

Executive Summary for Hotel Owners



Management Services for Existing Hotels

The Hotel Management Services Group, a division of Candela Hotels, offers asset management and hotel consulting to existing independent hotels. The Hotel Management Services Group specializes in full-service and luxury hotel operations, working with owners who have brand equity built in to their individual hotel, and who want to remain independent, versus having to adopt a corporate brand name and its dictates.

If you are looking for a management team that will focus on profitability, improving service, ratings, ADR, occupancy levels, RevPAR and environmentally friendly operations, Hotel Management Services Group offers short-term hotel management agreements to independent hotel owners.

We offer short-term hotel management agreements (three to five years), allowing the owner to maintain a virtually unencumbered property

Asset Management

What differentiates the Hotel Management Services Group from other hotel management companies is that it specializes in the full-service and luxury segment, and works with owners to increase the value of their hotel or resort property. We offer a tailored approach based on the hotel owners goals, market and property. By focusing our areas of expertise, we provide owners with the most value and the fastest results.

- **Sales & Marketing Plan Review - comprehensive review of the proposed strategies, positioning, tasks, revenue maximization, pricing, goals and metrics with recommended revenue optimization tasks.**

Objective: Identify 3-5 revenue enhancements to increase GOR by 2*%.

With over 78% of hotel bookings being performed online, Independent Hotels cannot rely on traditional marketing. To increase sales and mind share they need a comprehensive digital marketing strategy, public relations and consortia program

- **Annual Budget Review** - detailed line-by-line review to identify potential revenue enhancements, cost savings and errors with list of potential ROI improvements.
Objective: Identify and justify 5-10 GOP enhancements that increases NOI by at least 1%.
- **CapEx Evaluation & Prioritization Based on ROI** - comprehensive financial review and analysis of capital expenditure plan, using IRR, payback period and capital rationing calculations to prioritize CapEx budget.
Objective: To prioritize CapEx spending by ROI and most rapid payback.
- **Management Agreement Compliance Audit** - comprehensive review of the management agreements and performance metrics.
Objective: Identify specific tasks, deadlines and performance objectives that are not in compliance with the hotel management, marketing, reservations, purchasing and any other agreement(s), currently in effect.
- **Monthly Review of P&L Statement and Trend Analysis** - detailed line-by-line review of all monthly profit and loss statements to identify anomalies, areas that need improvement, trends and critical areas of concern.
Objective: Provide recommendations that improve NOI performance.
- **Staffing Plan and Organization Chart Review** - review staffing guides and performance standards to actual results and evaluating current staff organization chart structure compared to needs.
Objective: Maximizing the effectiveness and efficiencies of the staff.
- **Sustainability Review** - green audit to provide a benchmark, potential cost savings and recommendations for reducing energy, waste management and water costs.
Objective: Reduce utility costs by at least 5%.
- **Maximizing Resources** - utilizing Lean Six Sigma and/or Malcolm Baldrige National Quality Program processes to improve overall efficiencies while maintaining or improving quality.
Objective: Improve guest satisfaction scores and decrease waste.
- **Number Crunching** - select analyses to provide owners with the tools to make fast based decisions that net results.
Objective: Removing guess work from financial decisions.
- **Long-term Strategic Recommendations** - strategic long-term planning based on market, revenue and cost trends.
Objective: Provide Owners with a long-term (5-10 year) outlook for their investment.

Experienced Team

The Hotel Management Services Group brings together a team of hospitality, business development, technology, human resource, and marketing professionals with proven track records. The executives together with their teams of professionals, provide hands-on leadership that delivers an exceptional traveler experience and a highly profitable business to owners and developers.



The company's founder and CEO, Tom Pigott, is an experienced entrepreneur, venture capitalist and specialist in international business development. Tom has an innate ability to apply technology and innovation to meet market demand, and is probably most well known as the entrepreneur behind Soma.com, the world's first internet pharmacy. He grew Soma.com to 120 employees and established it as the leading online pharmacy within two years of its opening in 1997; selling it to the CVS Corporation in 1999. Tom is a LEED® AP.



Alphy Johnson, Candela's Chief Operating Officer is an accomplished international luxury hotelier with a career spanning over 30 years. Alphy's achievements in the luxury hotel industry are numerous and include doubling hotel revenues and profits, transitioning/re-branding hotels, capital improvement planning, building and stabilizing hotel management teams, creation and implementation of a multi-hotel butler program, restaurant concepting and operations, and the development and implementation of five-star hotel operating standards and procedures. Prior to joining Candela Hotels he was the Vice President of Operations for Rosewood Hotels. Alphy is a LEED® AP, CHA.



As Candela Hotels' Marketing Advisor, Audra Poole provides strategic direction for the Candela Hotels' Brand and its independent hotel management clients. With more than 18 years experience, Audra has successfully executed hotel brand development, launches, marketing and sales strategies, and generated thousands of media clips for hotels in target print and broadcast outlets. In addition to extensive print and broadcast marketing experience, she has also led an innovative hotel digital marketing team responsible for developing e-strategies from website design and optimization to e-commerce and social marketing. In addition to working with Candela Hotels, she has works with numerous luxury properties including several Orient-Express Hotels.



As Candela Hotels' Finance and Development Advisor, Andy Stein provides support in locating and analyzing potential hotel sites worldwide, and has 21 years of banking experience to attract equity and debt finance for these properties. Andy is the Chairman and Founder of Makopastreet Partners, which provides access to equity, mezzanine and senior debt financing for ultra-luxury and mixed-use developments, as well as infrastructure projects worldwide. Prior to joining Candela Hotels, Andy served as the Managing Director in WestLB's Investment Banking Division in New York where he was responsible for all hospitality lending and advisory activities.

According to an article in the Financial Times, consumers in five of the world's leading economies are turning to "ethical consumerism" and are seeking out and willing to pay a price premium for many ethical products including environmentally friendly products and services.
