



Developing Quality & Value

- How industry partners with institutions – our experience
- Advantages of students having international experience
(in educational institutions and in the workplace)



The Quest

Industry is looking for people who can make decisions, who can build something larger than themselves, take responsibility, share the praise, make a difference.



TFE hotels



How do we work together to create these leaders?

- **Participation in Industry Advisory Boards**
 - Perspective from different sectors of the industry
 - Foreshadow forward trends for incorporation into courses (Glocal, Bleisure, revenue management, digital, silent traveller, disruption)
 - Internships that make a difference
 - Current areas of focus
 - Net RevPAR
 - Guest Apps



How do we work together to create these leaders?

- Case studies
 - Real life situations
 - Every day and extraordinary decisions
- Collaboration
 - Workshops to debrief learning (mergers, acquisitions, marketing campaigns, launching new brands)
 - Presence in teams – hotel openings
- **The coming together of experience, education and international trends for conscious learning**



From Educators

- Industry need for short courses
 - Business writing skills
 - Business case preparation and presentation
 - Problem solving skills
 - Conducting performance reviews
 - Recruitment – interviewing skills
- Bite sized (3-hour workshops)
- Business relevant
- Practical
- Professional



Leadership and Independence – Preparedness

- Problem solving skills – real debates, real discussions
- Theory in practice – open debates with people currently in roles, making decisions and living with the consequences (vs: one way talks/ presentations from industry practitioners)
- Skipping the penny forward
- Student Perspective



The 'Other Side' of Experience

- Industry to facilitate the “guest” experience
 - “Mystery Guest” stays for students
 - The more important a role technology plays in business, the more important the human side of the equation becomes.

Guests are at the heart of everything we do.



Internships

THEN	NOW
Managed at Hotel Level	One Central Contact
Based on operational vacancies	Strategic – based on student potential
	TFE Disruption Fund – Innovation
Hotel Need-driven	Student Driven
	European Placement Experience
	Mentoring



Culture Eats Strategy

(Dick Clark, CEO, Merck)



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The Two Key Issues



TFE hotels

Adina
apartment hotels

Medina
SERVICED APARTMENTS

RENDEZVOUS
HOTELS

vibe hotels

Travelodge
Hotels

HOTEL KURRAJONG
CANNBERRA



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HEIDI & GILL

ADVANCED MANAGEMENT COURSE, CORNELL UNIVERSITY

“ We definitely enjoyed sharing thoughts and ideas from the diverse set of class mates that we had in our class. But above all, the realisation that leadership has different languages but the same goals in different organisations. ”



Course highlights:

- Understanding the challenges that overseas hotels face when it comes to talent (recruitment and retention)
- Discussing different country's labour laws
- We definitely enjoyed sharing thoughts and ideas from the diverse set of class mates that we had in our class, and
- We enjoyed matching the different strengths and cultural backgrounds to tasks required, during team challenges and activities.





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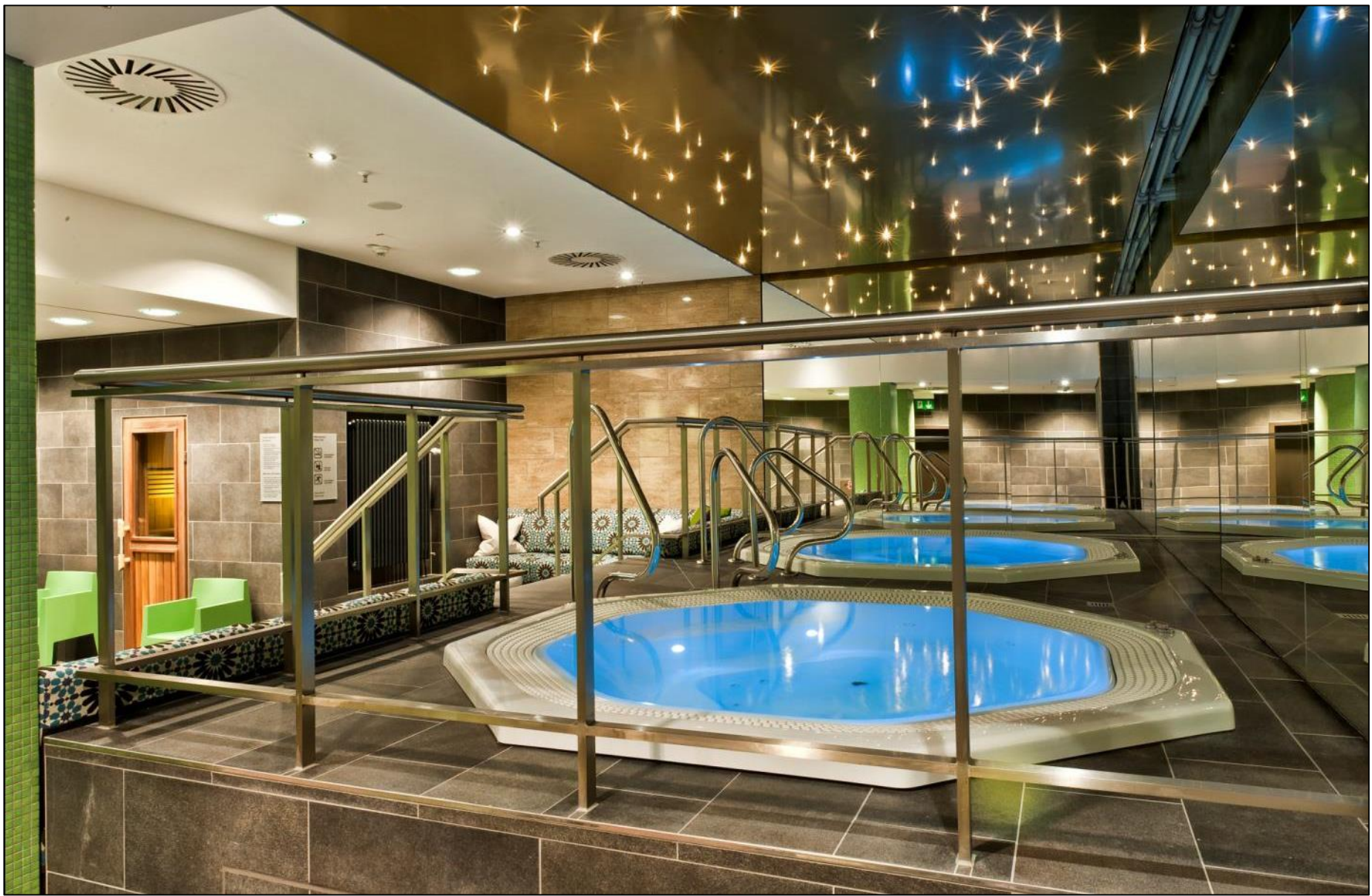
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CAROL

ADVANCED MANAGEMENT COURSE, CORNELL UNIVERSITY

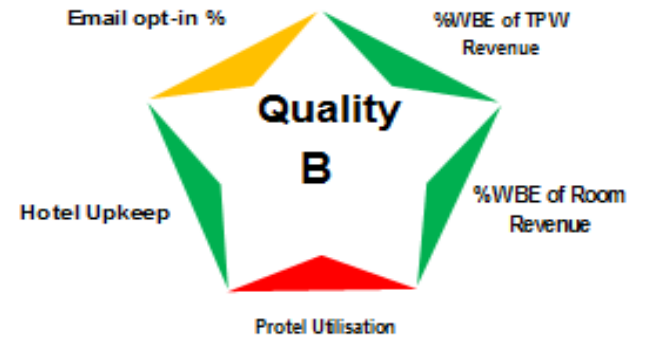
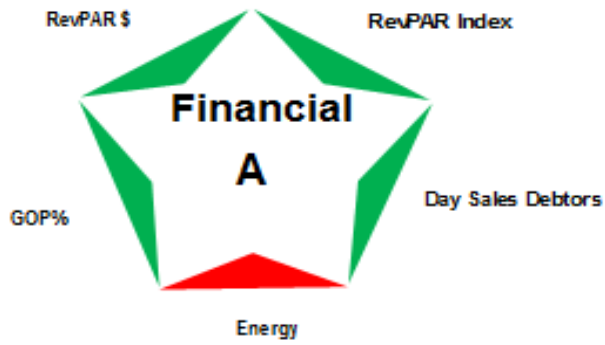
“The benefit of overseas employment was that it was a huge learning curve every single day. By far it has been the most challenging yet rewarding time in my working career, and both my personal and career growth has been substantial.”



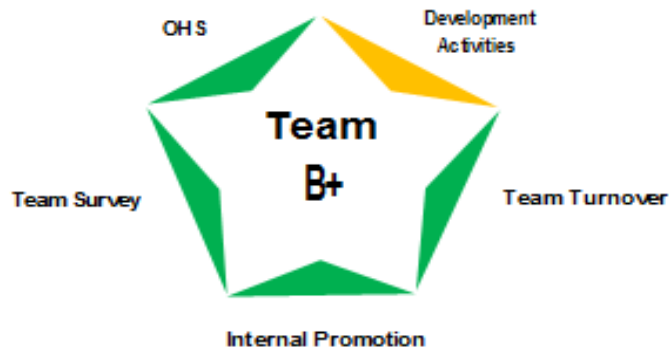
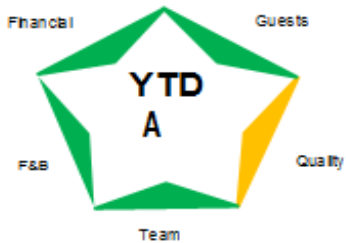
The Benefits & Learnings of Overseas Employment

1. Adapting one's management style to a different audience.
2. Implementing change management and acceptance of the things I could not change.
3. Implementing the TFE culture and the way we do business in Australia while being mindful the hotels were German hotels in Germany. Acceptance of doing business a different way.
5. Stretching my understanding and knowledge across all departments as you do not have the experts close at hand for support.
6. Showing and demonstrating respect for the local cultures and achievements.
7. Gaining a greater understanding with global partnerships to benefit the business.





Financial Year to Date



Making Goals Visible



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Resilience:

Two things define you:
your patience when you have nothing
and your attitude when you have everything.”

Unknown



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BRETT

AREA GENERAL MANAGER, SINGAPORE

“ The hospitality industry has been a vessel for me to nurture my professional skills, and experience a world of amazing diversity that has educated me beyond a classroom text book.

”



BRETT

AREA GENERAL MANAGER, SINGAPORE



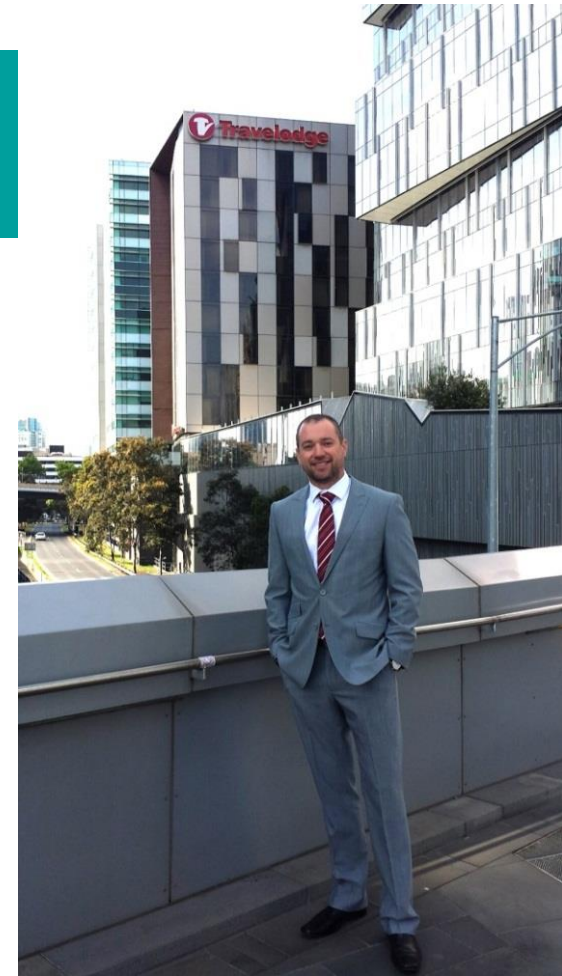
“Singaporean Hospitality focus: unique memorable experiences for travellers. The Industry here has a passion for innovation through the adoption of new technology and redesigning of current products and processes. It’s a landscape of continual learning.”



JAMES

HOTEL MANAGER EXCHANGE PROGRAM – OASIA HOTEL

“ As a challenge-driven person I am greatly looking forward to immersing myself in a new culture and practising the leadership principles I have learnt through my time with TFE Hotels in a completely different environment. ”



JAMES

HOTEL MANAGER EXCHANGE PROGRAM – OASIA HOTEL

“ I look forward to taking the parts of our culture which make TFE Hotels a success to Singapore and sharing those ideas I come across during my time there on my return.

As Singapore changes its work practices and relies less on non-Singaporean nationals for labour, I hope to be able to take some of the efficient work practices which have been implemented by TFE in order to do more with less. ”



Doing Business with Grace

Even if you win the rat-
race...

You're still a **RAT!**



COMPANIES DON'T
SUCCEED...

PEOPLE DO!



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