

Mastering Hotel Financials

Financial Statements Analysis
Budgeting and Forecasting
Corporate Finance

ONLINE PROGRAM



ECOLE HOTELIERE
LAUSANNE

— Since 1893 —

A MEMBER OF EHL GROUP

Designed for working professionals who wish to gain knowledge about a specific subject related to the hospitality industry.

Why study at EHL:

- A learning facilitator moderates discussions on each course
- A member of faculty reviews and corrects the final assessment
- An IT helpdesk offers technical support 24/7
- A 100% online program is accessible whenever and wherever
- Program content based on EHL's MBA guarantees premium education

EHL Digital Education platform

The EHL Digital Education platform allows you to study online, at your own pace, without putting your career on hold. You will benefit from a stimulating environment of peers and international experts and participate in collaborative activities while enjoying a high level of support from a learning manager.

Certificate of Achievement

At the end of each course, you will receive a certificate of achievement, providing you successfully pass the final assessment.

An additional Advanced Certificate in Mastering Hotel Financials will be delivered when you successfully complete all three finance programs.

*Delivered by the world's leading hospitality management school,
Ecole hôtelière de Lausanne.*

Mastering Hotel Financials

Mastering Hotel Financials is composed of three courses that examine the three intersecting areas of the hospitality financial landscape:

- » Hotel Financial Statements Analysis
- » Hotel Budgeting and Forecasting
- » Advanced Corporate Finance

“The ongoing trend towards financial engineering in the hospitality sector is impacting corporate and property managers in their daily missions. It has become critical for successful hospitality managers to master financial concepts applied to the sector and to understand the objectives and motivations of investors and other stakeholders.”



Stéphane Haddad
EHL Senior Lecturer
Advanced Corporate Finance



Ecole hôtelière de Lausanne (EHL) is ranked number 1 in the 2019 QS World University ranking and in CEOWORLD Magazine for Hospitality & Leisure Management Universities

Hotel Financial Statements Analysis

5 weeks / 8 hours a week / online course

This course takes you into the heart of hotel financial analysis. You will acquire an understanding of the main elements of financial statements and, at a managerial level, develop your ability to interpret financial statements and key performance indicators (KPIs).

- Week 1**
- The basic financial reports
 - Financial reporting mechanics
 - Financial reporting



- Week 2**
- Focus on assets
 - Focus on liabilities and shareholders' equity



- Week 3**
- Cash flow analysis
 - Financial analysis tools and techniques
 - Liquidity and solvency analysis



- Week 4**
- Profitability analysis
 - Costs and decision-making



- Week 5**
- Final assessment



49

videos



29

executive interviews



10

interactive exercises



31

case studies & readings

Course Details

Week 1

The basic financial reports takes you through a general overview of financial reporting and then develops on the four financial statements that are the balance sheet, the income statement, the cash flow statement, and the statement of shareholders' equity.

Financial reporting mechanics looks at the process of recording a business transaction using the accounting system, starting from the accounting equation to transaction.

Financial reporting standards expands on the objectives and the parties involved in financial reporting and introduces critical issues such as the comparability of accounting standards, and the impact that the application of different standards might have on the financial statements.

Week 3

Cash flow analysis guides students through the cash flow statement and expands on the three subsections of this statement (operating, investing, and financing).

Financial analysis tools and techniques introduces the various benchmarks that can be used to compare a firm's financial position and performance and goes through various financial statement analysis tools and techniques such as common-size analysis, cross-sectional analysis and ratio analysis.

Liquidity and solvency analysis takes you into the analysis of two main risks for most companies, namely liquidity and solvency, starting by defining what liquidity is, and expanding on the ratios that can be used to measure it.

Week 2

Focus on assets explores in detail the asset side of the balance sheet and analyzes several components of current assets, starting with accounts receivable and exploring the process of accounting for bad debt expenses.

Focus on liabilities and shareholders' equity explores in detail the liabilities and shareholders' equity sections of the balance sheet and covers the components of current liabilities, starting with accounts payable and following with accrued liabilities such as unearned revenue.

Week 4

Profitability analysis guides students through a company's performance analysis using various standard metrics such as margins, EPS, ROA, ROE, and other operational performance metrics specific to the hospitality industry (RevPAR, ADR, yield per seat, etc.).

Costs and decision-making explores how costs can be used for decision-making, starting with the direct versus indirect costs classification, and explains how different allocation bases for indirect costs can lead to different results.

Hotel Budgeting and Forecasting

5 weeks / 8 hours a week / online course

In this course, you will deep-dive into hotel competitive performance analysis, budgeting and business planning processes. You will learn to analyze performance using industry benchmarking tools, practice planning, budgeting and forecasting processes, and use these tools to estimate future performance and monitor variances between actual outcomes and projected ones.

- Week 1**
- Planning & the planning process
 - Planning methodologies
 - Putting the plan together
 - Managing the planning process
-

- Week 2**
- Benchmarking
 - Metrics and benchmarking for hotels
 - Competitor analysis and STR reports
-

- Week 3**
- Operations budgeting and forecasting
 - Budget preparation
 - Budgetary control
-

- Week 4**
- Cash management
 - Cash budgeting
 - Capital budgeting
-

- Week 5**
- Final assessment
-



39
videos



47
executive interviews



13
interactive exercises



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case studies & readings

Course Details

Week 1

Planning & the planning process considers the nature of planning in a business context and how the management of the planning process links business strategies to business plans.

Planning methodologies reviews a number of different approaches to managing the creation of plans and the planning process.

Putting the plan together reviews the elements of the business planning process and how each element can be linked to the other.

Managing the planning process examines the management processes that allow organizations to implement and monitor a business plan.

Week 3

Operations budgeting and forecasting examines the process of operational budgeting as part of the preparation of a business plan.

Budget preparation reviews the operational budget preparation process and looks at the way that budgets are prepared for revenue and expense, including consideration of budgeting approaches such as Activity Based Budgeting and Zero Based Budgeting.

Budgetary control examines the importance of budgetary control as part of the overall implementation of business plans and explains how to use approaches such as scenario planning, reporting and variance analysis to monitor performance.

Week 2

Benchmarking reviews the origins of benchmarking in a business environment and examines the different areas of business that can be subjected to a benchmarking process.

Metrics and benchmarking for hotels examines how benchmarking is applied to the hotel industry and the way the industry is structured and categorized as part of the gathering of performance data by companies.

Competitor analysis and STR reports considers how hotels analyze their competitors in order to create competitor sets for benchmarking purposes.

Week 4

Cash management examines the nature of cash management and its relationship with operational management. Cash management also looks into to how to prepare cash budgets using the Receipts and Payments Approach and the Adjusted Net Income Approach.

Cash budgeting looks at the way in which cash budgets are prepared using the two approaches presented in *Cash management* and considers the nature of capital expenditure for hotels.

Capital budgeting and rationing examines how various capital budgeting methods can be used by hotel company managers when faced with decisions related to capital projects, including simple as well as more sophisticated methods such as Profitability Index, Internal Rate of Return and Net Present Value.

Advanced Corporate Finance for the Hospitality Industry

5 weeks / 8 hours a week / online course

Every day, senior managers have to make decisions about investing in new projects, raising capital, acquiring companies or disposing of existing businesses or assets. You will understand how key financial decisions are made and which criteria and methods are used and applied in these processes.

- Week 1**
- Corporate lifecycle and governance
 - Investment appraisal and return determination



- Week 2**
- Capital structure considerations
 - Raising debt financing



- Week 3**
- Raising equity financing
 - Corporate valuation
 - Mergers and acquisitions



- Week 4**
- Private equity investing
 - Risk management



- Week 5**
- Final assessment



46
videos



28
executive interviews



9
interactive exercises



31
case studies & readings

Course Details

Week 1

Corporate lifecycle and governance covers key concepts of investment and corporate lifecycles as well as how to analyze an investment or a company in terms of their key features and development steps and how to review a corporate structure and identify its governance levels.

Investment appraisal and return determination refers to the concepts of time value of money and investment appraisal. Students learn to analyze investment projects from a financial point of view and to calculate relevant metrics (such as NPV, IRR, etc.) measures for decision making.

Week 3

Raising equity financing walks through the process and key considerations related to the raising of equity by private and listed companies, in particular in connection with initial public offerings (IPO).

Corporate valuation runs through the process and methodologies used to value companies through identifying and interpreting key valuation drivers, and analyzing corporate valuation based on commonly-used methodologies.

Mergers and Acquisitions identifies and critically assesses the strategic rationale and deal structures behind these transactions and allows a deep interpretation of key drivers pertaining to M&A deals.

Week 2

Capital structure considerations reviews the concept of capital structure, the theoretical framework enabling its optimization and how to establish the relation between debt leverage, cost of capital and company value.

Raising debt financing reviews the types of debt which are available to companies, either in the form of private debt or bonds, and explains the main differences between various debt instruments and how to calculate, assess and interpret their return and repayment profiles.

Week 4

Private equity investing covers private equity investing, describes the industry structure and lists key participants, including funds and fund managers. It also describes the mechanics of leveraged buyouts and their key value creation drivers.

Risk management explains the risks faced by hospitality, travel and leisure companies and reviews the main financial instruments, such as options and futures, used to hedge specific risks. It also reviews key operating and financial risks affecting hospitality groups and provides a framework to select and implement risk management solutions.

Meet your Professors



Cédric Poretti, PhD, CFA

Assistant Professor of Accounting
Hotel Financial Statements Analysis

Cédric holds a PhD in financial accounting and the Chartered Financial Analyst designation. Cédric worked in the asset management industry in two banks in Switzerland.



Philip Bacon

Senior Lecturer of Finance
Budgeting and Forecasting

Philip is a Chartered Accountant and Member of the Royal Institution of Chartered Surveyors with over 30 years' experience in professional business advisory services and general management.



Stéphane Haddad

Senior Lecturer of Finance
Advanced Corporate Finance for the Hospitality Industry

Stéphane is currently a partner at a London-based corporate finance boutique and has previously served as a Vice President for mergers and acquisitions at JP Morgan Chase.

Fees & Enrollment

Individual fee

One course: CHF 2,200

Three courses: CHF 5,940

AEHL member fee

EHL Alumni who are AEHL members can benefit from a membership fee. For more details, please contact us by email at certificates@ehl.ch

Start dates

Each course is offered twice a year. Start dates are available on our website.

Enrollment

There is no admissions requirement to enroll to our online course.

To enroll, choose a course and an intake on our website. You will then be required to fill in your personal details and select a method of payment (credit card, bank transfer or PayPal). Enrollment will be guaranteed upon receipt of payment.

Final assessment

At the end of each 5-week program, you will be required to take a final assessment. Depending on the course, the assessment may range from multiple choice quizzes (MCQ) to more open response evaluations, like a case study.

To successfully obtain the certificate, you must get a minimum of 60% of the total points available. You can either PASS or FAIL a certificate, no numerical grades will be officially reflected in the certificate.

Feedback will be provided in relation to your performance in the final assessment in order to enable you to think critically about your work and to reflect on possible improvements. The feedback is provided via EHL Digital Platform directly.

Retakes are not available at the end of a program if you fail the final assessment.

If you wish to retake the final assessment, you need to re-enroll for the next available session.

Advanced Certificate in Mastering Hotel Financials

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certificates.ehl.edu/finance



“EHL is consistently recognized as the best hotel management school in the world with the highest graduate employment rate in the industry”

Accreditations & memberships:



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