



# LAUSANNE EXECUTIVE EDUCATION

## WINTER PROGRAMME

06 – 22 FEBRUARY 2012



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 4th 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 8,000 active members in over 120 countries
- Details available on Associate Member, AEHL

## QUICK GLANCE AT THE 3-DAY MODULES

OPERATIONS
• The Art of Successful Capital F&B Projects
• Hospitality 101
• Profit Optimisation for Function Spaces & Spas
• Key Success Factors in Spa Planning
FINANCE & MARKETING
• Improving Business Performance
• Asset Management & Decision Making
• Marketing for Tourism & Hospitality
• Marketing of Small & Independent Properties
STRATEGY & BUSINESS DEVELOPMENT
• Developing A Profitable And Sustainable Spa
• The Art of Exceptional Service
• Strategic Resilience: The Key to Sustainable Business Success
LEADERSHIP & MANAGEMENT
• Cross Cultural Skills
• Women in Leadership
• The Key to Personal Effectiveness



## 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 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 28 October 2011: -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

Reimbursement will be granted if you inform LHC of cancellation of your registration before the start of the Corporate Management Programme.

- + 60 days before: 100%
- 30 to 60 days before: 50%
- – 30 days before: 0%
- Substitutions of qualified candidates may be made at no additional costs

OPERATIONS	DATES	PRICE
• Hospitality 101	06 to 08 February 2012	CHF 3'000.-
• The Art of Successful Capital F&B Projects	13 to 15 February 2012	CHF 3'000.-
• Profit Optimisation for Function Spaces & Spas	16 to 18 February 2012	CHF 3'000.-
• Key Success Factors in Spa Planning	20 to 22 February 2012	CHF 3'000.-
<b>FINANCE &amp; MARKETING</b>		
• Improving Business Performance	06 to 08 February 2012	CHF 3'000.-
• Asset Management & Decision Making	09 to 11 February 2012	CHF 3'000.-
• Marketing for Tourism & Hospitality	13 to 15 February 2012	CHF 2'500.-
• Marketing of Small & Independent Properties	16 to 18 February 2012	CHF 2'500.-
<b>STRATEGY &amp; BUSINESS DEVELOPMENT</b>		
• Developing A Profitable And Sustainable Spa	06 to 08 February 2012	CHF 3'000.-
• The Art of Exceptional Service	13 to 15 February 2012	CHF 2'500.-
• Strategic Resilience: The Key to Sustainable Business Success	16 to 18 February 2012	CHF 3'000.-
<b>LEADERSHIP &amp; MANAGEMENT</b>		
• Cross Cultural Skills	09 to 11 February 2012	CHF 3'000.-
• Women in Leadership	13 to 15 February 2012	CHF 2'500.-
• The Key to Personal Effectiveness	16 to 18 February 2012	CHF 3'300.-

# 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 325.-



**ANGLETERRE & RESIDENCE**  
LAUSANNE SWITZERLAND

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

Rates from CHF 230.-



**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 225.-



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.-



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 175.-

**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 105.-

# 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.

## HOW TO JOIN

- Completion of at least 1 three-day Executive Education course with LHC
- Enrolment via [http://www.aehl.org/EHLan/Quest\\_adhesion\\_EN.doc](http://www.aehl.org/EHLan/Quest_adhesion_EN.doc)

# Module Schedule

3-DAY MODULES	OPERATIONS	FINANCE & MARKETING	STRATEGY & BUSINESS DEVELOPMENT	LEADERSHIP & MANAGEMENT
Week WP1a Mon 06- Wed 08 February 2012	Hospitality 101 Prof. Bruno Cointepas	Improving Business Performance Prof. Debra Adams	Developing A Profitable and Sustainable Spa Prof. Heinz Schletterer	
Week WP1b Thu 09-Sat 11 February 2012		Asset Management & Decision Making Prof. Debra Adams		Cross Cultural Skills Prof. Michelle Wells
Week WP2a Mon 13-Wed 15 February 2012	The Art of successful Capital F&B Projects Prof. Stefan Breg	Marketing for Tourism & Hospitality Prof. Maurice Benzaquen	The Art of Exceptional Service Prof. Wei-Cheng Chen	Women in Leadership Prof. Alexia Muteke-Ceppi
Week WP2b Thu 16-Sat 18 February 2012	Profit Optimisation for Function Spaces & Spas Prof. Michelle Wells	Marketing of Small and Independent Properties Prof. Sofia Brandão	Strategic Resilience: The Key to Sustainable Business Success Prof. André Mack	Key to Personal Effectiveness Prof. Yateendra Sinh
Week WP3a Mon 20 – Wed 22 February 2012	Key Success Factors in Spa Planning Prof. Heinz Schletterer			

Please access [www.lhcconsulting.com/lee](http://www.lhcconsulting.com/lee) for continuous updates on the modules offered.

## ENROLMENT PROCEDURE

In order to enrol to our Lausanne Executive Education Winter Programme 2011, please visit our website [www.lhcconsulting.com/lee/winter-programme](http://www.lhcconsulting.com/lee/winter-programme)

For further details please contact:

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# Hospitality 101

Prof. Bruno Cointepas

06 to 08 February 2012

## MODULE DESCRIPTION

Managing hospitality related services in an organisation or a company that has little to do with hospitality is a challenge we come across frequently. Very often these organisations do not have the in-house expertise or the resources to effectively deal with this cost-intensive side of operations.

Challenges may include offering residential accommodation services, designing new facilities or renovating existing ones; providing reception services; cleaning and maintaining premises; managing employees; preparing and serving food – all in line with the organisation's business goals.

This three-day programme has been designed to provide delegates with little or no background in hospitality management with a solid overview of its main components and how they are successfully applied in a working context different from the industry; get the right perspective on how business integrates hospitality services.

## MODULE PRE-WORK

Participants to this module are invited to bring along a real and specific business challenge they are facing and which relates to the provision or the management of hospitality related services within their own operating environment.

Further instructions will be provided at registration.

## MODULE LEADER

**Bruno Cointepas** Born in Paris, Bruno has built his reputation for strong customer focus, reliability and flawless delivery over twenty years of operational experience in the field of Employee Development and Learning Operations in both the Hospitality and Oil & Gas industries, across the globe. An EHL alumnus, Bruno has held various Human Resources Leadership roles for Fortune 100 and large international hospitality companies in the high-end luxury and business market segments.

During over a decade of working in Shell, he became a recognized subject matter expert in the field of Learning Operations, including facilities design as well as the delivery of large corporate events. Bruno's expertise lies as much with the "how" as the "what" in these areas.

## LEARNING OBJECTIVES

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

### Knowledge

- Identify and explain the main elements of hospitality services management and how they relate to the needs of today's businesses and organisations.
- Differentiate critical operational matters, including contract and cost implications and bring them in line with the organisation's or company's business goals.

### Competencies

- Align hospitality services with business goals and improve service reputation.
- Develop the case for how to effectively deal with hospitality related services in non-hospitality operating environments.
- Elaborate ways of reducing operational cost to increase organisational effectiveness.

### Mindset

- Be open to different ideas, appreciate peer challenge
- Value diversity within working groups

## METHODOLOGY

Highly interactive module alternating discussions, case studies and the completion of a real business case brought by the participants themselves.

## PARTICIPANTS

The module is tailored for business, site, or facility operators accountable for the provision of hospitality related services with limited or no prior knowledge of hospitality management. Professionals interested in gaining a better understanding of basic hospitality management principles applied to industrial or corporate operating environments.



# Improving Business Performance

Prof. Debra Adams  
06 to 08 February 2012

## 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



## 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. Debra is Director of Education for the British Association of Hospitality Accountants and has been instrumental in the development and success of several education projects for accountants working in the hospitality industry. She is also an advisor for Young Enterprise working in local schools.

## 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.

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

# Developing a Profitable and Sustainable Spa

Prof. Heinz Schletterer

6 to 8 February 2012

## MODULE DESCRIPTION

A well planned spa must be based on a well thought out strategic concept. What are the next steps to ensure profitable spa operation? What do we mean by sustainability?

Detailed feasibility study. Investment, price structures and return on investment must be calculated. Marketing – a clear strategy must be established.

Design, Technical Planning and Equipment. A consistent style must appeal to guests and be reflected in the detailed interior planning and architecture. The main workflows and suitable materials to be used in treatment rooms, wet areas, and pool areas must be established. What state of the art equipment is available and how can this be integrated. How can we make the SPA sustainable, reduce energy and water usage, minimise environmental impact and thus save enormous costs.

Professional Spa Management. People are key to success. Ongoing training, development programs and ethical employment practices create highly motivated employees.

Sustainability means economy of operation, environmental responsibility, long term profitability and a concept which will last. Sustainability means building relationships – creating loyal employees and securing repeat business by appealing to guests. Sustainability means innovation and leading the market.

## MODULE LEADER

**Heinz Schletterer** is a renowned wellness and spa pioneer. He is also CEO and owner of the Schletterer International Group, based in Strass im Zillertal, Austria.

Schletterer is a world leader in the planning and realisation of hotels, spas and health & wellness projects. The company has 20+ years of experience of working on over 1900 international hotel and spa projects, totalling more than 2.5 million m<sup>2</sup>.

Heinz Schletterer is still leading the international market with the innovative IQCURE Medical Hospitality Concept.

## LEARNING OBJECTIVES

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

### Knowledge

- Identify the content of a spa feasibility study and its importance in the development process
- Recognize the role of layout, technical planning and workflows in ensuring smooth spa operation
- Evaluate the importance of using appropriate materials (floors, walls, ceilings, lighting, surfaces, ventilation and climate control), state of the art equipment and their impact on profitability

### Competencies

- Differentiate between various spa design styles
- Identify suitable materials for use in various spa areas
- Differentiate between various types of spa equipment

### Mindset

- A holistic approach to understanding spa profitability and sustainability

## METHODOLOGY

Interactive discussions, practical exercises and case studies

## PARTICIPANTS

Spa Managers, hotel managers, executives and entrepreneurs in any service-related business



# Asset Management & Decision Making

Prof. Debra Adams

09 to 11 February 2012

## MODULE DESCRIPTION

In current economic climate, maximising the use and value of resources is essential for improving return on investment and meeting business objectives.

This highly interactive programme introduces techniques to improve asset management in the hospitality industry and provides the delegates with an opportunity to develop their understanding of current asset management issues and the requirement to meet investors' objectives.

The programme requires a prior understanding of financial statements and accounting concepts.

## RECOMMENDED READING

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

## 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. Debra is Director of Education for the British Association of Hospitality Accountants and has been instrumental in the development and success of several education projects for accountants working in the hospitality industry. She is also an advisor for Young Enterprise working in local schools.

## LEARNING OBJECTIVES

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

### Knowledge

- Employ business tools to monitor and measure effective asset management
- Use investment appraisal analysis techniques for strategic decision making
- Assess alternative sources of funding and cost of capital in the current market
- Apply risk and sensitivity analysis techniques to business decision making

### Competencies

- Practise a range of techniques to evaluate business data for decision making
- Measure the impact of business decision making on profitability and cash flow
- Create business plans and feasibility analysis

### Mindset

- Practise critical analysis in business planning
- Evaluate the viability of alternate business propositions

## METHODOLOGY

Balance of lectures and discussions with participant presentations, seminars, debates and team games.

## PARTICIPANTS

This course has been designed for newly appointed asset managers and for senior managers working in the hospitality, leisure and tourism sectors who need to improve their understanding of how to manage capital assets to maximise return and business growth.



# Cross Cultural Skills

Prof. Michelle Wells  
09 to 11 February 2012

## MODULE DESCRIPTION

In current economic client, maximising the use and The modern day brings resources closer together but how close can we or should we get? Should we be on first name terms? Can one build a team of co-workers in Saudi Arabia? Should one avoid eye contact as a sign of respect? Can we huddle together to make a collective decision? Can one run a brain-storming session in China? Should we treat time as an important commodity? Can one use silence as an affirmative signal? Closer together may mean trading internationally but the culture differences means that the oceans will collide, with radically different leadership styles, business expectations, processes, behaviours and standards. Managers' and professionals alike will need considerably, hot intercultural skills to manage clients in Sweden, the supplier in China and a team in Italy to overcome some of the most ingrained cultural attitudes and behaviours and calm the waters of difference This interactive course offers you the opportunity to ensure a smooth meeting of the oceans through the knowledge of intercultural diversity and communication. We challenge you to understand other cultures, integrate and maximise resources, and remove the barriers of communication in today's borderless world of business.

## MODULE LEADER

**Michelle Wells** is an internationally experienced hospitality professional and educator coupled with a background in event management and holds a Masters in Convention and Events Management from Southern Cross University, Australia. She has worked in hospitality education as a Programme Manager and lecturer in Les Roches, Hotel Management School and as a facilitator in Mexico and the Ukraine. Her professional career in hospitality has taken her from resorts in Greece to the UK and to the Maldives with stops in Switzerland along the way, most recently as an independent hospitality consultant and trainer for companies worldwide. She has firm knowledge and experience in management and takes the most pleasure as a facilitator to learning where she can put her creativity, energy, and language and people skills to use. In her free time, Michelle enjoys sports such as volleyball, skiing, squash, tennis, and is a certified diver.



## LEARNING OBJECTIVES

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

### Knowledge

- Understand the multidimensional identity of culture; values, attitudes and beliefs in the high and low context cultures.
- Identify and discuss the realms of intercultural Communication

### Competencies

- Differentiate between and adapt to cultural differences in a professional environment.
- Effectively lead and interact with professionals employing intercultural skills and successfully manage business relationships from an integration of disciplines unrestricted by boundaries and borders.

### Mindset

- Knowledge of multidimensional cultures.
- Development of intercultural skills to ensure the smooth waters to international success.

## METHODOLOGY

Interactive lecture-discussions, workshops and case-studies.

## PARTICIPANTS

Managers and executives from any type of business and discipline, stumbling against the diversity of cultural differences and vested in developing intercultural competencies.

# The Art of successful Capital F&B Projects

Prof. Stefan Breg

13 to 15 February 2012

## MODULE DESCRIPTION

In the hotel sector, significant amounts of capital are spent to create F&B concepts. The selection of an F&B concept has not changed for years; it is a process that is still dominated by the personal choices and preferences of a number of stakeholders from Owners to GM's, F&B Directors to Chefs.

This module has been designed to provide the participants with the tools and techniques to make the right decisions when selecting F&B concepts.

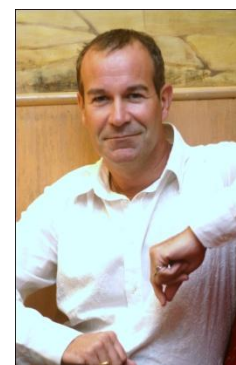
The module involves presentations and discussions on F&B trends and hot concepts and leads to a hands-on exercise known as F&B Capex Factor. In F&B Capex Factor, participants are given a budget, a floorplan, and extensive data on a mythical site and must then work as a team to create an F&B concept designed to meet the needs of residents and non residents. F&B Capex Factor includes a capital paper submission and presentation by the team to a group of stakeholders

## RECOMMENDED READING

- Ryder, B. (2010), Restaurant Design, Published by Laurence King Publishers, ISBN-10: 185669674X
- Katz, J.B. (1997), Restaurant planning, Design and Construction: (A Survival Manual for Owners, Operators and Developers), Published by John Wiley & Sons, ISBN-10: 0471136980

## MODULE LEADER

Stefan Breg is CEO of TRIBE Restaurant Creators. TRIBE was set up in Dubai in 2003 and has become the most prominent F&B Strategy and Design House in the Middle East. TRIBE has created and designed over 250 F&B brands internationally winning both Michelin and TIME OUT awards in London. TRIBE are F&B masterplanners for some of the world's largest urban developments including Yas Island in Abu Dhabi, home of the Grand Prix and Ferrari theme park. Stefan has a degree from the Univ. of Kent and was previously Corporate F&B Director of Hilton. He has held senior positions with Intercontinental, Thistle, Pepsi and Ernst & Young and is a Visiting Professor at Emirates Academy, Dubai. He regularly writes for numerous trade magazines including Caterer (UK & UAE), Hotelier and Express Hospitality (India) and is an internationally recognized speaker and expert on F&B strategy.



## LEARNING OBJECTIVES

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

### Knowledge

- Identify key aspects in managing F&B capital projects
- Explain how operational and architectural objectives can be harmonized with respect to function, cost & design
- List the managerial and financial aspects of F&B design projects.
- Compare and contrast alternative designs with a commercial approach

### Competencies

- Apply best practice tools and techniques to derive market understanding as a foundation for F&B development.
- Establish a set of processes leading to the objective selection of F&B concepts
- Implement processes and techniques in managing F&B capital projects

### Mindset

- Defend best practices tools and techniques to achieve effective returns from F&B investment.

## METHODOLOGY

Interactive lecture-discussions, workshops and case-studies.

## PARTICIPANTS

For hotel owners, owners representatives, managers and department heads, vested with the responsibility for managing F&B capital spends and maximizing the return on investment for F&B.

# Marketing for Tourism & Hospitality

Prof. Maurice Benzaquen

13 to 15 February 2012

## MODULE DESCRIPTION

Hospitality and tourism industry are undergoing permanent changes and facing a growing competition.

It is critical to understand the marketing concepts in order to analyze current and future situations to be able to make the right decisions when having to define a marketing strategy.

How am I positioned vs. my competitors? Who are my customers? What are their needs today? How can I attract and retain them? Which tools shall I use? How will I measure my achievements?....

This module will take you through the whole process to help you build and implement a marketing strategy.

## RECOMMENDED READING

- Kotler – Bowen – Makens Marketing for Hospitality and Tourism : ISBN 0-135-04559-2

## MODULE LEADER

**Maurice Benzaquen** has joined LHC, after having worked in the UAE for TDIC, Tourism Development and Investment Company, a branch of ADTA, Abu Dhabi Tourism Authority and for Dubai Land Parks and Resorts as Chief Operating Officer, where he was instrumental in setting up the project for seven theme parks and eleven hotels. For most of his career, he worked as the managing director of the upmarket holiday resorts group, Club Med, across more than 20 countries being based in Istanbul, Mexico, Dusseldorf, Singapore. He was also involved in running the French subsidiary of the leading Italian tour operator Compagnia Italiana Turismo.

Maurice also worked as a hospitality consultant and marketing professor at the Ecole Hoteliere de Lausanne in Switzerland. He also served as the Chairman on the French Mexican Chamber of Commerce and as a French Foreign Trade Advisor.

## LEARNING OBJECTIVES

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

### Knowledge

List the different steps and tools to develop a marketing strategy

Identify customer's behavior and needs' evolution.

Explain techniques for increasing customer acquisition and retention.

Elaborate a marketing strategy to achieve company's goals

### Competencies

Analyze market trends and competition

Perform an analysis to select the appropriate tools to promote in the tourism and hospitality markets

Draft key elements of an integrated marketing plan

Develop a strategic approach to marketing a hotel or a tourism destination.

### Mindset

Practice critical analysis in marketing decisions

Be permanently open to market and customer's needs and wants evolution

## METHODOLOGY

- Interactive lecture-discussions
- Practical exercises
- Business Cases

## PARTICIPANTS

Owners, General Managers, F&B, Front office and Sales and marketing managers involved in the marketing strategy process. This module will provide them with a practical and immediately applicable tool for their tourism activity, hotel and/or department.



# Women in Leadership

Prof. Alexia Muteke-Ceppi

13 to 15 February 2012

## MODULE DESCRIPTION

Women have challenges as leaders that their male counterparts do not face. It is essential to know how to use our influence effectively, decisively and non-aggressively to achieve our goals and deliver results. The emphasis of Women in Leadership is on interpersonal behaviour within the male dominated world, a focus on an active attitude towards goals. Leaders have empathy with other people and create excitement in work situations. Leaders are innovative, inspire trust, keep their eye on the horizon and do the right thing. To maximize women's potential in a changing global hospitality and service industry the need for leaders is more evident than ever before. You need a specific set of skills to work successfully with your employees.

Breaking through the glass ceiling, balance between yourself, your world and your life. Making effective decisions and solving problems are still a part of your daily life, but added to this, are the challenging leadership skills of communicating in a man's world, delegating, coaching, motivating, hiring and leading. Participants will return to the workplace energized, stimulated and ready to lead.

## RECOMMENDED READING

- Kohlrieser, G. (2006), *The Hostage at the Table: How Leaders Can Overcome Conflict, Influence Others, and Raise Performance*, Jossey Bass, San Francisco, ISBN 978-0-7879-8384-0
- Helgesen, S. (1995), *The Female Advantage: Women's Ways of Leadership*, Doubleday Currency, New York, ISBN 978-0-3854-1911-6

## MODULE LEADER

Alexia Muteke-Ceppi has been in the field of international and hospitality education for the last ten years in Switzerland, South Africa and Kenya.

Currently, as Consultant with Lausanne Hospitality Consulting, she has been on missions across the world delivering training and consulting in hospitality. With several international schools in Lausanne, Nairobi and Johannesburg, she was a career advisor and in charge of the development and implementation of education programmes for secondary education. She holds a Bachelor's degree in Education, Kenyatta University, Kenya, and an MBA, Business School Lausanne.



## LEARNING OBJECTIVES

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

### Knowledge

- Understanding leadership models between men and women
- Understanding the challenges of women in leadership
- Examine methods for building relationships through effective communication skills, emotional intelligence and Insight discovery

### Competencies

- Practise leadership thinking and behaviour
- Measure the performance of one's Self in relation to leadership qualities
- Charting a successful career path

### Mindset

- Practise critical analysis in leadership behaviour
- Evaluate their unique situation and future goals in leadership

## METHODOLOGY

Balance of lectures and discussions with participant presentations, debates and team games.

## PARTICIPANTS

Women in business, who have been in business for two or more years, women leading established businesses women starting a business, women managers aspiring to be leaders of the future, and men who aspire to retain and promote women leaders in their organisations.

# The Art of Exceptional Service

Prof. Wei Cheng CHEN  
13 to 15 February 2012

## 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: HarperCollins, 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 13:978-1-4221-2116-0,

## MODULE LEADER

**Wei Cheng Chen** is 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, 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 also has a degree in Hospitality and Restaurant Management from the Escuela Internacional de Hotelería y Turismo CENCAP in Buenos Aires, Argentina. 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 an 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

# Profit Optimisation for Function Spaces & Spas

Prof. Michelle Wells  
16 to 18 February 2012

## MODULE DESCRIPTION

For over twenty years Revenue Management has been practiced in the lodging business and with the increasing realisation of the financial and operational benefits the extension of practices into other departments is imminent. Be at the forefront of exploring the possibilities and extending the concept of revenue management into other revenue generating departments.

Whether function spaces or spas is your primary product or an additional revenue generator, you can gather competencies in effective forecasting, assessing revenue contributions and exploring optimisation strategies for function spaces and spas. We challenge you to an intensive 3-day module towards profit optimisation.

## RECOMMENDED READING

- Ingold, A., McMahon-Beattie, U. & Yeoman, I. (2000), Yield Management: Strategies for the Service Industries, Thomson Learning, London, ISBN 0-8264-4825-9
- Yeoman, I. & McMahon-Beattie U. (2004), Revenue Management and Pricing: Case Studies and Applications, Cengage Learning Business Press, London, ISBN 978-1-8448-0062-9
- Bodeker G. & Cohen M. (2008), Understanding the Global Spa Industry: Spa Management,

## MODULE LEADER

Michelle Wells is an internationally experienced hospitality professional and educator coupled with a background in event management and holds a Masters in Convention and Events Management from Southern Cross University, Australia. She has worked in hospitality education as a Programme Manager and lecturer in Les Roches, Hotel Management School and as a facilitator in Mexico and the Ukraine. Her professional career in hospitality has taken her from resorts in Greece to the UK and to the Maldives with stops in Switzerland along the way, most recently as an independent hospitality consultant and trainer for companies worldwide. She has firm knowledge and experience in management and takes the most pleasure as a facilitator to learning where she can put her creativity, energy, and language and people skills to use. In her free time, Michelle enjoys sports such as volleyball, skiing, squash, tennis, and is a certified diver.



## LEARNING OBJECTIVES

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

### Knowledge

- Identify and explain the fundamental concepts and building blocks in Revenue Management
- Elaborate and discuss the development of Revenue Management strategies and methodology into other departments
- Explore systems from decision support to performance control

### Competencies

- Apply basic forecasting techniques
- Apply optimisation models and techniques
- Assess business performance and propose 'product' modification strategies

### Mindset

- Quantify the impact of Revenue Management
- Appreciate the value of strategies into other revenue generating departments
- Evaluate the daily tasks of Revenue Management and their influences

## METHODOLOGY

Balance of interactive lecture-discussions, hands-on exercises and debates.

## PARTICIPANTS

Managers and executives in Rooms division, Sales and Marketing, Spa Managers, Event Organisers and General Management, vested with the responsibility of optimizing revenue and integrating it throughout the company.

# Marketing for Small & Independent Properties

Prof. Sofia Brandão  
16 to 18 February 2012

## MODULE DESCRIPTION

Looking back to the previous year do you feel you could have done better? Do you feel you reacted late to the market and lost business? Do you feel your property is in the client mind when he makes the buying decision? The world is not the same after the financial crisis and the golden rule now is - adapt. Adapt to the market, adapt to the clients, adapt to the real world. The customer still spends money although is more cautious with his expenses. He looks more than ever for the value for money – are you ready for this new mentality?

In this module, you will be able to find out where you want your property to be positioned and how to get there. Understand the most effective ways to communicate your hotel and maximize your budget. Take advantage of new tools such as marketing 2.0 and Customer Relationship Management (CRM) to increase awareness, knowledge of the market and customer loyalty.

## RECOMMENDED READING

- Tungate, M.(2009), *Luxury World: The Past, Present and Future of Luxury Brands*, Kogan Page, ISBN 978-0749452636

## MODULE LEADER

Sofia Brandão has as field of study Management, specialized in International Marketing and Strategy. Previously she worked in the Portuguese Tourism Board in Argentina and started her hospitality career in Starwood. There she was responsible for 3 hotels opening's as Spa Manager and worked as a consultant in two other spas.

She was also a lecturer in Universidade do Algarve, Portugal in a Postgraduate course of Spa Management. Currently overlooks Sales, Marketing and Spa for Aquapura Hotels. Sofia was also awarded by the Spanish Government for Spa Management Research. Creativity, efficiency and out of the box thoughts are her mains qualities.

## LEARNING OBJECTIVES

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

### Knowledge

- Understand the importance of having a strategy to position a property and how it can help to make wise business decisions
- Identify strengths and weak points and prepare action plan
- Understand how to adapt to the new market rules and plan

### Competencies

- Create and implement a dynamic and interactive action plan
- Identify the right tools to promote and create awareness
- Built the CRM (Customer Relationship Management) system

### Mindset

- Evaluate the previous plans and actions in order to improve performance
- Recognize that the action plan is a live tool and can help to improve business performance

## METHODOLOGY

- Interactive lecture-discussions
- Practical exercises
- Business Cases

## PARTICIPANTS

Owners, managers and executives in corporate strategy, general management and sales & marketing management people with the goal to better understand the business and achieve better results.



# Strategic Resilience: The Key to Sustainable Business Success

Prof. André Mack  
16 to 18 February 2012

## 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

## 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 both 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.

## PARTICIPANTS

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



# Key to Personal Effectiveness

Prof. Yateendra Sinh  
17 to 19 February 2011

## MODULE DESCRIPTION

Our perceptions of the world, our work and the other people in our lives are affected by past experiences, our expectations and where we place our priorities. Our level of performance and overall team working results can be significantly impacted by increased self-understanding and understanding of others, by enhancing our ability to adapt and by improving our ability to connect with others in both our personal and work theatres.

This three-day Module will address the key requirements in "Best communication":

- Recognizing and understanding the person you are dealing with
- Adapting your approach to communicating with them
- Lowering "resistance" and starting an efficient negotiation.
- Dealing with "The Difficult Person" and start a fruitful collaboration

## RECOMMENDED READING

- Givens, C.J., (1993). Super Self: Doubling Your Personal Effectiveness. Diane Pub co, Darby, USA. ISBN 0788158325
- Winstanley, D., (2005). Personal Effectiveness: a guide to action. Chapter 4, CIPD, London. ISBN 1843980029



## MODULE LEADER

**Yateendra Sinh** is the head of Lausanne Hospitality Consulting SA, the Consulting and Executive Education subsidiary of Ecole hôtelière de Lausanne. With this responsibility, Yateendra is at the forefront of LHCs business strategies and client portfolio management. Since moving to Switzerland in 2000, he has delivered training and consultancy on strategic, managerial and operational issues, in over 36 countries. Yateendra believes in continuous improvement of service quality and in providing the hospitality industry with radical and innovative solutions. Prior to joining LHC, Yateendra held various operational responsibilities such as pre-opening and managing of hotels, business clubs, townships and large IT infrastructure networks. Yateendra has expertise in many facets of the hospitality industry: planning, policy-making, industry diagnostics, strategic analysis, new product & concept development, re-engineering, marketing and information technology. He is a graduate in Economics from the University of Bombay and has a three-year post-graduate Diploma in Hotels & Management.

## LEARNING OBJECTIVES

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

### Knowledge

- Explain the nature of perception and its importance in our relationship with others
- Identify the four basic colour energies and the characteristics associated with each
- Examine the relative strengths and weaknesses of each colour

### Competencies

- Develop a quick way to recognize the different types of person you are dealing with in the hotel Industry
- Develop efficient strategies to communicate, influence and negotiate
- Elaborate the perception from "Difficult Person" to a "Valued Person" in your relationship with somebody

### Mindset

- Be ready to see others in a different and more valuable way
- Open for new challenges and objectives

## METHODOLOGY

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

## PARTICIPANTS

- Hospitality executives from supervisors to general managers and above
- Individuals interested in improving their interpersonal skills and understanding and improving their interaction dynamics with others; applicable to both personal and professional life

# Key Success Factors in Spa Planning

Prof. Heinz Schletterer  
20 to 22 February 2012

## MODULE DESCRIPTION

In this module we will examine key success factors in the planning of any Spa project.

The spa and wellness market is continuously changing. In order to be successful, every spa needs a unique and innovative concept which will work in the operating environment and stand the test of time.

Competitive advantage can only be secured if the target audience is clearly defined and a strong concept is created and consistently applied throughout the project.

We will examine external market factors and other key influences –integrating the spa in existing structures, optimizing workflows, and creating unique spa offerings.

The module will examine the processes involved in order to deliver professional spa planning based on a unique and well researched strategic concept.

## LEARNING OBJECTIVES

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

### Knowledge

- Focus on the importance of defining market position, target audience and guest profile
- Identify how spa design is informed by a strategic concept based on research and analysis
- Recognize the importance of innovation and uniqueness in creating a successful spa project

### Competencies

- Identify external factors which are key to the success of a spa project
- Differentiate between essential requirements for various spa categories
- Create strategic concepts for specific projects and background briefs

### Mindset

- Creating a successful spa relies on professional planning based on strategic analysis.

## METHODOLOGY

Interactive discussions, practical exercises and case studies

## PARTICIPANTS

Spa Managers, hotel managers, executives and entrepreneurs in any service-related business

## MODULE LEADER

**Heinz Schletterer** is a renowned wellness and spa pioneer. He is also CEO and owner of the Schletterer International Group, based in Strass im Zillertal, Austria.

Schletterer is a world leader in the planning and realisation of hotels, spas and health & wellness projects. The company has 20+ years of experience of working on over 1900 international hotel and spa projects, totalling more than 2.5 million m<sup>2</sup>.

Heinz Schletterer is still leading the international market with the innovative IQCURE Medical Hospitality Concept.





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