

# BERD'S

DESIGN

HOTEL

Berd`s Design Hotel

12, Dmitrie Cantemir Blvd.

Chişinău, Republic of Moldova

BERD'S is a lifestyle hospitality venue in Chisinau, Moldova, comprising of a 5-star design hotel, high-end gourmet restaurant and luxury spa.

The business is owned by myself and my husband, both as Joint-Owners and Shareholders.

Early 2018 we have identified the need to optimise the operations of our business – specifically to increase Trade (occupancy and average rate), and Cash Flow, ideally, also to prepare the Company for a potential exit-sale. To assist in serving these needs, we have asked for assistance from the European Bank for Reconstruction & Development, which provides Business Advisory on how to improve the business.

The EBRD has suggested to us several of their Advisors to work with, and we have chosen to work with Mr Raoul Gransier, an EBRD Senior International Advisor in the area of Hospitality Business Management. Mr Gransier has started and completed the project in full, from March up to December 2018, while we are pleased to remain in touch with him also after the project.

A little bit about the situation before the start of the project:

Upon opening of the hotel, we had not completed a formal Business Plan, while we have found a Market Positioning (Supply) which turned out to be complex from a marketing perspective and despite much effort, on the contrary, was not aligned with the actual market needs (Demand).

Due to our lack of understanding of hotel operations in line with best practice of international hotels, we encountered the following deficiencies in our business: An Organisation Structure which was too high in FTE and too low in efficiency, no Operating Standards aligned with our EBITDA goals, a lack of the required “Marketing, Revenue Management & Sales” tools (and when available, not applied as they should be), and an absence of Performance Management (both the principle itself, as well as the tools to measure effectiveness of KPI's (Key Performance Indicators).

During a series of Workshops and Coaching Sessions, Mr Gransier has introduced to us, and our Management Team, and facilitated the following:

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