



PROFILE

I am a senior hospitality professional, specialised in optimising top and bottom-line results of SME hotels, through people, product and commerce, with a focus on hotel owners and property investors, especially in CEE (incl. Russia & CIS) and SEE.

Dutch passport, 51-years old (DOB 04.02.68), languages EN/DE/NL, a resident of Vienna (AT) and Brno (CZ).

ACADEMIC BACKGROUND

- 1992 – Hotel Management Diploma: Swiss Hotel School „Les Roches“, Bluche, Switzerland
- 1988 – International High School Diploma: European Community School, Antwerp, Belgium
- 1986 – High School Diploma: „Waldorfschule“, Rotterdam, the Netherlands

WHAT I DO NOW

Hotel Adviser & Consultant for SME independent hotels in CEE & SEE, Vienna, Austria

Gransier & Associates • www.gransier.com + www.hoteltalentsearch.com • March 2011 – to date

I serve Investors and Owners of SME hotels (Small to Medium-sized Enterprises) with **Strategy & Implementation of Commerce & Operations**, to help improve a hotel's EBITDA, Cash Flow and Asset Value.

Either I work as an independent contractor, or sub-contractor for the **European Bank for Reconstruction & Development (EBRD)**, or MRICS property advisors and surveyors such as **Cushman & Wakefield** and **Horwath HTL**, as well as private equity investors in hospitality real estate.

To date, projects have been delivered in **Austria, Croatia, Czech Republic, Germany, Hungary, Italy, Kyrgyz Republic, Moldova, Russia, Slovakia, Slovenia, Tatarstan, Udmurt Republic, and Ukraine**, by providing any of the following services – either by myself or with the help of contracted Associates:

HOTEL OPERATIONS: Improving Hotel Operations (Reception, Reservations, Housekeeping, Night-Audit, Kitchen, Restaurant) through the implementation of Standard Operating Policies & Procedures, Operational Opening & Start-Up of new hotels and POMECE (Property Operations, Maintenance & Energy Consumption), and Executive Search & Online Recruitment Services.

HOTEL STRATEGY: Commercial Planning and implementation of Sales & Marketing/Revenue Management, building a Company Culture, Organisational (change) Management & Talent Development, Performance Management with the help of systematic KPI Metrics and Methodology (Uniform System of Accounts - USALI), and the Training, Conversion, and Coaching required to implement USALI.

HOTEL REAL ESTATE: Feasibility Study, Conceptional Planning, Project Management (including Procurement of FFE/SOE), Hotel Design & Architecture, Operator Search, Business Planning for EXIT Sale in cooperation with MRICS surveyors and real-estate brokers, and implementation of Corporate Governance and Investment Preparation.

Please visit my website for an overview of all completed projects by clicking [here](#).

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Please click [here](#) to download my diplomas and references collected during the course of my career.

RECENT PROJECTS – please click the underlined links for references per project

March 2018 – December 2018:	<u>BERD's Hotel Chisinau, Moldova</u>
July 2016 – February 2018:	<u>City Hotel Ljubljana, Ljubljana - Slovenia</u>
April 2017 – November 2017:	<u>Jadranka Hotels, Island of Losinj - Croatia</u>
July 2017 – October 2017:	<u>Mozart Hotel Group, eight independent hotels - Austria, Hungary, the Czech Republic, and Ukraine</u>
July 2014 – September 2015:	<u>Golf Resort "Il Pelagone", Tuscany - Italy</u>
March 2015 – June 2015:	<u>Orion Hotel, Bishkek - Kyrgyzstan</u>
August 2014 – February 2015:	<u>RHC Hotels (RIMC CIS), eight "Park Inn" hotels by Radisson and "Holiday Inn Express" hotels by IHG brands in Yaroslavl, Izhevsk, Kazan, Volgograd, Astrakhan, Sochi, Novosibirsk, and Voronezh - Russia, Tatarstan and the Udmurt Republic</u>
July 2012 – January 2014:	<u>Olympic Hotel Sochi, Dagomys (Sochi) - Russia</u>

CAREER DEVELOPMENT

General Manager, Prague, Czech Republic

4* CHI Hotels & Resorts • Panorama Hotel Prague (450-keys)

www.panoramahotelprague.com • March 2009 – February 2011

A turnaround of one of the largest non-branded hotels in the Czech Republic, full service and managed hotel.

Resident Manager, Prague, Czech Republic

4* Dorint Hotels & Resorts • Dorint Hotel Don Giovanni Prague (400-keys)

www.hotelgiovanni.cz • April 2007 – March 2009

A turnaround and management takeover, full service and managed hotel.

Pre-Opening Project-Manager, Dubrovnik, Croatia

5* Adriatic Luxury Hotels • Hotel Bellevue Dubrovnik (91-keys)

www.hotel-bellevue.hr • August 2006 – March 2007

A pre-opening project of a small 3-star B&B hotel converted into a superb 5-star design hotel on top of a cliff overlooking the Adriatic, re-positioned from a B&B into a luxury wellness and gourmet resort.

Pre-Opening Project Manager, Budapest, Hungary

5* Preferred Hotel Group • Queens Court Hotel (74-keys)

www.queenscourt.hu • March 2006 – July 2006

A pre-opening project of a mixed-use development, to be operated as a small luxury 5-star boutique hotel and high-end serviced apartments, supported by a free-standing spa and restaurant.

General Manager, Budapest, Hungary

5* Small Luxury Hotels of the World • Andrassy Hotel & Zebrano Restaurant (68-keys)

www.mamaisonandrassy.com • June 2004 – February 2006

Re-positioning and turnaround of a small 4-star B&B into a 5-star F&B driven luxury hotel, marketed and positioned as "The first restaurant in town featuring its own hotel".

General Manager, Vienna, Austria

4* Oesterreichisches Verkehrsbuero AG • Austria Trend • Hotel Rathauspark Vienna (117-keys)

www.austria-trend.at/rhw • February 2002 – May 2004

Strengthening of the market positioning of a well-functioning city-hotel, 4-star B&B service positioning, including a half-year phase of closure, renovation and re-opening.

Curriculum Vitae of Raoul Gransier updated on January 1st, 2019

Resident Manager, Vienna, Austria

4* Dorint Hotels & Resorts • Dorint am Europaplatz Vienna (252-keys) •

www.mercure.com/de/Hotel-5358-mercure-wien-westbahnhof/index.shtml • December 2000 – February 2002

A turnaround through a market re-positioning from local wholesalers to the online trade of at that time the worst performing hotel within the Dorint portfolio.

Front Office Manager, Prague, Czech Republic

4* Dorint Hotels & Resorts • Dorint Hotel Don Giovanni Prague (400-keys)

www.hotelgiovanni.cz • December 1998 – November 2000

Improvement of service delivery by an operational re-organisation of the rooms department during the height of Prague as a new European destination.

Front Office Manager, Prague, Czech Republic

5* Oesterreichisches Verkehrsbuero AG • Vienna International • Hotel Palace Praha, Hotel Savoy Praha, Hotel Pruhonice Praha (1 x Leading, 1 x Preferred, 1 x non-branded, 63-127-keys)

www.viennahouse.com • November 1996 – October 1998

A takeover and operational restructuring of three hotels in Prague during the Czech Republic's transition from a state-run-economy to free market economy.

Night Manager & Assistant Manager (Duty Manager), Amsterdam, Holland / Leipzig, Germany

5* IHG • Amstel Hotel Amsterdam • InterContinental Leipzig (79 – 436-keys) •

<http://amsterdam.intercontinental.com/> and www.westin-leipzig.de/ •

January 1994 – November 1996

The Amstel Hotel is the best hotel in the Netherlands and has been the starting point of my career, followed by an internal transfer to eastern Germany shortly after the fall of the Berlin wall.

Reception Shift Leader, Amsterdam, The Netherlands

4* Swissotel Hotels & Resorts • Ascot Hotel Amsterdam (111-keys)

www.swissotel.com • April 1992 – December 1993

My first work experience after school and practical training, working day and night shift at the desk.