



MODULE LEADER

Alain Najar is Professor at Ecole hôtelière de Lausanne, since 1992. He is also an EHL graduate and holds an MBA, Business School Lausanne. His industry experience spans 13 years with Hilton International, Sheraton and the Accor group in Kuwait, Dubai, Madagascar, Syria and Egypt. His areas of expertise in F&B include Management, Control, Finance, Quality Assurance, HACCP and Marketing. He facilitates professional seminars in the annual Summer and Winter Programme at EHL, and in hotels in Bangkok, Hong Kong, the UAE, Israel, Egypt and India. He is also a professional member of the FCSI (Foodservice Consultants Society International) and a member of IFB (International Food & Beverage Forum).

RECOMMENDED READING

- Cross, R. G. (1998). Revenue Management, HardCore Tactics for Market Domination. Broadway Books, New York. ISBN 0767900332
- Ingold, A., McMahonBeattie, U. & Yeoman, I. (1997). Yield Management Strategies for the Service Industries, 2nd Ed. Broadway Books, New York. ISBN 0-767900332

MODULE DESCRIPTION

Value adding is a key driver in today's hospitality and restaurant business. Besides satisfying customers and having happy employees, a hotel manager must add value to the bottom line of its operation. The owners expect a return on investment and a certain level of profitability and this can only be achieved if managers know how to monitor their operations and control costs.

Managers must be experts and acrobats in taking financial decisions, very often with only limited information and resources, and still be able to forecast the consequences of their choices. Mastering figures will give managers the competitive advantage and will put them in a position to influence the bottom line of their operations.

LEARNING OBJECTIVES

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

Knowledge

- Identify KPIs (Key Performance Indicators) for profit maximization
- Explain standard procedures for controlling cost and improving revenue

Competencies

- Use profit tools and techniques like budgeting, ratio analysis and CVP (Cost Volume Profit) analysis
- Establish standard procedures for all phases of the F&B cycle— purchasing, receiving, storing, production and service
- Apply cost control techniques and use KPI analysis in F&B operations

Mindset

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

METHODOLOGY

- Problem based learning with the use of real 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, cost controllers and income auditors