify new interactive marketing trends
- Describe characteristics of 21st Century customers
- Explain how to integrate web based communication into the marketing mix

Competencies

- Design a manageable social media strategy
- Apply emotions and sensorial experiences into marketing strategies
- Evaluate the impact, effectiveness and challenges of web based communication strategies

Mindset

- Defend the importance of engaging the customer into marketing actions
- Recognize the shift of marketing goal from raising awareness to developing relationships with the audience

METHODOLOGY

Assigned readings, interactive discussions, participative exercises and case studies

PARTICIPANTS

Managers, executives and entrepreneurs in any service-related business

Strategic Resilience: The Key to Sustainable Business Success

Prof. André Mack

13 to 15 February 2014

MODULE DESCRIPTION

In this turbulent world change is the only thing that's constant. Corporate earnings are increasingly volatile and companies more prone to failures. So what is the key to sustainable business success?

Participants of this module will learn to identify and overcome the challenges of the world today by developing their strategic leadership skills. They will be able to anticipate strategy decay and successfully plan for resilience by employing business process reengineering and innovation.

RECOMMENDED READING

- Johnson, M. W., Christensen, C. M. & Kagermann, H. (2003). Reinventing Your Business Model, Harvard Business School Publishing

PARTICIPANTS

This course has been designed for hospitality industry executives, managers, owners and operators who aim to enhance their strategic leadership skills.

MODULE LEADER



André Mack has extensive experience in the in-flight catering industry and management consulting. He has specialized in the areas of strategic marketing, customer service and business process re-engineering. He is a Director, Lausanne Hospitality Consulting, and a faculty member, Ecole hôtelière de Lausanne, lecturing on project management and consulting. André has facilitated seminars on product development, Activity Based Costing, marketing and customer service strategies. The consulting mandates in operational and quality auditing of hospitality business units, re-engineering of management and operational processes, strategic business analysis, as well as the development of hospitality learning centers, have allowed him to touch base in New York, Sydney and many countries between these two destinations. André is an alumnus of HSG (University of St. Gallen) and of Ecole hôtelière de Lausanne. He speaks French, German and English, mixing it up sometimes with the various Swiss German dialects.

LEARNING OBJECTIVES

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

Knowledge

- Understand the key aspects of reinventing the business model
- Identify elements of a successful business model
- Differentiate between growth and value creation
- Get tips for successfully implementing strategic resilience in small- and medium-sized enterprises

Competencies

- Anticipate and overcome the challenges of becoming resilient
- Anticipate time strategy decay
- Plan for resilience
- Successfully reengineering the business model
- Plan for innovation and balance of innovation strategies

Mindset

- Notice and anticipate change
- Lead the company through change by successfully employing key resources

METHODOLOGY

Balance of lectures and discussions with participant presentations, debates and case studies.

About LHC

Lausanne Hospitality Consulting SA (LHC) is the Consulting and Executive Education division of the Ecole hôtelière de Lausanne.

It was established in 1976 in response to a growing demand from the industry to have access to EHL's unique know-how and expertise.

Upcoming Dates

Corporate Management Programme 2014

03 to 07 February 2014

Qualified Learning Facilitator

7 to 21 February 2014

Summer Programme 2014

12 to 28 June 2014

EHL Summer Academy 2014

14 to 19 July 2014

18 Route d Cojonnex
CH-1000 Lausanne 25
Tel:+41 21 785 13 37
Fax:+ 41 21 785 13 32

lhconsulting.com - E-mail: lhc@ehl.ch