

Cornell University  
School of Hotel Administration



旅遊學院  
INSTITUTO DE FORMAÇÃO TURÍSTICA  
Institute for Tourism Studies

# EXECUTIVE DEVELOPMENT PROGRAMME

## Planning for Profits for Hotels

「酒店盈利規劃」高級管理課程

3 – 4 June 2013

Course Leader

**Prof. Robert E. Kastner**

Executive Education Faculty,

School of Hotel Administration, Cornell University

# Executive Development Programme

## Planning for Profits for Hotels

### 「酒店盈利規劃」高級管理課程

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#### Course Overview:

This workshop will integrate management accounting, finance, marketing and business decision making. The managerial accounting section of this workshop will focus primarily on issues above Gross Operating Profit (**GOP**). This will include the analysis and interpretation of financial information in order to make better-informed decisions. The finance section will focus primarily on issues below Gross Operating Profit (**GOP**). This will include a discussion of the impact of the owner's decisions on the hotel's performance including financial leverage, cash flow and Return On Capital Employed (**ROCE**). The marketing issues will cover areas including market segmentation, positioning and source of business mix. Participants will improve their management decision making skills with respect to pricing and incentives, advertising, staffing, service quality and other operating decisions by learning how to evaluate financial statements. Participants will also learn how to perform competitive analysis, how to identify opportunities to improve profitability and how to measure success. Participants will experience a dynamic group decision making tool along with instruction in order to develop an understanding of financial management and decision analysis in real world industry situations.

A focus on both qualitative and quantitative methods will be employed to ensure that the participants will be able to improve on their weaknesses as well as sharpen their strengths.

#### Course Objectives:

1. Formulate and implement marketing and profit making strategies for a hotel operation.
2. Practice hotel decision-making and analysis through rapid feedback of operating results. Decision-making areas include Pricing, Rate Incentives, Advertising & Promotion, Staffing, Operations and Finance.
3. Perform competitive analysis and identify opportunities to improve profitability.
4. Understand the concept of **GOP "Flow-Through"** and the impact on profitability.
5. Practice Income Statement analysis, apply ratio analysis to hotel financial statements and discuss industry trend comparisons.
6. Understand the concept of operating leverage and how to calculate the break-even point.
7. Understand the performance measures of hotel operators and owners including vocabulary such as **GOP, NOI, EBITDA, ROE, ROCE, ROA, ROI**, etc.
8. Understand the concepts of financing and financial leverage and its impact on profitability, cash flow and return on owners' investment.

#### Teaching Method:

This course will include lectures, individual & group exercises and discussions. Participants will work together in a dynamic group decision making exercise called the Cornell Hotel Administration Simulation Exercise (**CHASE**). This exercise will be enhanced with class instruction.

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## Language

English

## Venue

Pousada Conference Room, Institute for Tourism Studies  
Macao SAR, China

## Programme fee

Macao ID-holders: MOP8,650  
Non-Macao ID-holders: MOP14,840

## Registration Deadline

**20 May 2013 (Monday)**  
(on first-come-first-served basis)

## Registration Form & Website

<http://www.ift.edu.mo/EN/ExecutiveProgrammes/Home/Index/284>

## For further information or enquiry

Tel: (853) 85061 250  
Fax: (853) 85061 283  
Email: [edp@ift.edu.mo](mailto:edp@ift.edu.mo)



## Disclaimer

We reserve the right to postpone or cancel the course. In the case of cancellation, participants will NOT be subject to any charge or compensation.

## About the Organisers



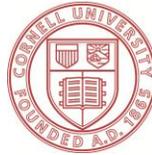
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## Robert E. Kastner

Robert E. Kastner was graduated from Cornell University with both Bachelor of Science and Master of Business Administration specializing in finance. After completing his graduate studies, Mr. Kastner taught at Cornell on the faculty of the School of Hotel Administration. His areas of concentration include accounting, hotel financial management, investments, and personal computing. Mr. Kastner has continued to teach at Cornell's Professional Development Program and is currently on the faculty of the Institut de Management Hotelier International (IMHI) graduate program at Groupe ESSEC in France as a Visiting Professor.



Mr. Kastner is widely known as a lecturer and producer of management development programs for the Hospitality Industry. He has had a long association with Best Western International, Embassy Suites Hotels, the Howard Johnson Franchise Systems, Holiday Inns, Inter-Continental Hotels, Hilton International, Meridien Hotels & Resorts and Groupe Accor. He has also lectured with Ramada Inns, Hilton Hotels, Hyatt Hotels, AT&T, American Express, Radisson Hotels and Resorts, Sheraton Hotels and Resorts, Westin Hotels & Resorts, Richfield Hotels Inc., Manor Care Hotel Division, the United States Army, Continental Hotels (Romania), Ecola Superior de Hotelaria e Turismo do Estoril (ESHTE) (Portugal), University of Perugia (Italy), and Escuela Oficial de Turismo (Spain), Indian Tourist Development Corporation (India) and numerous trade associations, schools and colleges.

As President of 9 Tek LTD., Mr. Kastner is involved in the development of client programs and installation of two management simulations, the Cornell Hotel and Restaurant Administration Simulation Exercises, CHASE and CRASE. In addition, he has developed numerous software programs in the area of financial management and hotel development.

Mr. Kastner is married and resides with his wife Linda and two sons, Rob and Brian, in Basking Ridge, New Jersey, USA.

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