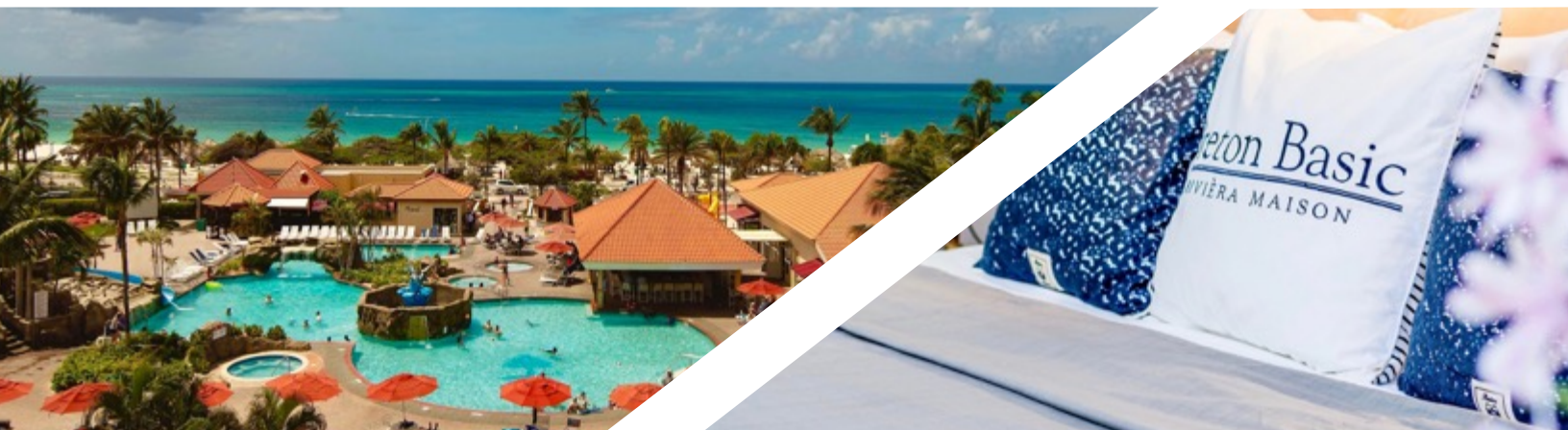




## KEY HOTELS & RESORTS

Elevating Hospitality Performance

Today's discerning travelers demand unique, authentic and personalized hospitality experiences. At Key Hotels and Resorts, we recognize this need and tailor our core services around it. In doing so, our executives draw from over one-hundred years of combined leadership experience from the finest hotel companies, resulting in elevated performance and value for our hotel portfolio.



Key Hotels and Resorts is a hands-on performance-driven hotel management and marketing company with an uncompromising passion for creating memorable guest experiences, strengthening team-member engagement, and maximizing RevPAR and GOP results for its portfolio of hotels.

## WHAT WE DO

### HOTEL PRE-OPENING & DEVELOPMENT

KHR offers the expert Project Management & Critical Path Roadmap for the asset's success. Prior to breaking ground, KHR will deliver a Pre-Opening Marketing Concept, strategically detailing the hotel's suggested positioning, sales mix, target markets, etc., offering the assumptions needed for the Ten-Year Pro-Forma & Cash Flows, the Year-One Budget, and a Debt/Equity Investment Return Analysis. Thereafter, KHR will work with the architects and developers on a Design Review, ultimately offering the full scope of the asset's forecasted performance.

### KEY HOTEL MANAGEMENT

We offer the comprehensive set of hotel management services, curated specifically for first-class independent hotels. Our hands-on management approach provides maximum support for elevated long-term financial growth, guest loyalty and team-member engagement. We do this by offering best-in-class Standardized Operating Procedures, Quality Assurance Programs, Human Resources Support, Capital Planning, Financial Reporting, Procurement Services, Culinary Services, Digital Marketing and Revenue Management Services, Global Distribution, Sales Force Management, Content and Website Management, and Voice of the Customer Support. When applicable, we will work with leading branded hotel companies and review hotel branding opportunities. We have accepted partnerships with Hilton Worldwide, Marriott International and Preferred Hotels.

### KEY HOTEL MARKETING

We provide stand-alone corporate-level marketing and revenue management support solutions for independent hotels and resorts. Traditional sales and marketing organizations offer on-property offices filled with heavy payroll expenses overseeing multiple market segments and functions, typically misaligned from the core strategies proven to optimize a hotel's RevPAR performance. We are offering an alternate approach, reshaping the way independent hotel sales and marketing departments conduct business. We elevate top-line performance by offering the complete set of hotel commercial services including Business Planning & Budgeting, Strategic Revenue Management, Sales Force Management, Website Design & Engineering, Guest Loyalty Program, Content Management, Global Inventory Distribution, Centralized Reservations and Reputation Management. Through economies of scale, we reduce hotels' overhead marketing expenses, creating tremendous value for hotel owners and operators.

### KEY HOTEL OPERATIONS

Your Control. Our Support. For hotel owners and operators who prefer to retain management control over their asset, we offer a set of operational solutions to complement the operation including Financial Reporting, Procurement, Staffing, Human Resources, Quality Assurance Programs, Voice of the Customer Management and Food & Beverage Consulting.



## ABOUT US

Founded in 2000 as Key Management Group, Key Hotels & Resorts B.V. is a leading International Hospitality Management & Marketing Company specialized in the development, top-line revenue performance and first-class operation of independent, branded, boutique and condo-hotels internationally.

Albert Laclé, Managing Partner of Key Hotels & Resorts, is a seasoned sales and marketing executive with extensive experience and training with such industry giants as Incontinental Hotels, and Halloran Hotels. He held positions of Vice President of Sales & Marketing for the Sands Hotel & Casino, Senior Vice President of Marketing for Inter-Hotels Hospitality Services and Executive Director of Marketing for the Trump Taj Mahal Hotel & Casino Resort. Albert studied hospitality marketing at Cornell University.

Walter Kohlross, Managing Partner of Key Hotels & Resorts, has executive management experience in Rooms, Food and Beverage, and Marketing for managing operations and personnel for major hotel chains in commercial, resort, casino and convention hotels, throughout the world. Significant experience in business development, budgeting, planning and administration, P & L responsibility, cost/expense control. In addition, he provides a strong background in new hotel properties, with emphasis of creating and directing the initial conceptualization phases of the development cycle with regard to planning and implementing effective marketing strategies, presenting a positive company image within the industry and the public.

John Laclé, Managing Partner of Key Hotels & Resorts is an experienced hotelier with over twenty years leadership experience in Hospitality. John has a proven track record of leading highly trained teams of hospitality professionals in elevating operational and financial performances of upscale and luxury hotels and resorts for branded and independent properties. John holds a Bachelor's Degree in Hospitality Administration from Florida State University and an MBA from the University of Miami. John is six-sigma certified, bringing optimum quality standards to KHR's hotels and resorts.





## PRE-OPENING & DEVELOPMENT

### **PRE-OPENING MARKETING CONCEPT**

KHR will deliver a detailed analysis of the market and competitors for the property. In doing so, KHR will offer a repositioning of the hotel and an asset improvement plan. At this stage, strategies and action plans by market segment will be offered in how to leverage the highest returns for the asset in the marketplace.

### **PRE-OPENING PROJECT MANAGEMENT & CRITICAL PATH**

KHR will apply its vast industry knowledge and experience in offering expert guidance and management through the pre-opening phase including a highly detailed Critical Path Action Plan for all operating departments, Sales & Marketing, Administrative and General and Engineering.

### **PRE-OPENING FINANCIAL PLANNING**

KHR will detail the Cost of the Project forecast, offer a ten-year cash flow Pro Forma, deliver a DCF investment return analysis, and preliminary Year One Budget.

### **BRANDING REVIEW & IMPLEMENTATION**

KHR will suggest, when applicable, branding opportunities for the asset in the marketplace by identifying opportunity gaps. If feasible, KHR will work with the branding company and orchestrate actions plans with the property in meeting branding requirements.

### **DESIGN REVIEW**

Throughout, KHR will work with architects, interior designers and General Contractors on design specs necessary for running a first-class hotel. KHR will oversee the executive recruitment of the project through its vast network of industry talent.

### **EXECUTIVE RECRUITMENT**

Through our extensive network of hospitality professionals, KHR will identify and recruit expert leaders in hospitality administration.

### **STANDARD OPERATING PROCEDURES**

KHR will implement best in class standard operating procedures appropriate for the desired star-rating of the property.



# Key figures

Revenue (in EUR million)	59,642
Operating expenses (in EUR million)	14,195
Operating profit (in EUR million)	73,621

provision for

## HOTEL MANAGEMENT

### FIRST-CLASS STANDARD OPERATING PROCEDURES

KHR offers highly-detailed four-star quality standard operating procedures and management support in all facets of hotel operations including housekeeping, preventative maintenance programs, food & beverage service, culinary, food prep, inventory controls, front of house and back of house service standards,

### VOICE OF THE CUSTOMER

KHR is highly engaged in our Voice of the Customer, continuously working to improve our operation and processes based on the totality of feedback from all of our guests, benchmarked against our competitors, and measured as a key performance indicator for our operation.

### QUALITY ASSURANCE

KHR will conduct an annual internal quality assurance audit in all facets of the hotel's operation including Risk Management, Front of House and Back of House areas, Guest Rooms, Food & Beverage, Accounting, Human Resources, Sales & Marketing. The resulting QA Audit is used as a key performance indicator of the operating performance.

### HUMAN RESOURCES SUPPORT

KHR offers the human resources support for staffing executives in KHR positions including General Manager, Finance Director, etc. In addition, KHR offers the necessary supporting collateral, trainings, and a detailed and customized KHR Employee Handbook to ensure a transparent, fair, harassment-free and performance-based working environment.

### FINANCIAL REPORTING

KHR offers the financial reports and reporting structure to ensure a consistent well-tuned operation delivering on budgeted and forecasted cash flows. Working with a Uniform System of Accounting, we will offer a ten-year Pro Forma, Annual Budgets detailed by profit center, monthly financial reporting, Code Book, and internal controls and tools for ensuring the hotel meets its budgeted requirements and cash flow targets.

### PROCUREMENT

KHR offers global procurement purchasing solutions for independent hotels. Through economies of scale, we are able to greatly reduce overhead purchasing expenses in the Rooms and Food & Beverage Departments.

### CULINARY

Under the leadership of our Corporate Director of Food & Beverage, we elevate Food & Beverage performance for hotels and resorts. Our innovative culinary concepts for all food and beverage hotel outlets including fine dining, buffets, chef's tables, in-room dining, banquets, and all-Inclusive. We improve with our smart kitchen configuration, seasonal menu designs and product mix ensure intensive food & beverage and labor cost control platforms, and oversee high quality supply chain purchasing.



# KEY HOTEL MANAGEMENT

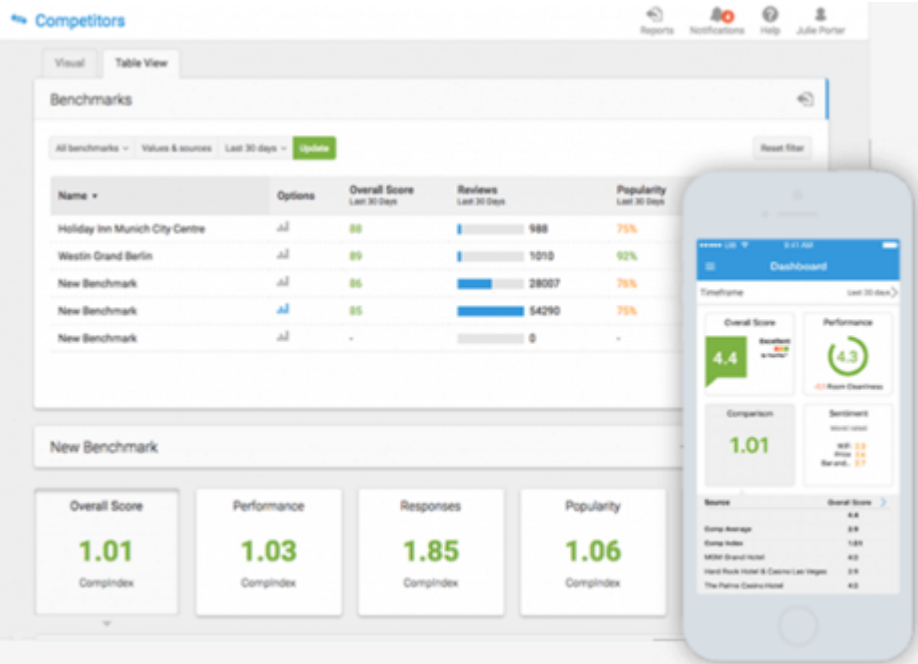
## financial reporting

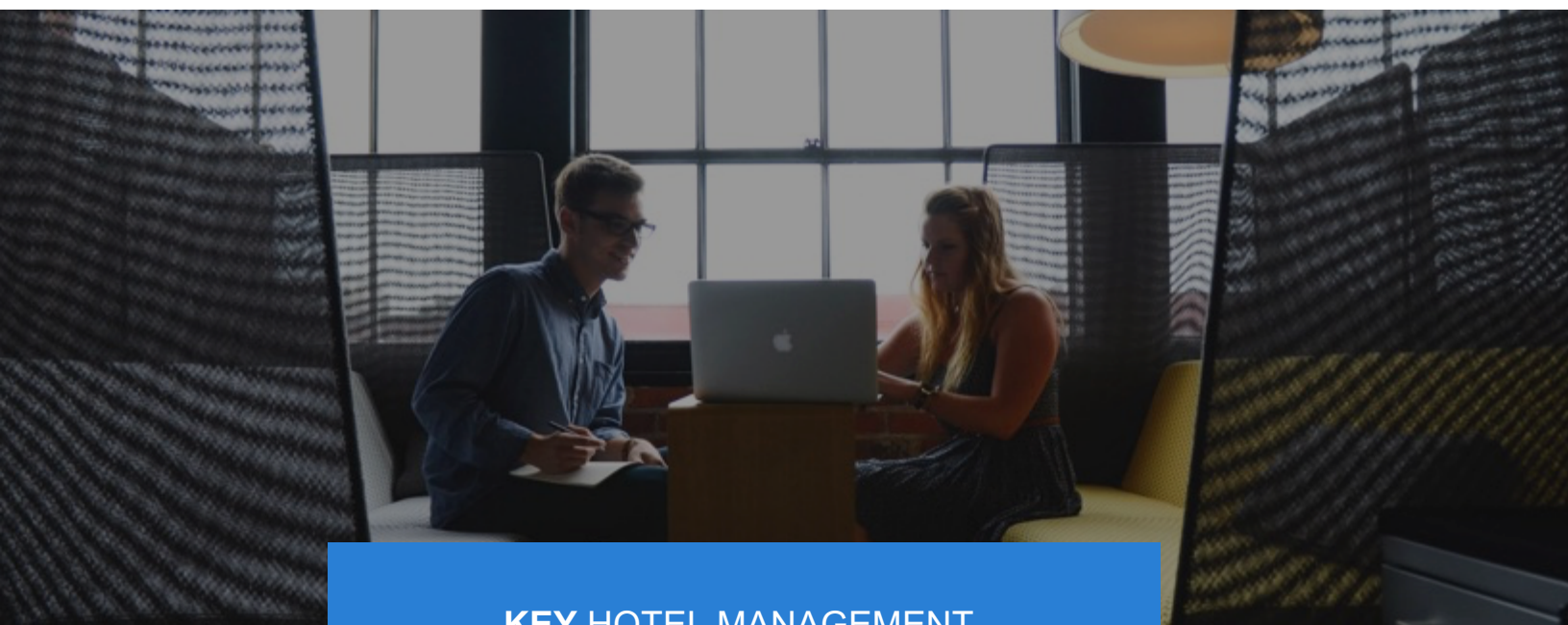
Real-time USALI financial reporting tools are offered including Annual Budgeting, monthly P&L Statements, Rolling Forecasts and What-If Scenarios.



## voice of the customer

Recent Path to Purchase analytics show 85% of hotel guests will start their purchasing decision by seeking out negative online reviews of hotels. Key empowers its hotels with an innovative online review platform tool designed to centralize all online reviews to one dashboard.





# KEY HOTEL MANAGEMENT

## website design

We offer first-class beautifully designed search engine optimized websites with rate-matching and review summary tools.



## global distribution

By plugging into Key, our hotels have access to a global network consisting of 10,000+ OTA, GDS, Meta, Consortia, Corporate, Leisure, Social Media and B2B accounts sourced from various channels.





## KEY HOTEL MARKETING

### **WEBSITE CONSTRUCTION & OPTIMIZATION**

Fifty-percent of all bookings are made via mobile devices. KHR designs first-class SEO optimized website with easy to use navigation for desktop and mobile devices complete with rich multi-media content and multi-lingual functionality. The website will incorporate an industry-leading booking engine, tailored to the property's targeted markets.

### **GUEST LOYALTY PROGRAM**

KEY RESORTS REWARDS, ur guest loyalty program is designed to offer guests cash back options resulting in best rate offerings when searching on meta-search and search engine booking sites and increased website direct bookings.

### **CONTENT DISTRIBUTION**

With over 1,000 direct distribution links with B2B and B2C channels, KHR offers its properties a significant competitive advantage in distributing its hotel's content and inventory availability into the marketplace. KHR will plug the property into its network of GDS Partners, Meta-Search, OTAs, Tour-Operators, Travel Agents, Travel Research, Corporate Travel, and Destination Sites. In addition, KHR has the tools to update the property's marketing content, media, and photos turnkey to 1,000+ online travel partners and channels.

### **DIGITAL MARKETING**

Nearly 40% of traffic from travel websites originate with organic searches. KHR will capture demand at the search engine phase of the purchasing process through a tailored SEA campaign, digital advertising, and promotions to optimize direct booking potential.

### **SOCIAL MEDIA**

Our Digital Marketing Department offers the latest cutting-edge technologies to reach target consumers on social media platforms,

### **GLOBAL DISTRIBUTION**

KHR delivers a best-in-class channel management system for the property whereby direct links with travel partners, room type mapping and rate mapping will be created.

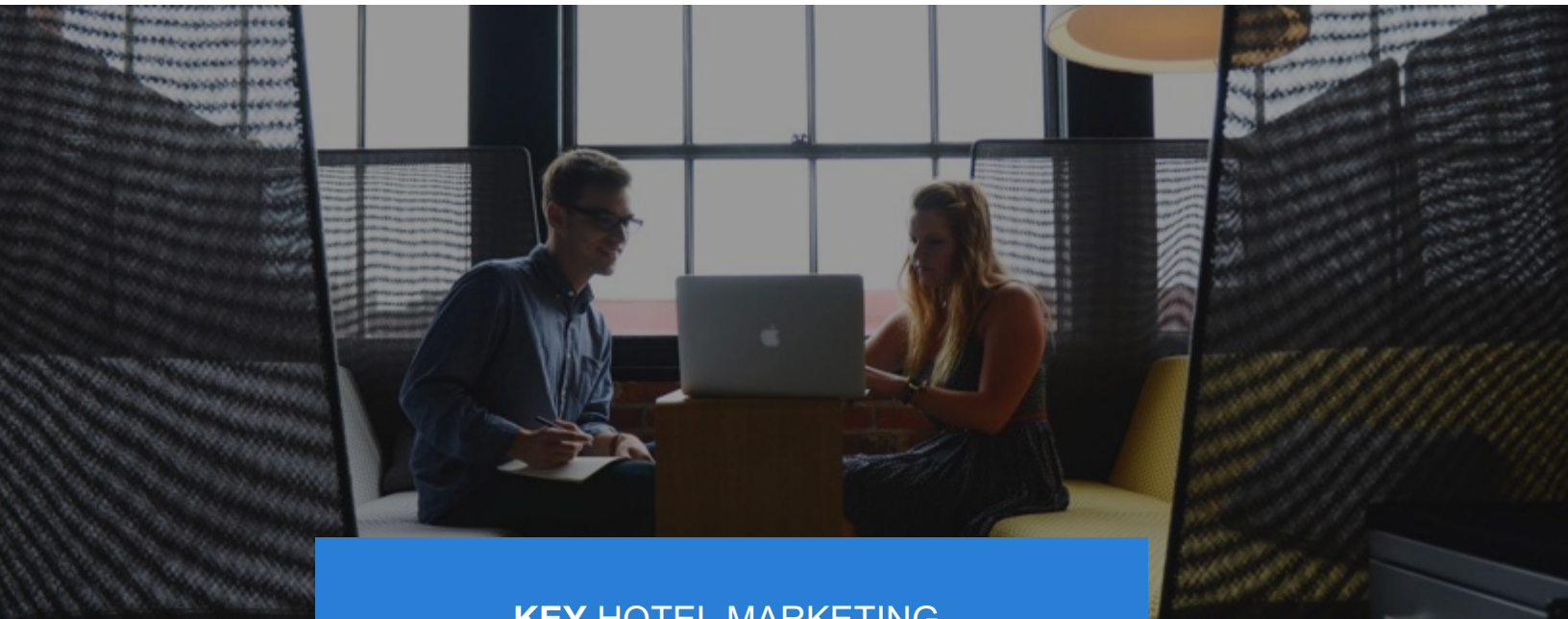
### **STRATEGIC REVENUE MANAGEMENT**

KHR aims to offer and distribute the best pricing to the right sales mix at the right time. To do so, KHR uses a number of resources to ascertain competitive rates, demand fluctuations, market segmentation analysis, amongst other drivers. KHR will offer weekly Revenue Maximization sessions with the property, reviewing 120-day rate setting strategies. Then, KHR will develop a demand calendar tool, collecting year over year data including the previous year's RevPAR, transient booking pace, and high demand dates.

### **FORECAST & BUDGET REPORTING**

KHR will offer an Annual Budget, detailing the top-line revenue Budget by market segment for the year. KHR will also offer a 120-Day rolling forecast and a 14-day operational forecast for better operational efficiencies.





## KEY HOTEL MARKETING

### SALES MANAGEMENT

Research tells us that prospects need **eight to ten touches** to even to begin to think about making a buy. With offices in USA and Europe, KHR offers Sales Representation for its properties, growing and strengthening its account base. KHR will utilize a combination of touchpoints to build relations, communicate property updates and offer promotions including office visits, entertainment calls, newsletters, site visits, sports outings, road shows, webinars, networking events, and holiday events. In addition, KHR will strengthen the property's presence through Tourism Boards.

### TRADESHOW REPRESENTATION

Attending Tradeshows and Travel Fairs is an essential component for maximizing a property's exposure to B2B and B2C booking opportunities. KHR navigates through the numerous tradeshows and fairs and selects those with highest return for investment. Tradeshow expenses are shared amongst all KHR properties with minimal travel expenses for its properties.

### PROMOTION

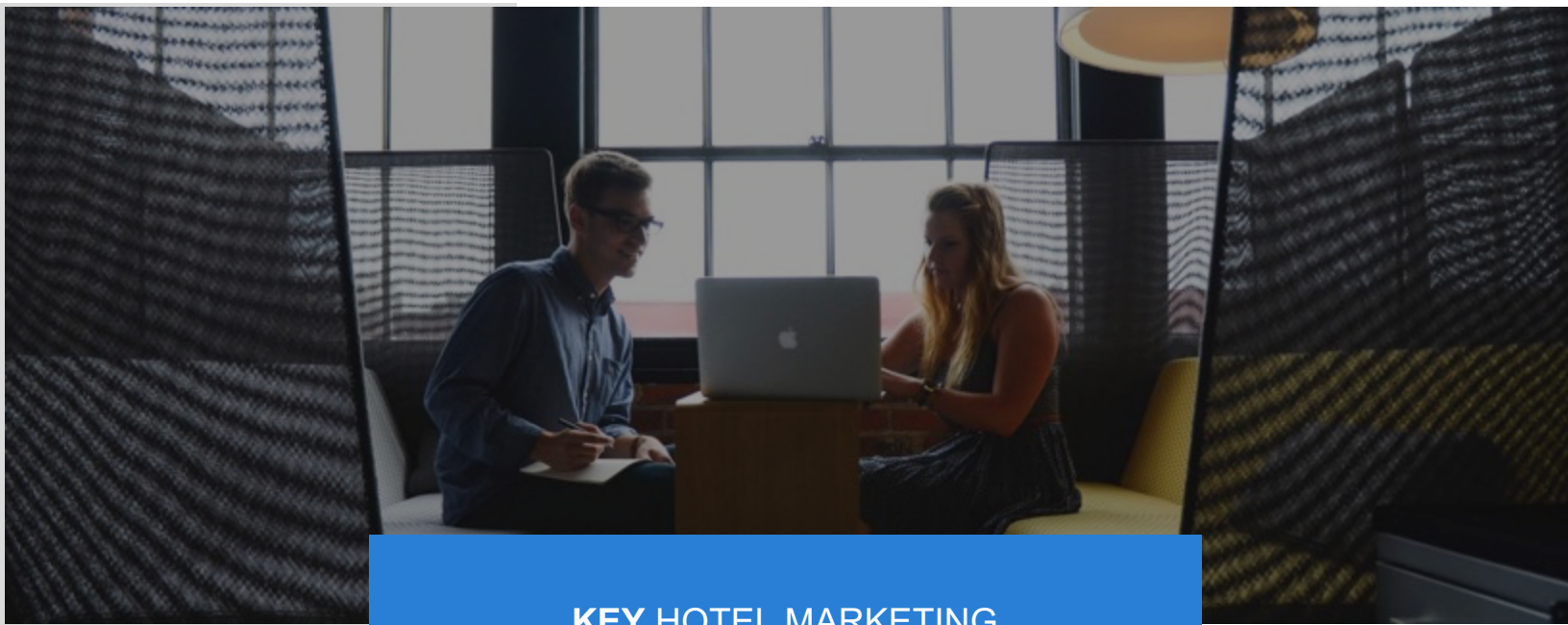
KHR will create and launch a number of promotions throughout the year in accordance with the Annual Marketing Plan. Such promotions will be communicated with B2B and B2C accounts directly, via social media or via periodic newsletters. In doing so, KHR will use its internal database of 15K and the property's unique database. Promotions will include seasonal promotions, OTA promotions, extended stay promotions, after-stay repeat promotions, and opaque social media promotions.

### STRATEGIC POSITIONING

Aligning the property's competitive advantages (product) with its marketing message (positioning) towards the desired target markets (place) with compelling content and media (promotion) at the optimum sales mix (price) is at the heart of a sound marketing campaign. Then, KHR elevates the property's presence in the marketplace whereby consumers can realize superior guest satisfaction (pride), feel they paid fair-pricing with the property's rate-integrity initiatives (protection), partner with the property to embrace its unique qualities (partnership), share related values of the property (purpose), and experience a personalized and human-touch hotel stay (personalization).

### BUSINESS PLANNING

KHR brings it all together with its Annual Marketing Plan, detailing the property's strategic planning with action items for attaining its financial goals. The Marketing Plan will offer a clear picture for how the property will target various market segments. Digital distribution strategy and an overall Sales & Marketing Budget.



# KEY HOTEL MARKETING

## digital marketing

Our Digital Marketing Department offers the latest technologies to reach and retarget consumers on search engine and social media channels.

**Pietermaai Boutique Hotel, Curacao**  
Sponsored · G

4 star hotel in the culturally vibrant centre of Curacao, amongst a playground of colourful bars, world-class restaurants, and lively nightlife. Save up to 20% on our site.

**Pietermaai Boutique Hotel** **Book Now**

**Pietermaai Boutique Hotel**

Instagram

Pietermaai Boutique Hotel... Sponsored

**Book Now**

4 star hotel in the culturally vibrant centre of Curacao, amongst a playground of colourful bars, world-class restaurants, and lively nightlife. Save up to 20% on our site.

## search engine marketing

We place our hotels in the first position on Google and other search engines, ahead of OTA websites, reducing OTA commission fees.

Google

pietermaai boutique hotel

Aproximadamente 89 500 resultados (0.53 segundos)

**Pietermaai Boutique H...** | Consultar los precios para tus fechas  
 de mar 22 a mar 23  
 COMPARA PRECIOS

pietermaiboutiquehotel.com · Traducir esta página  
**Pietermaai Boutique Hotel | Luxury Four-Star Boutique Hotel ...**  
 Experience elegantly appointed and amenity-rich accommodations in the cultural epicenter of Curacao at the beautifully restored **Pietermaai Boutique Hotel**

www.booking.com · Hoteles en Willemstad ·  
**Pietermaai Boutique Hotel, Willemstad – Precios actualizados ...**  
 4.3 · Valoración: 3,470 - 493 reseñas · Intervalo de precios: Precios para las próximas fechas a partir de € 95 por noche (igualamos el precio)  
 1 mar 2011 · El **Pietermaai Boutique Hotel** ofrece alojamiento totalmente amueblado en el edificio histórico Willemstad de Pietermaai, a 20 metros del mar

¿Qué tipo de habitación puedo reservar en Pietermaai Boutique Hotel?  
 ¿Cuánto cuesta alojarse en Pietermaai Boutique Hotel?  
 ¿Hay piscina en Pietermaai Boutique Hotel?

Mostrar más

**Pietermaai Boutique Hotel**  
 Sitio web · Cómo llegar · Guías  
 4.3 · 195 reseñas de Google  
 Hotel de 3 estrellas  
 89 500 PARA UNA RESERVA  
 Dirección: 51 Pietermaai, Willemstad, Curacao  
 Teléfono: +599 9 485 0470  
 Anuncios · Comprobar la disponibilidad  
 mar 22 abr · jun 23 abr · 2  
**Pietermaai Boutique Hotel** Sitio oficial **81 €**  
 ZentHotels.com **87 €**



## PORTFOLIO



### **LA CABANA BEACH RESORT & CASINO, ARUBA**

La Cabana Beach Resort and Casino Aruba is a four-star full-service 449-room beachfront resort located on Eagle Beach, Aruba - Voted best beach in the Caribbean by Trip Advisor.



### **JACANA AMAZON WELLNESS RESORT, SURINAME**

Arguably the most beautiful resort in the country, Jacana Amazon Wellness Resort is a four-star full-service wellness 52-key resort featuring multiple dining outlets, spa and fitness. The hotel achieved the highest RevPAR in the city in 2019.



### **PIETERMAAI BOUTIQUE HOTEL, CURACAO**

We successfully launched Pietermaai Boutique Hotel in the trendy historic Pietermaai District of Curacao, a 35-Room boutique three-star bed & breakfast hotel. The hotel achieved a 30% year over year RevPAR growth in its first year.



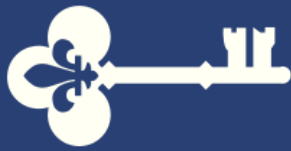
### **PISCADERA HARBOUR VILLAGE RESORT, CURACAO**

Perched on Piscadera Bay Curacao, Piscadera Harbour Village Resort is a three-star 35-key condo-hotel resort model featuring bungalow and apartment resort accommodations and amenities.



### **WYNDHAM MARTINEAU BAY, VIEQUES PUERTO RICO**

Now the W Hotel Vieques Puerto Rico, the 156-Room Wyndham Martineau Bay Resort was under the management leadership of Key. This four-star resort is nestled on 46-acres of untouched tropical paradise in Vieques, Puerto Rico.



## Key Hotels & Resorts B.V.

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