



# COMPANY PROFILE



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## Who are we?

### Introduction to 2T Hotel Services

**2T** Hotel Services provides tourism asset owners and developers a tailored approach to property management and development planning.

Through liaison with all key stakeholders and a focus on operational efficiency and professional management, we ensure that tourism assets achieve optimal performance and tourism developments are established using the very best advice and industry practices.

Our consulting services are designed to bring measurable benefits to clients, unlocking true asset value in any given market.

### Mission Statement

By calling on our extensive knowledge and experience, we will deliver exceptional results for our clients to create optimal tourism developments and extract maximum performance from tourism assets.

We are committed to excellence in development, operations and management and will drive results using the right balance of structure, creativity and flexibility. We will utilise an open and respectful communication ethic, treating all clients and industry partners with genuine respect to build lasting relationships.

### Core Values

Our Core values are simple yet provide the cornerstone on which our company and reputation are built and are visible in all that we do.

- Passion** - Shared passion for our industry drives us personally and permeates us professionally. It is unwavering and can be seen, felt and heard in everything we do and in the like minded people, the partners, to which we align ourselves.
- Integrity** - Integrity is intrinsic to **2T** and cannot be compromised. It is our moral compass and represents our need for honesty and openness. It is a tangible and solid foundation.



## The People

When you engage **2T** Hotel Services, you benefit from our broad range of experience across all market segments.

Specialists in the hospitality and tourism industries, **2T** Hotel Services bring to your business the skills and intellectual property that assure success.

### The Principals:

#### **Craig Hardy – Director**

- ✓ Hospitality Professional with over 25 years experience
- ✓ Hyatt, ANA, ParkRoyal, Waldorf, Medina
- ✓ General Manager, group & regional operations
- ✓ Development & Pre-opening specialist
- ✓ Consultant on \$7M - \$200M tourism projects
- ✓ Revenue / yield management
- ✓ Tourism asset management

#### **Matt Davidson – Director**

- ✓ Hospitality Professional with over 15 years experience
- ✓ P&O Resorts; Accor; Dunk Island
- ✓ National Manager for Best Western Australia
- ✓ Introduced 40% of current Best Western franchisees
- ✓ Hotel branding, sales and distribution specialist
- ✓ Director of Tourism Wollongong since 2007, Chairman since 2009
- ✓ Deputy Chairman of South Coast Regional Tourism Organisation
- ✓ Property Council Illawarra chapter



# What do we do?

## Tourism Development Planning

### Tourism Research

Ensure the development of the right property in the right location through in-depth research including:

- ✓ Geographical Research
- ✓ Supply Analysis
- ✓ Demand Analysis
- ✓ Major Project Risk Analysis

### Market Positioning and Hotel Branding

Ensure the tourism development is correctly positioned given the local market conditions. Maximise the potential of hotel branding with the “best fit” franchise negotiated for the development. Achieve considerable savings through negotiated hotel branding costs.

- ✓ Positioning Strategy
- ✓ Brand Tier Selection
- ✓ Brand Brokerage

### Architectural Design and Development Advice

Ensure the development meets market and operational needs by working with architects, design consultants and contractors.

- ✓ Architectural design & development
- ✓ Construction
- ✓ Overseeing Furnishings, Fixtures and Equipment (FF & E)

### Business Planning

Provide the sound foundation on which the property will be built through meticulous development of business planning and financial operations including:

- ✓ A professional Business Plan
- ✓ Financial Forecasting
- ✓ Operating Budget



## Hotel Operations

### Pre-Opening Planning

Minimise expenditure and maximize revenue through the development of detailed pre-opening and operational plans. These plans ensure the smooth transition from development and pre-opening to soft and hard openings including aggressive key milestones targets. They ensure market establishment and include the preparation of:

- ✓ A Pre-opening Plan
- ✓ A Pre-opening Sales & Marketing Plan
- ✓ A Pre-opening Budget

### Departmental Operations

- Departmental Operational Planning

Ensure proactive improvement through the production of departmental services plans including but not limited to:

- ✓ Sales & Marketing Services Plan
- ✓ Food & Beverage Services Plan
- ✓ Banqueting & Convention Services Plan
- ✓ Room Division Services Plan

- Human Resources

Minimising Industrial Relations issues by assisting in the recruitment of operational personnel for the development including:

- ✓ Development of all Key Performance Areas for all departments
- ✓ Development of Position Descriptions for all property positions
- ✓ Development of a Staff Handbook outlining the general policies, procedures and processes

- Personnel Training

Ensure personnel are professional and educated with training modules focusing on individual department requirements and overall customer service standards including.

- ✓ Development of training modules for all operational personnel
- ✓ Oversee the conducting of all personnel training



## **Departmental Operations (continued)**

### - Information Technology

Secure data of all development and guest information by sourcing, recommending and then supervising the installation of:

- ✓ A Property Management System (PMS)
- ✓ Professional accounting software

### - Communication Channels

The provision of accurate reporting through recommending communication channels and reporting functions (including Profit and Loss, Balance Sheet, average room rates and occupancy statistics)

### - Policies & Procedures

Ongoing operational excellence through the preparation and documentation of policies and procedures for all areas of the property's operations

## **Revenue Management**

### - Comprehensive Revenue Management Plan

- ✓ Dynamic pricing structure
- ✓ Monthly rooms budgets
- ✓ Daily Management Report

### - Hands on assistance

Delivered by a dedicated experienced professional who will provide daily the critical 'hands-on' assistance.

### - Daily revenue management

Forecasting, administration and distribution channel management.

### - Ongoing assistance

- ✓ Weekly and monthly analysis and reporting
- ✓ Annual property visits and training initiatives



## **Hotel Management**

Tailored services for tourism asset owners, particularly in regional locations.

### **Owners Representative**

Represent the tourism asset owner's best interests where a 3<sup>rd</sup> party hotel management company is engaged.

Set performance expectations and ensure these are achieved through regular reviews and ongoing interaction with the General Manager and key hotel management company personnel.

### **Oversight Management**

Active involvement in the ongoing management of the property where a property manager is directly employed by the asset owner.

Working collaboratively with the property manager to develop and implement policies and procedures to ensure the business performance is optimal. Key liaison with the franchise / hotel brand.

### **Caretaker Management**

Short term opportunity, particularly for newly developed hotels, or assets to be prepared for sale or other exit strategy.

Provide management expertise over a short contracted period to maximise performance and review and amend operational shortfalls.

### **Onsite Property Management**

Provision of key hotel management staff (General Manager), matched with our head office sales & marketing and business support services.

### **Full Property Management**

Comprehensive management services over a medium to long term, taking complete control of the business and it's operations under a Hotel Management Agreement, or leasehold structure.



## **Recent Works**

### **Grand Mercure The Vintage, Hunter Valley, NSW**

2T were engaged to provide short term onsite management in February 2011.

After an initial 3 month term and a comprehensive business review, 2T now provide a full management service to this 50 apartment boutique hotel on the Greg Norman designed golf resort.

2T provide an onsite General Manager and have responsibility for all hotel operational matters.

### **Wolgan Valley Resort & Spa, Blue Mountains, NSW**

Inspired by the acclaimed Dubai-based Al Maha Resort & Spa, this homestead-style resort is set within its own private conservation and wildlife reserve.

Wolgan Valley Resort & Spa offers a rare opportunity to experience true luxury in a spectacular Australian bush setting.

2T were engaged in May 2009 as lead tourism consultants responsible for pre-opening operations on this exclusive "6 star" \$60m project.

This spectacular international standard resort was opened to critical acclaim in October 2009.



## **The Sebel Harbourside Kiama, NSW** *(formerly Grand Mercure Kiama Blue)*

Overlooking the spectacular Kiama harbour, this unique tourism development has become the new benchmark for South Coast tourism properties.

2T Hotel Services were initially retained as tourism consultants to provide the expertise to complete the resort to the highest standard and undertake extensive planning activities for the business launch.

2T were responsible for the pre-opening of the hotel business and oversaw all hotel operations including recruiting, purchasing, training, product development, sales & marketing and financial reporting.

2T were extensively involved in the sourcing and supply of FF&E as well as providing considerable assistance to the developer and various potential buyers in terms of due diligence over the sale of the commercial areas (restaurants, conference facilities, management rights).

2T provided the initial full hotel management for the owners and bought in Accor Hotels Asia Pacific to brand the hotel as "Grand Mercure Kiama Blue".

In late 2008, further retained throughout the period of the developer's company administration, 2T worked closely with the administrators, lenders and Dransfield Hotels & Resorts to provide a smooth transition through the Deed of Company Arrangement process.

Major works for 2T during this period included the planning, detail design, completion and furnishing of the Bluestone Heritage building, which now houses the hotel's conference and function centre.

On December 1<sup>st</sup> 2008, 2T commenced a comprehensive 3 month handover period to new owners Mirvac Hotels & Resorts. The hotel has since traded as The Sebel Harbourside Kiama.

2T has been retained as owners representative since March 2009 and continues to work closely with the owner to enhance the development and drive increased asset performance with the hotel management company (*Mirvac Hotels & Resorts*).



## **The Sebel Citigate, Bathurst, NSW** *(formerly Mercure Mount Panorama)*

This brand new hotel occupies a unique location on the famous Mt Panorama Motor Racing circuit in Bathurst, NSW.

Truly a regional tourism icon for Australia, the resort offers 138 suites and serviced apartments as well as extensive conference and leisure facilities.

Over the course of 3 years, 2T Hotel Services have provided expertise ranging from design development, through to branding, recruitment and pre-opening management.

2T bought in Accor Hotels Asia Pacific to brand the hotel as "Mercure Mount Panorama Bathurst", becoming the first 4 star Mercure hotel outside of the coastal areas of Australia.

The development company is currently under administration and Mirvac was consequently appointed to operate the hotel under the Citigate brand.



## **Best Western Wollongong, NSW**

Recently opened in the “new heart” of Wollongong, NSW, this purpose built serviced apartment hotel features 54 serviced rooms.

Over 3 years, 2T have seen the project right through from emerging plans, investment structuring and project marketing, through to the construction and pre-opening phases.

Now retained to provide full hotel management for the hotel owners, 2T have successfully launched the property, achieving a solid 4.5 star AAA rating.

2T were extensively involved in the sourcing and supply of FF&E as well as providing advice relating to the business as a Managed Investment Scheme - including the lease back arrangement and the Product Disclosure Statement (PDS).

Branding for the hotel is “Best Western” and 2T were able to secure the naming rights to “Best Western Wollongong”.

2T have achieved outstanding results with the property for more than 2 years, with the hotel trading well above budget and recording occupancy and RevPar envied by direct competitors.

## **Quality Suites Pioneer Sands, Towradgi, NSW**

Situated just 1 hour south of Sydney airport, Pioneer Sands is an integrated tourism and residential development just 10 minutes walk to local beaches.

The hotel features 3 large conference rooms, cafe, lounge bar, day spa, business centre, pool, spa and gymnasium.

2T have facilitated an extensive planning process; conducted brand negotiations / selection and have a continued responsibility for the entire operation in the pre-opening and soft opening periods.

The hotel opened 5<sup>th</sup> July 2010 and 2T continues to provide ongoing Oversight Management and Sales and Marketing services.



## **Quality Suites Kiama, NSW**

Located in the heart of cosmopolitan Kiama on the NSW South Coast, this 38 room boutique hotel is DA approved with construction to commence in late 2008.

2T were instrumental in ensuring the right design for the hotel, building in many operational efficiencies and enabling a cost effective, streamlined construction process.

2T are engaged as the exclusive agents for the sale of apartments and have prepared a comprehensive marketing strategy as well as a highly competitive investment package for buyers.

2T were extensively involved in the sourcing and supply of FF&E as well as providing advice relating to the business as a Managed Investment Scheme - including the lease back arrangement and the Product Disclosure Statement (PDS).

Again, 2T were able to secure naming rights to "Quality Suites Kiama".

## **Boutique Hotel & Conference Centre, Huskisson, NSW**

Huskisson is an idyllic coastal resort town 2.5 hours south of Sydney airport.

2T have continued an extensive involvement in all planning, design and development activities for this 54 room "all suite" boutique hotel.

The hotel will feature 4 conference rooms, cafe, day spa and retail spaces as well as pool and gymnasium.

Construction is due to commence in February 2010 and 2T are currently securing branding for the hotel and propose to operate the property under a hotel management agreement.



## **Quality Inn & Suites Gunnedah, NSW**

A proposed 60 room motel development for Gunnedah - a fast growing coal mining town in NSW.

2T were initially retained to provide considerable market intelligence to ensure the optimal motel development was achieved.

2T provided extensive design consultation, including an initial draft site master planning document and development recommendations.

2T worked closely with BHI Architects to create both an ideal motel and an iconic building for Gunnedah. DA approval is expected November 2007.

2T sought out Choice Hotels Australasia to provide branding over the property and secured the naming rights to Quality Inn & Suites Gunnedah.

2T will continue to provide consultancy services to the developers and assist the owners to establish a successful business in a challenging market.

## **Quality Inn & Suites Geraldton, WA**

A proposed 80 room motel and serviced apartment development for Geraldton – a resource rich town 400km North of Perth, Western Australia.

2T have provided consultancy services from the project inception, effectively assisting the developers in creating the optimal motel configuration out of considerable market research.

Working with a team across 3 states, 2T have been instrumental in achieving the most effective building design and have provided assistance in securing development funding with financial forecasting and investment modelling.

2T sought out Choice Hotels Australasia to provide branding over the property and secured the naming rights to Quality Inn & Suites Geraldton.

DA approval was granted in October 2007 and 2T continues to provide consultancy services to the developers and assist the owners to establish a successful business in an emerging market.



## **General Development Planning / Analysis**

In addition, since January 2007, 2T has been involved in more than 20 other tourism development projects, in analysis, research and consultancy roles.

Locations include:

- Sydney CBD & metropolitan, Albury, Wagga and Murray River, NSW
- Brisbane, Sunshine Coast, Cairns, Townsville and Bribie Island QLD
- Melbourne metropolitan, Geelong and Philip Island, VIC
- Port Sorrell and Queenstown, TAS
- Perth CBD and metropolitan, WA
- Denarau and Yaqara, FIJI
- Port Vila, VANUATU
- Christchurch, Wanaka and Barrytown, NEW ZEALAND



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