Strategic Management in Hospitality Industry
About PwC

PwC is a network of firms in 157 countries with more than 223,000 people who are committed to delivering quality in assurance, advisory and tax services. PwC refers to the PwC network and/or one or more of its member firms, each of which is a separate legal entity.

PwC’s Academy Sri Lanka is the educational business of PwC Sri Lanka.

About PwC’s Academy

We have been developing our own people for over 100 years and our ability to recruit, retain and grow talent has made us one of the largest and most successful professional services firms in the world.

It is this deep experience of developing young professionals’ right through to successful business leaders that is built into all PwC’s Academy programmes.

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We bring you insights and real life business experiences from all over the globe into the classroom with our subject matter experts which makes learning more effective and practical.

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About the Programme

This course explores principles of strategic management in the hospitality industry and comprises three components.

- Competitive advantage and the changing industry environment
- Value creation and key performance indicators for hospitality businesses
- The Balanced Scorecard

Participants will gain an improved understanding of strategic positioning, the competitive environment, drivers of success, and key metrics for monitoring performance and driving improvement.

Ideal for

This course is targeted at middle and senior managers in the hospitality industry. Potential job titles include:

- General Manager
- Head of Sales and Marketing
- Marketing/pricing manager/analyst
- Director of Strategy / Business Development
- Functional Head – Catering, Front of House, Room servicing
- Head of finance / Financial controller
In this first part of the course, we will explore principles of strategy and competitive advantage. Particular focus will be placed on the importance of understanding customer needs, both present and evolving, and designing a compelling hospitality offer to meet and exceed expectations.

We will also discuss key industry trends and, in particular, the impact of the sharing economy. In most markets around the world, Airbnb and Uber have had profound industry impact.

As governments grapple to understand the full impact of these new platforms, those already in the industry must proactively respond and decide how best to respond to these new competitive threats.

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Part 1 - Competitive advantage and the changing industry environment

This session will cover the basic cost structure of a typical hospitality business using a driver tree approach. By breaking performance down into revenue, cost, occupancy and other unit level drivers, opportunities for business improvement become evident.

We will build a driver tree and see how relatively small changes in key metrics can have a large impact on overall performance.

Metrics to be explored include ADR, Occupancy, RevPAR, GOPPAR, Occupancy Index, Rate Index, RGI, and others. Our emphasis will be on how these metrics connect together and can be leveraged in an integrated approach to planning and performance evaluation.

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Part 2 - Value creation and key performance indicators

The Balanced Scorecard advocates an holistic approach to measuring important aspects of organisational performance. To be successful in business today, it is not enough to concentrate only on financial metrics. A hospitality business must succeed based on the quality and commitment of its people, the strength and effectiveness of service delivery processes, and Key case studies will include:

- Hilton Hotels
- Formula 1 and the Accor group
- Airbnb
Haydn Pound is a consultant and investor with a broad background in business and management consulting, including strategy development and implementation, process/organisational design, and organisational development consulting. He is also a talented educator with significant teaching and corporate training experience.

Previously Haydn was a consultant with The Boston Consulting Group in Australia. Before that, he worked in Melbourne, Chicago and Manchester with Price Waterhouse where he was a manager in the firm’s taxation and technology consulting group. In mid-2014 he sold Advant Group Pty Ltd, a technology and services firm he founded in 2008. Today he consults to a range of Australian companies and sits on the Advisory Board of CareGiverAsia, a Singapore-based tech start-up, and Goulburn Valley Water.

Haydn holds a Bachelor of Business (Accounting, Dean’s List) and a Master of Business Administration (Melbourne Business School and the University of Chicago) in which he graduated with First Class Honours and received the CUB Award of Distinction. He is also a Certified Practicing Accountant and presently teaches into MBA, EMBA and executive education programs at the Nanyang Business School, INSEAD and the London Business School in Europe, Asia and the Middle East. He has won INSEAD’s Outstanding Teacher award on multiple occasions.

Haydn holds a private pilot license with a multi-engine endorsement and flies regularly from Moorabbin, Melbourne’s general aviation airport.
Investment - LKR 130,000 + 2% NBT
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CONTACT US

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