



DOSSIER 2019 / 20

# Intro

The **hospitality business** is as fascinating as it is **sophisticated and complex**. Nowadays it is clear that a hotel no longer is simply a hotel. **The hotel concept** as a business **has evolved** and its profitability does not depend exclusively on the factors that were historically considered as crucial.

There are numerous **vital aspects** which require maximum attention if we wish to **achieve success**: the search for the property, plot or land, the construction, remodelling or reforms, the design, the conceptualisation, the financing, the viability analysis, the product definitions, the selection and negotiation with the operator or management, the strategic planning, marketing, the image, sales, the quality management, the choice and training of staff, etc., etc., and why not?, the day to day follow-up of any of the project phases.

A multitude of key decisions must be carried out with **efficiency, effectiveness and professionalism**, and for which it is fundamental to be able to rely on **knowledge** and the necessary **experience**.

**Special Lodgings** is born from effort, professionalism and perseverance. After more than 20 years working in the hotel industry, both in our own properties and those of third parties, we decided to put to your service our knowledge, experience and passion, to form part of the development of new projects and to make new dreams a reality.

We are **experts in international hotel management**. We draw upon a profound knowledge of the sector, **we understand the problems, and we know how to solve them**.

If you feel that certain aspects escape you, you need to delegate, look for investors, define the concept and type of hotel to be developed, you need tools to define your Viability Plan, you need to increase income and sales but don't know the strategy that you should follow..., **take a deep breath, you have found the specialists** you were looking for.

**Special Lodgings** will ensure that your hotel reaches the top, working together, creating adequate strategies and successfully implementing them. We are not only talking about **improving your services and management** in a way that will multiply your **revenue**, but also about offering a **level of quality** which will keep **customers happy**, and furthermore, maintain the **reputation** of your establishment on an optimum level of **excellence**.

We provide **real solutions** to achieve the results you are looking for. The key is knowing how to make **adequate decisions**, and you need us for that. We offer you the resources and the **guidance** that will help you to make that **leap of quality**, which differentiates an average hotel from a superior hotel, a hotel capable of generating the **income that you wish for**.

# Who are we?

**Special Lodgings** is formed by different professionals with a **360° vision** of the sector and the competition, thanks to the various projects with which we have been linked.

We are hoteliers, who after participating in numerous varied projects (personal and third party, management of hotels of various types and characteristics), and in various global level locations, have decided to put our knowledge at other people's disposal. **More than 20 years experience in:**



Hotel Management



TOs & Sales Channels



Bookings & Sales



Consultants & Trainers



Real Estate



Coaching & Headhunting



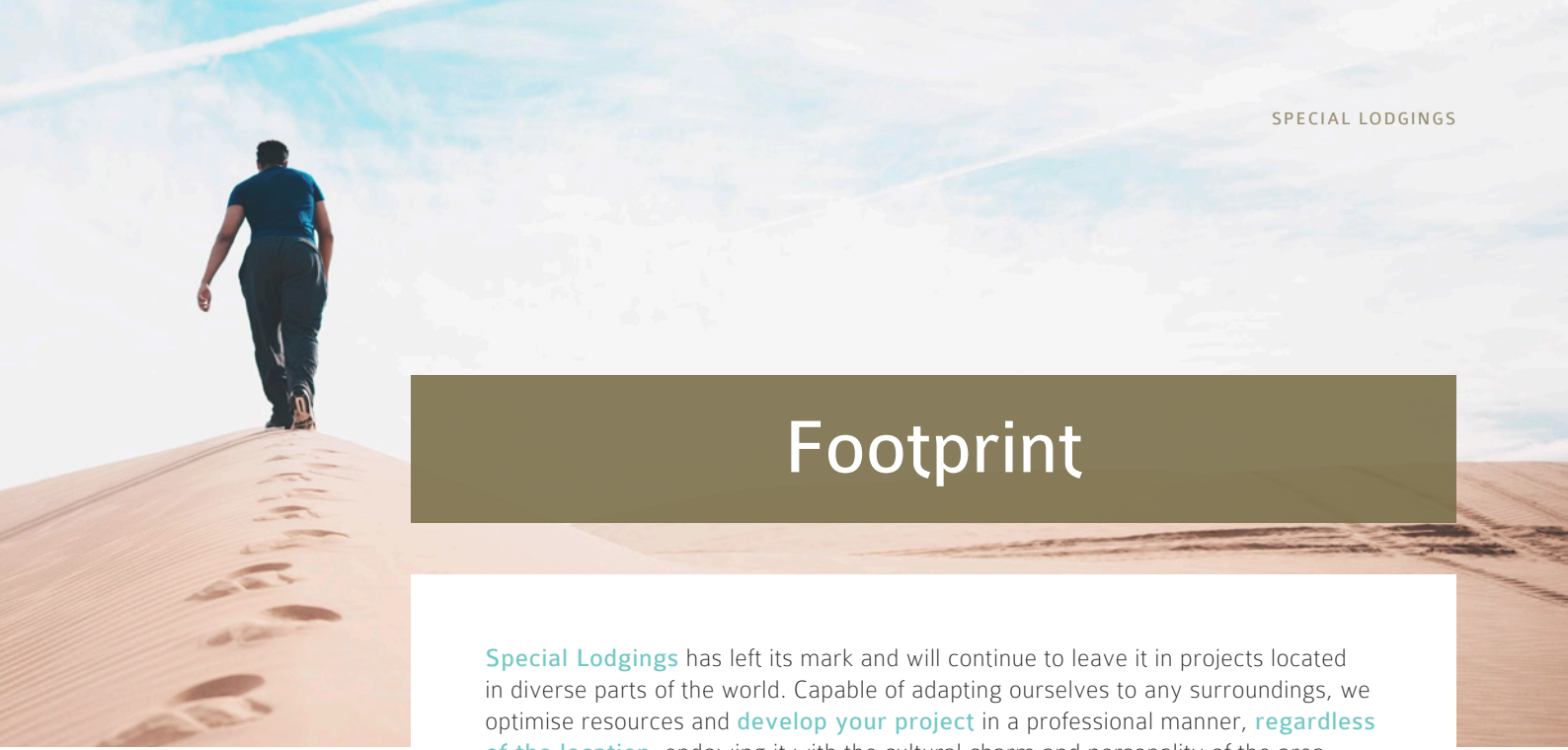
Brand-Image & Marketing



F&B

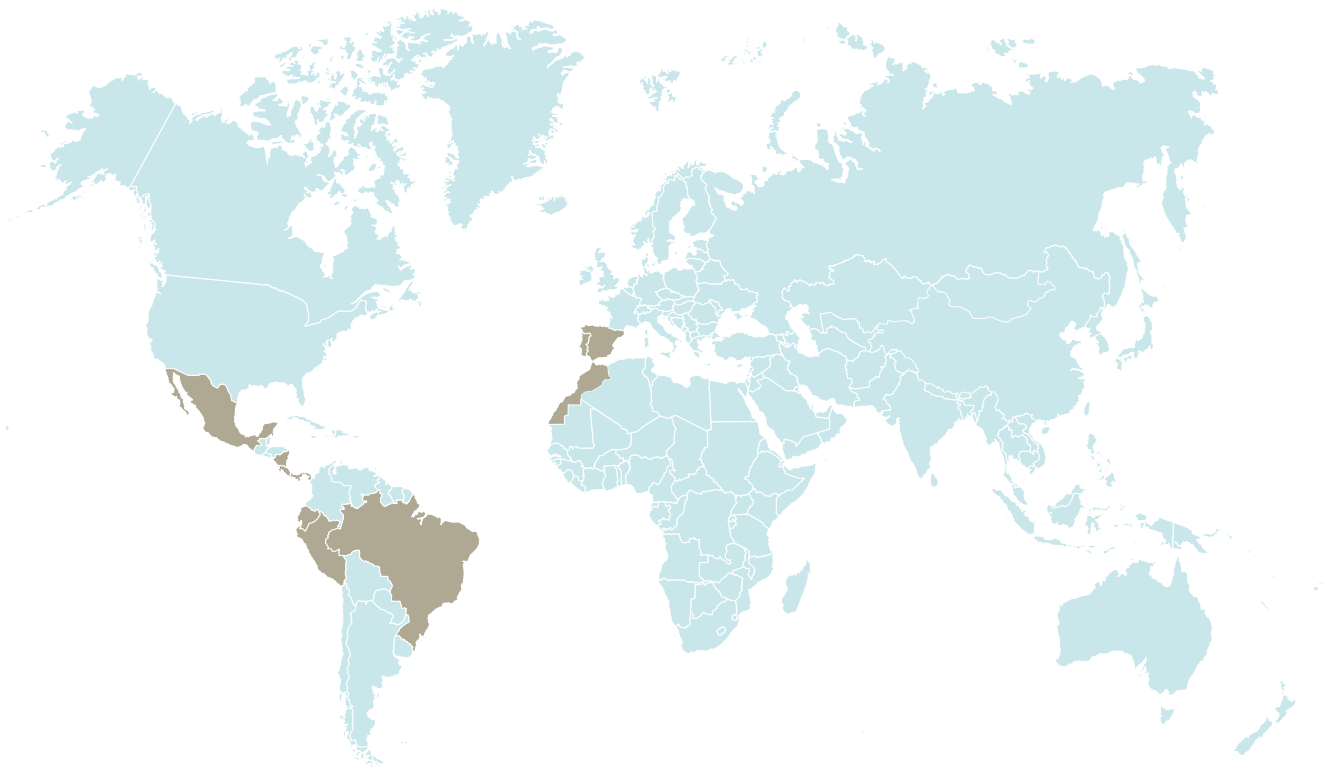


Asset Management



# Footprint

**Special Lodgings** has left its mark and will continue to leave it in projects located in diverse parts of the world. Capable of adapting ourselves to any surroundings, we optimise resources and **develop your project** in a professional manner, **regardless of the location**, endowing it with the cultural charm and personality of the area.



# Our services

**Special Lodgings** helps you to **detect problems**, and to **find the best solutions** to achieve the desired success, and **excellence** in your business.

We provide you with all the **services and assessment** needed during the development of the different phases of creation and growth of your property: from the conceptualisation, to managing conflict in movements of crisis, through the planning stage, the positioning, expansion, profitability, or talent and quality management.



Conceptualisation and Repositioning



Hotel Consultancy



F&B Consultancy



Talent management, Training & Coaching



Transaction and Asset Management

## Conceptualisation and Repositioning

**Client expectations** regarding hotels **have changed**, today's typical client is no longer looking for a hotel just as a place to sleep, they look to stay in a place where they can **live a decent experience** to be remembered, they want to live a different type of interaction with the accommodation, with other travellers, with gastronomy, the culture and the staff.

The **hotel industry** needs **to adapt** to the new types of client and their preferences, it must take a chance on new segments, which are more specific, more fitting and which respond better to the worries and demands of the **new niches of emerging markets**.

For this reason, at **Special Lodgings** we believe that opting for an **adequate repositioning** will allow:

- The offering of a **distinctive product**.
- The offering of a product which is **focused on the needs of the target market segment**.
- **Improvement** of the level of client **satisfaction**.
- Risk **minimisation** and **operative result improvement: GOP** (ADR, OCC, RevPAR).

In order for the repositioning to be a success, and the objectives to be attained, the basic actions will be:

- **Identification and analysis** of the segmentation of the target group.
- **Identification of own competitive attributes** and analysis of those of other leading hotels in the field.
- Selection and development of a **Differentiation Strategy**, which enables the hotel to become a benchmark in the destination.
- **Viability analysis** with result projections and sensitivity analysis.
- **Implementation Planning** aligning all the project stakeholders, and holding specific briefings for each one.

**Services:**

### **Repositioning**

- Radical transformation / Complete repositioning
- Moderated investment / Smart investment

### **Conceptualisation of new developments**

- Resorts
- Hotels
- Hostels
- Aparthotels
- Campsites

### **Development of supporting concepts**

- Sport and health
- F&B and leisure
- Co-work and business

### **Market research**

## Hotel Consultancy

At **Special Lodgings** we are **specialists in** all kinds of **assessment** and hotel project development, helping you to achieve success in your business.

We offer you a complete range of Hotel Consultancy services, and our extensive experience at an international level **to make reality the project of which you have always dreamed**, whether it be a Hotel, a Hostel, a Resort, or a new property concept which has never been seen before.

We help you to **identify** the **strengths** of your business, to make the most of **opportunities**, and to establish objectives orientated towards optimisation.

We develop **strategies** which will lead you towards **quality** and **optimisation** of revenue and expenses, achieving the desired **results** and improving your reputation.

Improve efficiency and performance with respect to hotel management and administration, which enable you to stand out from the competition, and satisfy your clients.

We define the viability of your project, the concept, and the most adequate **commercial strategy**.

With our help, you will reach the **profitability** point **that you are aiming for**, applying mechanisms and tools in order to increase revenue, Yield Management techniques and operative costs management.

### Services:

#### Business

- Strategic plans
- Business plans
- Viability analysis

#### Marketing and communication

- Marketing plans
- Multichannel revenue management
- Branding

#### Guest experience

- Online reputation
- Up-selling and cross-selling
- Wow moments

#### Funding

- Business plan evaluation and financial entity projections
- Financial operation consulting

#### Operations

- Audits
- Mystery guest
- Operation manuals SOP's and control

## F&B Consultancy

The restaurant consultancy service is useful in three scenarios: when the **restaurant is to be opened**, in order to achieve a successful launch, when it is functioning but needs **improvement** and **performance** optimisation, or when it is in full crisis situation.

It is essential to be **competitive** within the sector, adapting to situation changes. It is important to make use of technological advances and implement them in the business, study consumer habits, and **optimise economic and financial management** in order to obtain good commercial results.

Nowadays, simply having a good range on the menu and excellent customer service is not sufficient.

### Services:

#### Plan diagnosis and operative improvements implementation:

- We review the project's strategic plan and we select, train and accompany the team during the development phases, providing functional solutions, which improve the efficiency and productivity of the property, and reduce investment risk sensibility.
- We verify if the investment project is competitive and if it has the rewired elements to achieve the best possible yield, and whenever necessary, we propose remedial measures.

#### Implementation of new cuisines:

- We carry out market studies on gastronomic tendencies in order to promote the development of new Food & Beverage concepts, associated with reference contexts and the strategic and economic objectives of the company.



## Talent management, Training & Coaching

The lack of correct hotel **staff training and preparation** is one of the factors which predominantly affects operation, and this directly **influences** the **process** fluidity in the **quality of service**, causing an increase in staff costs, as the positions are not optimised.

At **Special Lodgings** we are strongly convinced of **the need to ensure good talent management of the professional profiles** and of their evolution. Without a doubt, the work team is my property's engine, and has a strong influence upon the image, the reputation and results.

**Training and Coaching are not the same.**

**Training** is an educative/instructive process, somebody with knowledge of a given subject teaches it to others, using specific techniques, so that the trainees can replicate the actions. It can be in a group or on an individual basis, and is normally used for: changes in processes, procedures or technology, such as the implementation of new norms.

**Coaching** is a collaborative/exploratory process, a voluntary activity based on guidance of a person, in different aspects by the Coach. Individual. Normally used for: instructing or training with the aim of achieving goals or developing specific abilities, accompaniment during the process of change, managing abilities and using them for a purpose, defining how to do something, and making correct decisions.

**Services:**

### **Talent management**

- Analysis and design of the organisational structure
- Performance evaluation process and establishment of objectives
- Head-hunting

### **Personal coaching**

- Individual coaching for managers
- Team coaching
- Professional coaching

### **Training in leadership and development**

- Leadership and team management
- Communication
- Interculturality

### **Operational training for departments:**

- Reception Front desk and Reservations
- Housekeeping and Maintenance
- F&B
- Services: Up-selling and cross-selling
- SOP's

## Transaction and Asset Management

**Special Lodgings** participates and **puts at your disposal** its knowledge of three main activities: making decisions and implementing actions related to the investment, gaining and obtaining clients, and providing the stimulating and driving support needed for the development of the two previously mentioned actions.

The transaction cost encompasses all three, a **careful** and well focused **management** creates opportunities to **increase returns on investments**, analyse **viability** of said investments, and position them correctly for investors/clients.

### Services:

#### Search for an investor

#### Search for an operator

#### Guidance during the purchase

- Due diligence
- Valuations
- Contract guidance

#### Advice on the relationship with the operators

- Lease contracts and management (HMA)
- Operation monitoring

#### Expansion plans

- Private or franchise
- Definition of priorities, criteria and target
- Elaboration of Brand Books
- Proactive search for assets



# Team

**Special Lodgings** is made up of a strong **group of professionals** with an extensive knowledge of the hotel and general hospitality industry, thanks to their **experience** acquired during more than 20 years working on and leading projects of a **varied** nature (personal and third party) at an **international** level.

## Our “Mission”

To offer the **best guidance** to our clients, in an efficient manner, developing strategies and plans of action with the object of **fulfilling their dreams, their objectives** and their investment return expectations, seeking to maximise both operational profitability and the value of their related assets in the properties, and reaching **excellence** as an identity stamp for each property.

## About us

Our **commitment** and **enthusiasm** accompany us in the development of each project, making us the ideal company to help you to **reach your goals**.

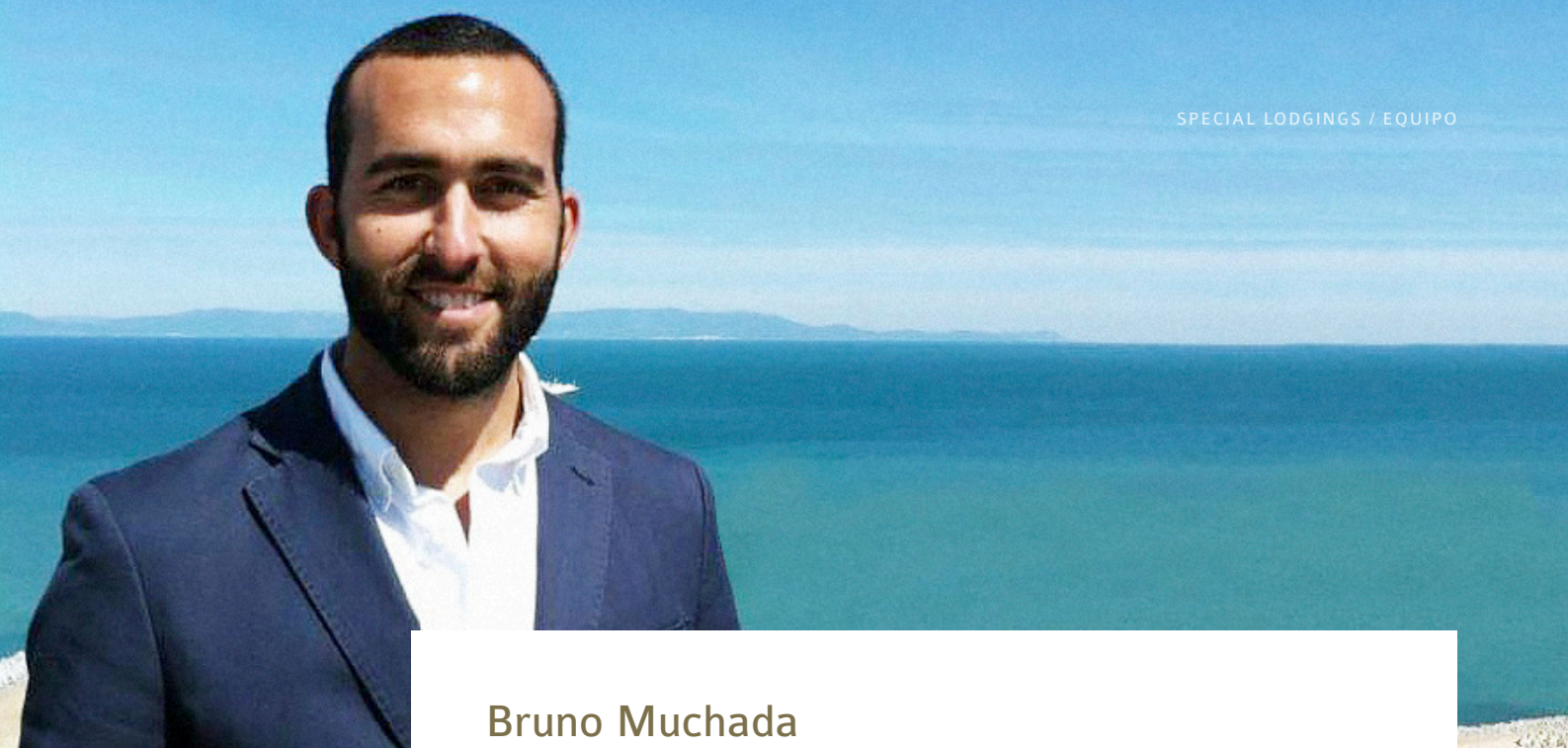
At **Special Lodgings** we build a relationship with each one of our clients with a solid base of mutual **respect, communication and integrity**. Establishing bonds of **trust and closeness** is fundamental because we need to obtain an in-depth knowledge of each project and the people behind it, in order to offer **personalised guidance**, made to measure for each establishment.

Our **flexible** attitude allows us to adapt to the necessities, the times, and to the work methods of each project.

We are driven by **transparency, commitment** and **enthusiasm** in the face of all the hotel community, working day to day to improve this world about which we are so passionate.

**Special Lodgings** is formed of an exceptional staff, a diverse and multidisciplinary group, from where its worth and potential is born. An analytical team, rigorous, methodical and thoughtful, but open to any challenge which involves new conceptual approaches and strategies. Enthusiastic, proactive and persistent in the implementation of actions.

We share a common **motivation and passion** for raising to **excellence** the service industry, **fulfilling dreams and projects** and forming part of the hospitality world as proactive actors. Each idea is an opportunity to maximise your business in a sustainable way.



## Bruno Muchada

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### Senior Consultant and Partner

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In addition to my varied and intense curricular training, my main experience in hospitality comes from management and control of properties, as for many years I occupied posts associated with the administration, creation and implementation of hotel projects, both my own and third party, of different categories and client base. Since my professional beginnings I have been connected with this industry.

My main objective is to develop new projects, possessing a good ability to identify business opportunities, and great communication and negotiation skills at all levels. Challenges motivate me, on occasions I have taken on the management of Start-ups, or companies in crisis situation. I have also participated in the launch of projects outside the hotel world, but directly related with the tourism sector, such as wholesale and retail level travel agencies, Events companies, an active tourism and nature company, etc., which have provided me with 360° vision of the different agents in the tourism industry.

I have been, and still am, a member of various organisations in the sector, and actively collaborate: The province of Cádiz tourist board, Cádiz chamber of commerce and tourism, business owner's associations, Surfpreneurs, etc.

Recently I have lent my services as an external consultant to Selina, a hospitality Start Up with the most rapid growth that I have seen up to now, being a key element and active part of decision making regarding its expansion strategy, as well as that of the creation of accessory products.

Independent consultant and Co-founder of Swell Consulting, a consultancy focused on Surf Hospitality, closely linked to Special Lodgings. Happy to share projects and adventures with the Special Lodgings' team, and happy to be able to help anyone who has a concern, an idea or a dream related to the development of a hotel project.



## Maribel Jiménez

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### Coach, Senior Consultant and Partner

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After finishing my studies in a Business College, I worked in the creation of the Service of Professional Careers in ESADE, while I was studying for a Masters in Human Capital and organisational behaviour. The final project was a Strategic Plan for HR, which was received enthusiastically by Damm group, who then selected me as Change Management leader in the Projects and Organisation department. My role consisted of developing plans for communication and training of various collectives, such as designing and implementing improvements, which would attain better results.

Once I had lived this experience as an internal consultant, I spent one year in the USA in order to put a name to all the concepts I had learnt in practice. My studies in Change Management allowed me to lend my previous experience to more academic concepts.

Afterwards, I worked in Garrigues Human Capital in a new field: Strategy and decision making in the Directive Committee. Since 2006 I have worked as an executive coach for changes in the professional career, promotions and entrepreneurs.

Consecutively, since 2009 I started to fulfil a dream: setting up a boutique hotel in Morocco. A unique experience for me, which has provided me with much knowledge of a comprehensive project (from the renovation of an 18th century listed building, to the planning in all aspects of a business in a developing country). My professional career in consultancy and coaching, together with my entrepreneurial experience in the hotel sector, have awoken in me the desire to share my experience with other entrepreneurs and dreamers, instilling in me a great dream of forming part of the project Special Lodgings, which allows me to learn and share in a world which is rapidly evolving. A huge challenge!



## Tomás Coloma

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### Senior Consultant and Partner

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After studying Economic and Corporate Sciences in Madrid, I specialised in the area of accounts and taxes in businesses, with a masters in those subjects.

I founded my own office with other multidisciplinary professionals, with whom I developed guidance and consultancy activities in the national and international field. In 2006, after more than 20 years as a business consultant, I started my professional career in the tourist sector, combining the activity of the then new “.com” with the opening of hotel establishments in Spain.

My concerns, my experience, and influences from a life dedicated to the world of business, coincide with a new opportunity: Special Lodgings. I joined the team immediately. I liked the people, experts with open minds, passionate, intelligent, insiders in the tourist sector and with experience in a wide range of other fields.



## Eva Pineda

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### Senior Consultant and Partner

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Teacher and trainer by vocation, but a specialist consultant in the tourist sector by profession. More than 20 years of experience in the sector in diverse areas: travel agency, product creation and sales, reservation management, assistant to the Director, leader of the Housekeeping department, expert in procedure and controlling, Co-owner of accommodation, Co-founder of Swell Consulting , and copywriter.

Fortunate to have lived in such different places as Morocco, Nicaragua, Panama and Portugal, which help me to better understand the relationships between the elements of work teams, and the stamp of cultural influence in the interpersonal and labour relationships.

Uniting vocation and profession, in consultancy I found one of my passions, I saw the perfect opportunity to put my knowledge to the service of those who want to begin to form part of the amazing world of hospitality. As a result of this decision, soon after, I joined the marvellous team at Special Lodgings, a group of people with strong human values, a professional wealth and amazing entrepreneurs. An undoubted success story which I enjoy every day.

# References / Projects

Beyond the various clients who wish their consultations to remain confidential, amongst the most relevant direct contributions by **Special Lodgings** are the following:

- ❑ Elaboration of a strategic tourism plan in Tarifa 2016-2020
- ❑ Strategic definition and conceptualisation of a new and innovative development in its field, for Hotel West Point Dakhla
- ❑ Market and Conceptualisation study for a Luxury Villas and Hotel Resort in the south of Andalusia for Ezenza (Real estate Investments and Projects)
- ❑ Hotel consultancy and repositioning for Hotel Dakhla Attitude
- ❑ Repositioning and complete conceptualisation for Blue Waves Hotels
- ❑ Business Plan and Market Study for setting up a hotel for Casa Blanco
- ❑ Procedure and development of tools for the quality evaluation for departments in Hotel Dakhla Attitude
- ❑ Strategic product definition, implementation and worldwide scalability plan for the start-up of hospitality business, Selina
- ❑ Market study, conceptualisation, Business Plan and opening of hotel La Casa de la Favorita
- ❑ F&B consultancy and business plan for the restaurant "El Patio" of Hotel La Residencia Tarifa
- ❑ F&B consultancy and business plan for the restaurant Blanco Riad of Hotel Blanco Riad
- ❑ Coaching for entrepreneurs in Esade Business School
- ❑ Coaching for directors at Hotel La Residencia Tarifa
- ❑ PMS Training at Hotel La Residencia Tarifa
- ❑ Team Coaching in Garrigues
- ❑ Viability and operation alternatives analysis prior to the sale of Hotel Misiana





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