

# Hospitality Resilience Journey by **winsedswiss**

## The Journey

### Step 1: Resilience as a Strategy – Leading your Business through Troubled Waters

*Reflect on the relationship between the survival of the fittest and, on the other hand, effective management and use of your heritage*

**21 April, 16h00 CET**     **Prof Ray Iunius in a dialogue with Paul Dubrule** about previous major economic downturns and the patterns of recovery  
Paul Dubrule co-founded AccorHotels in 1967 and was the group CEO. He served as a member of the French Senate from 1999 to 2004. In 2002, he established the Ecole d'Hôtellerie et de Tourisme Paul Dubrule in Siem Reap, Cambodia.

**23 April, 16h00 CET**     **André Mack – Strategic Resilience**  
André Mack is Director at EHL Advisory Services, specialized in the areas of strategic management, customer service and business process re-engineering.

### Step 2: Real and Human Asset Management – Complexity and Plurality

*Explore strategies to maintain, revive and maximise the use and value of available assets, be it real or human.*

**28 April, 16h00 CET**     **Pierre Verbeke – Real Asset Management**  
Pierre Verbeke is Director at EHL Advisory Services. He has an extensive career in hotel operations, pre-openings and re-brandings. He is first and foremost an operational person having managed several hotels in Belgium and having set up many pre-opening teams in different countries.

**30 April, 16h00 CET**     **Alexia Muteke-Ceppi - Trustworthy Leadership**  
Alexia Muteke-Ceppi is a Senior Consultant at EHL Advisory Services. She delivers advisory services to the education, hospitality and service sectors including, and development of learning centers, curriculum design and engineering Customer Service Excellence strategies for companies. She has a proven record of accomplishment in leading projects from inception to completion, and delivering shareholder value through change and innovation.

### Step 3: Revenue Management

*Find out how you could convert market uncertainty to probability and probability to profitability.*

**6 May, 16h00 CET**     **Horațiu Tudori – Revenue Management: Debunking Persistent Myths**  
Professor Horațiu Tudori is a senior faculty member of Ecole hôtelière de Lausanne. He has been specializing in Revenue Management since 1999. Currently, he is researching the impact of Revenue Management decisions on hotel free cash flow, and on the applications of Revenue Management for other hotel services.

**7 May, 16h00 CET**     **Miki Mitrovich – Customer Acquisition and Retention Strategies**  
Miki Mitrovich has worked as an integral change agent within some of the most iconic hotels in the world. With more than 25 years of experience in the luxury hospitality sector, her roles have spanned leadership, sales, marketing, and operations. In recent years, Miki's focus has been on developing and delivering customer acquisition and retention strategies yielding exponential growth. She inherently understands the direct correlation between customer experience and loyalty, retention, and recurring revenue. Miki splits her time between Carlsbad, CA, her native country Montenegro, and Belgrade, Serbia.

<https://winsed.swiss/hospitality-resilience-journey>

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## **Step 4: Sales and Marketing – Spotting and Connecting Dots**

*Learn about strategic decision-making about costing and its two-way connection to new potential markets.*

**13 May, 16h00 CET**

### **Alain Najar – Strategic Costing**

Alain Najar is a Senior lecturer at Ecole hôtelière de Lausanne. His industry experience spans 13 years with international hotel chains worldwide.

**18 May, 16h00 CET**

### **Rémy Rein – Market Scans and Feasibility**

Rémy Rein has a wide range of international multi-site management and consulting experience within the hospitality industry. His expertise spans the whole hospitality sector, ranging from 0 to 5 star properties, residences, resorts and restaurant chains.

## **Step 5: (Re)Branding and (Re)Positioning**

*Establish alignment between your history and your future. Reflect on whether you keep a brand alive or let another one be borne.*

**19 May, 16h00 CET**

**Prof Ray Iunius in a dialogue with Jean-Claude Biver** about the importance of maintaining brands, and their characteristics, alive at times of economic downturn  
Jean-Claude Biver is a Luxembourgish watchmaker, cheese maker, and businessman currently serving as the chief executive officer of TAG Heuer.

**21 May, 16h00 CET**

### **Michel Jauslin – Positioning in the Luxury Hospitality Segment**

Michel Jauslin is currently Senior Advisor at Hyatt International in Zürich. Michel worked in 12 different countries for InterContinental, Peninsula and Hyatt Hotels and Resorts. He became General Manager of Hyatt Regency Dehli at only 33 years old. He worked in leadership positions in 25 different hotels in the world and 30 years as Vice President and General manager.

## **Step 6: A Vision for the Future**

*Learn about vision and engagement with the challenges that follow an economic crisis. Consider the role of management in driving change.*

**26 May, 16h00 CET**

### **Yateendra Sinh – Emotional Returns**

Yateendra Sinh is currently Principal at YS&Associates in Switzerland. He is an experienced strategist, advisor and coach for the hospitality, tourism, education and services related industries. Having travelled and worked in 50+ countries in the last three decades, he is at ease in different environments and understands the art of building strong relationships with clients and client organisations.

**28 May, 16h00 CET**

### **Ray Iunius – Project Development and Innovation: What Next?**

Prof. Dr Ray F. Iunius, CEO winsedswiss education group and Visiting Professor at the Faculty of Business and Economics (HEC) of the University of Lausanne is the author of various academic and professional articles published by journals in the management of services, technology, and innovation. He is the founder of the Ecole hôtelière de Lausanne Institute of Technology and Entrepreneurship (EHLITE), the Institute for Innovation and Entrepreneurship (INTEHL), the Students Business Projects (SBP), the EHLITE magazine, and the Chair of Innovation Paul Dubrule.

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