



The Spirit of Hospitality



## ***At Index Hotels we are passionate about hospitality!***

With our values-based management philosophy ingrained in our DNA we are perfectly positioned to satisfy the evolved expectations of the modern traveller who is seeking more than an hotel room but desires an experience that acknowledges their individuality.

Our dedication, passion and commitment is to deliver unique hotels; offering heartfelt hospitality.

Our mission is to manage and develop independent hotels using our extensive experience, resources, international alliances and high-level expertise. We provide hotel and resort owners with turnkey management and marketing solutions; releasing them from the daily management responsibilities of running an hotel.

We leverage our track record of creatively and effectively addressing the challenges facing the hospitality industry in Africa

Hotel developers and owners are supported by a sophisticated infrastructure and a highly experienced management team who understands how to tackle and resolve the core issues of optimising revenue across the spectrum — from increasing room sales, elevating food & beverage revenue, maximizing meeting and conference opportunities to optimising the unique image and value of their hotel or resort.



# STRATEGIC FOCUS

Our strategic focus is on developing hotels using our bespoke management and operating procedures that intentionally seek to satisfy the needs of travellers and ultimately provide investors with a desirable return on investment; thus we believe Index Hotels is positioned to become the number one independent hotel operator in Africa.

Currently Index Hotels has a footprint in Southern and Western Africa, with operating hotels in South Africa and Ghana, a further 4 hotels are due to open in the next two years. In addition, Index Hotels is exploring opportunities in Ethiopia, Rwanda and Kenya.

The current portfolio is a blend between upscale resort hotels, upper-midscale business hotels and fully serviced residences with a luxury eco-resort and destination villas in the pipeline.



# THE INDEX VALUE PROPOSITION

- ❖ Bespoke management and operating procedures
- ❖ Independent brand creation and brand building
- ❖ Fully functioning, contributing and transforming hospitality establishments
- ❖ Freedom from day-to-day management issues
- ❖ Exceptional human resource skills to ensure the best team selection and continuity of expertise
- ❖ Emphasis on achieving optimal Total Revenue Per Available Room (TrevPAR)
- ❖ Global distribution network aligned with the most powerful in the world
- ❖ Proven expert revenue management (systematic intellectual property)
- ❖ Trustworthy financial systems and controls
- ❖ World-class management systems
- ❖ Focused and sophisticated e-commerce presence
- ❖ Access to the very latest hotel e-marketing technology
- ❖ Regular and relevant reports to assist decision-making
- ❖ Service standards at the highest international level
- ❖ Sustained drive to enhance guest satisfaction



# REVENUE OPTIMISATION

Index Hotels understands the importance of performance metrics to gain valuable insights and assist hotels to accurately analyse data and develop a successful distribution strategy that will maximise the hotel's profit potential and grow RevPAR (Revenue per Available Room).

A large percentage of Index Hotels' business is generated via the Internet and the trend will inevitably grow. Our hotels and resorts are able to use our dedicated global revenue management and marketing teams who can capture sales opportunities through multiple direct channels.

Our dedicated team continuously drives information on our hotels towards preferred partners, which gives them exposure to targeted sales opportunities. This allows revenue to expand, while the inventory is controlled through a centralised system. A dedicated revenue management team will conduct regular checks of the hotel and provide important management information.

Our team will coach and train line staff, devise activity programmes and help hotels with account management. We will provide owners with statistics and tailor-made reports to showcase results and assist to ensure optimum control.



## Top Technology Platform

Index Hotels' Revenue Management team offer hotels and resorts a comprehensive and fully integrated approach to technology and channel distribution. This includes key booking channels such as the Hotel Booking Engine (IBE), Global Distribution System (GDS) and Internet Distribution System (IDS) as well as state-of-the-art Central Reservations Systems (CRS), Revenue Management Systems (RMS) and Guest Relations Management Tools.

Hotels benefit from a trusted GDS chain code which is an important sales tool within marketing programs, builds brand awareness and enhance visibility.

Our team develops a holistic strategy by analysing the right data, business and channel mix and implement the optimal distribution network to increase revenue and profit streams that are sustainable in the long term.



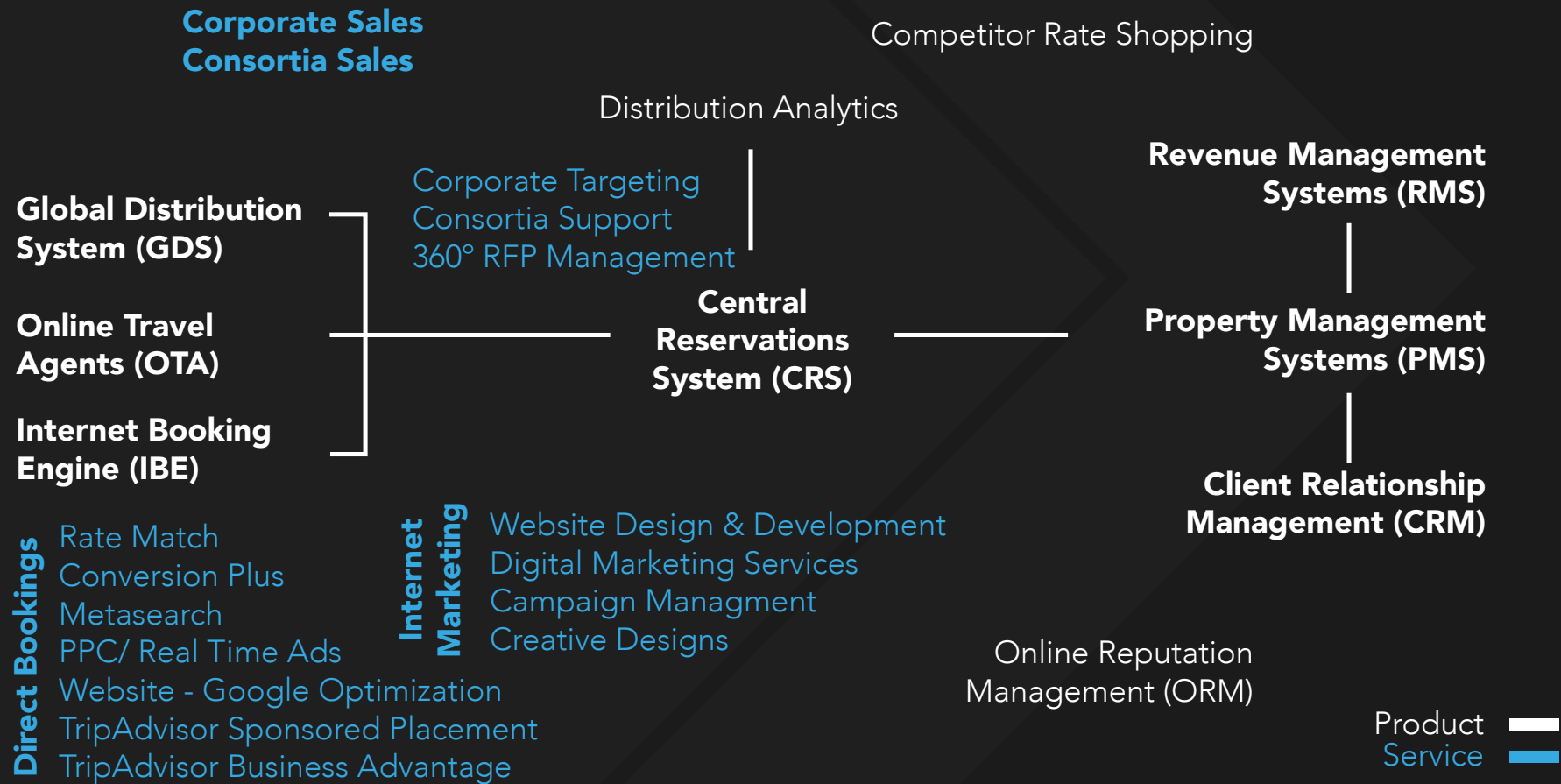
## Powerful E-Commerce Channels

This includes search engine optimisation (SEO), online marketing and social media management as valuable marketing tools to generate sales for our hotels.

Hotels gain valuable exposure through their custom designed websites, which targets the direct consumer and manages the diverse needs of today's traveller – from business to experiential travel, family holidays to romantic breaks, spa and nature lovers to corporate meetings and incentives.



# Sophisticated Revenue Tools & Distribution Analytics





## Hotels Benefit From:

- ✧ Internationally accredited and experienced revenue management team
- ✧ Access to state-of-the-art systems at preferential rates
- ✧ Optimised distribution strategy through a robust central reservations system
- ✧ Successfully developed direct booking strategy
- ✧ Online positioning and pricing analysis
- ✧ PMS, RMS and CRM integration
- ✧ Highly recognised and trusted GDS chain code
- ✧ Data intelligence and distribution analytics
- ✧ Website which is optimised for search and conversions
- ✧ Digital marketing including PPC and metasearch
- ✧ Maximised direct bookings from search to stay
- ✧ Strategic analysis of hotel performance enabling intentional actions to the changing markets
- ✧ World class rich visual reports which deliver critical insights



# GLOBAL SALES

A key ingredient of effective hospitality management is the team that drives guests to our hotels.

We offer you a dedicated sales support, providing an established and well-equipped structure to ensure that regular sales calls are made to promote each of our hotels. This serves to increase their exposure and to develop potential markets by building relationships and uncovering new opportunities.

Our team has an in-depth knowledge of the hospitality and tourism industry, backed by years of experience and well-established contacts in the leisure, corporate and MICE markets. This team manages relationships with thousands of corporate travel influencers globally and ensures that our hotels stay abreast of key market opportunities.

The team also attend regular international trade shows, client events and workshops, thus reducing the costs to individual hotels and making these events a viable form of marketing.



## Corporate, Consortia & TMC Sales

Through our global sales program we help our hotels generate revenue from lucrative corporate, TMC and consortia business.

Our team of sales executives who will be promoting our hotels are based in key cities. This team perform hundreds of focused sales calls per month.

The group's sales manager will further guarantee that sales calls are based on each hotels bespoke Marketing Plan; ensuring that the team achieves revenue targets.

## Effective RFP Support

Index Hotels' sales team offers full-service RFP support, helping hotels navigate the complex RFP bidding process to gain more contracts from corporate travel buyers, consortia and TMCs.

This service includes inter alia: client data collection, lost RFP support and negotiations.



## Hotels Benefit From:

- ✦ Global sales managed account list of 700+ corporations
- ✦ Connection to more than 30 global consortia programs and travel management companies
- ✦ Global networking via travel trade events for top feeder markets
- ✦ Complete RFP management from client data collection to negotiations and lost RFP support.
- ✦ Focused and managed sales calls
- ✦ Corporate targeting
- ✦ Negotiated rates loaded immediately after RFP acceptance
- ✦ Access to global preferred partnerships with top TMCs
- ✦ Availability of 'pay-for-performance' agreements with travel consortia
- ✦ A strategic sales plan tailor-made to the hotel to capitalise on every market segment.
- ✦ Dedicated sales support
- ✦ Intelligent contracting
- ✦ Market insights and unique marketing opportunities



## Communication, Design & E-Commerce

We aim to ensure the best possible market penetration as effectively and directly as possible.

We also want guests to return, year after year, as well as tell their friends of their memorable experiences and therefore a core focus of Index Hotels is communication, design and e-commerce.

Our Marketing Division has years of experience in providing exceptional marketing services to hotels. We begin by working with the hotel to conduct a thorough analysis of your current marketing strategy and collateral.

We use this to co-create a detailed marketing plan per market segment.

We can drive substantial additional trade to your website through viral promotions, competitions, special offers and other promotional techniques.



## Hotels Benefit From:

- ✦ A full marketing audit and evaluation of their current marketing collateral, websites and so on, to identify areas of improvements.
- ✦ Opportunity to develop a completely new and dynamic corporate identity, brand and logo for you. Or we can refine your existing brand identity to update and upgrade your corporate image.
- ✦ High quality brochures, banners, videos and other visual marketing material, designed by some of the most talented writers and designers.
- ✦ Opportunity to expand their brand awareness of other features in the hotel by letting us create sub-brands e.g. spas and restaurants.
- ✦ A comprehensive, sales-driven website with an emphasis on rich, visual imagery, easy to navigate layouts and simple online booking forms to increase sales and provide an extremely positive user experience for guests.
- ✦ Benefit of our high level of expertise in web technology and our ability to seamlessly integrate this with traditional advertising media and to optimise bookings and revenue.
- ✦ Extensive exposure on valuable social media platforms to ensure optimum integration and developing positive relationships with existing guests.
- ✦ A strategic marketing plan tailor-made to the hotel to capitalise on every seasonal opportunity.
- ✦ PR efforts will be supported, or a full PR service can be provided as necessary, for special events and on an on-going basis.
- ✦ Increased booking conversions through our focus on SEO (Search Engine Optimisation) and PPC (Pay-per-Click) advertising utilising Google AdWords and Facebook to advertise your hotel's digital presence and increase booking conversions.
- ✦ Hotel database can be maintained and expanded through powerful direct marketing presentations to continually build positive client relationships and increase sales year after year.

# ASSET OPTIMISATION

Many factors influence when an owner may be forced to examine the market position, financial structure, operating policies or management of an hotel. Competitors with newer technology, aggressive marketing or changing brand affiliations put pressure on owners and lenders to re-examine their situation.

Rising refurbishment and redeveloping costs make it more important to maintain a hotel. However, without good management the equity and reputation built up over years may diminish rapidly. More importantly if the value of the property does not achieve its maximum potential through operating profit, even a sale of the asset may not reach the owner's goals.

Our goal in asset optimisation is to advise a client on the current market trends, operational requirements and financial management of a hotel to help maintain or improve its value. The client might be the owner of the hotel, a financial institution or investor. We work for the client by seeking opportunities to maximize their return on investment while maintaining or improving the market position and physical attributes of a hotel or resort. Index Hotels will work hand-in-hand with the on-site hotel manager, individual or Management Company.

At Index Hotels we offer asset and oversight management to owners who seek to optimise their hotel investment. We will make recommendations on how to improve the physical facility, increase revenue growth and provide consistent quality of service. By continuously reviewing the marketing strategy and expense controls, efforts are made to enhance the value of the asset.

## Asset Optimisation Services

- ✦ Hotel, F&B Operations design and development
- ✦ Amenities and experience conceptualisation
- ✦ Facilities management
- ✦ Project Management
- ✦ Asset and oversight management

# Asset Optimisation Strategy

- ✦ We help to focus the attention of the hotel management and improve productivity levels of the hotel team so as to increase profitability.
- ✦ We work to maintain and improve the physical condition of the hotel by monitoring physical maintenance activities and the proper completion of capital expenditure projects in order to see that funds are spent effectively.
- ✦ We help owners develop and communicate their goals for the property to the Operator and subsequently guide and encourage the operator to achieve these goals.
- ✦ We seek cost-effective ways to maximize value including repositioning, expansion, adaptive re-use of spaces, remodelling, developing additional revenue opportunities as well as refinancing.
- ✦ Our services include - Contract compliance, concise reporting, benchmarking & best practices, operational reviews, repositioning analysis, strategic planning, development services, facilities conceptualisation, Capex & operations budgeting.
- ✦ In addition, if an owner does not wish to have an independent hotel, we will facilitate brand & management selection/negotiation





# HOTEL CONSULTING

At Index we have a passion for hospitality and thus we desire to see the true spirit of hospitality re-established in the hotel industry; we therefore offer our professional services to owners and developers of independent hotels. With the more than half a century of accumulative experience the team at Index Hotels is perfectly positioned to assist owners and developers to make the most effective decisions at the right time.

As an hotel operator we have the capacity to develop a solution tailor-made to give your hotel or resort the competitive edge. We truly believe that you will derive a healthier return on your investment if we can assist you in creating a unique hotel, offering exceptional guest experiences.

## Consulting Services Include:

- ❖ Product and service conceptualisation
- ❖ Hotel and Restaurant design and development
- ❖ Brand development
- ❖ Strategic Business plans
- ❖ Marketing plans
- ❖ Team strategy and development



# KEY MANAGEMENT



## Craig Seaman

**CEO and founder of Index Hotels** - Craig has been in the hospitality industry for over three decades, with extensive qualifications in Hotel Management including from Cornell University.

After working in a variety of management position in flagship hotels in Southern Africa, including the Lost City at Sun City, he moved to Stellenbosch to oversee the development and launch of what has become the world-renowned wine estate, hotel and resort, Spier.

Subsequently as Managing Director of HS&V Hospitality Management, Craig was involved in the acquisition and transformation of the Group's award-winning luxury suite of boutique hotels.

Craig's focus expanded to Ghana close to a decade ago; initially consulting to the Fiesta Royale Hotel on Revenue, Sales and Marketing strategy and later designing, developing and managing the trend setting Fiesta Residences Boutique Hotel and Serviced Apartments. His motivation for advancing the spirit of hospitality in Africa lead to the formation of Index Hotels.

## Nicorine Bekker

**Executive Head: Business Optimisation** - Nicorine is responsible for maximising hotel revenues and business optimisation strategies.

Nicorine graduated from the University of Stellenbosch and has obtained numerous qualifications in Business Management and is a Certified Revenue Management Executive.

She was Group Revenue Manager for a collection of luxury boutique hotels before she joined Preferred Hotels and Resorts as Revenue Account Manager for India, Middle East and Africa providing revenue and online distribution support to multiple hotels and gaining international experience in revenue management.

Throughout her career and experience with multiple hotels Nicorine has acquired vast experience on a wide variety of hotel systems; both at property level and above property level.

## Lynné Gillespie

**Executive Head: Communications & Public Relations** - responsible for all marketing, social media initiatives and e-marketing.

After completing culinary studies at Le Cordon Bleu (London) and Hotel Management at the Cape Town Hotel School, Lynne started her career at the Cape Sun Hotel as part of the team responsible to re-brand the hotel to an InterContinental Hotel.

Thereafter, she joined the Table Bay Hotel in the V&A Waterfront and in early 2000 she joined the Rezidor Group as part of the Radisson Blu Hotel Waterfront team and held various key executive management positions.

As part of their public relations and marketing team, she played an integral role in the initial brand awareness and brand development for the Rezidor Group in Southern Africa.

## Laura Luyt

**Executive Head: Finance** - Laura is responsible for maintaining all Accounting procedures, controls and forecasting, while coordinating and communicating with the various financial sections within the Group.

She helps monitor, evaluate, and reinforce a strong financial foundation. Having completed her diploma studies in 1992, with further study through UNISA, Laura joined Erinvale Estate Hotel and Spa in 2002; transferring to HS&V Hospitality Management before joining Index Hotels.

She draws on 20 years of experience gained in Engineering, Agricultural and Hotel financial environments.

## Elfrida Fivaz

**Executive Head: Sales** - responsible for compiling, implementing and coordinating the sales strategy for all the hotels in the Index Hotels portfolio.

Elfrida graduated Cum Laude from the Institute for Hospitality Training with an International Diploma in Hotel Management.

After completing her management internship at The Devon Valley Hotel she remained part of the marketing management team and was subsequently promoted to HS&V Hospitality Management to take responsibility for the coordination and communication between the Local and International Sales Team and the hotels.

Elfrida also gained leadership certifications from the Harvard Business ManageMentor development program.

Currently a member of Skål International she is a keen networker and enjoys finding innovative ways to drive business through the hotel doors.

## Johan de Villiers

**Operations Manager: West Africa** - with two decades experience in hospitality, Johan studied hotel operations management at the Belvoirpark Hotelfachschule.

He started his career in Botswana in the conference sector and later moved onto Food and Beverage management with the Legacy Hotel Group.

At Sun City Johan took on an executive management position overseeing large scale conference and hotel operations. His desire to move to Cape Town became a reality when he was offered the position of General Manager of the Pavilion Leisure Group and later as Managing Director.

In 2015 Johan started his own consulting company and did development and refurbishment work for several hotels, this resulted in him being appointed at Sun International's most successful unit the Grand West Casino, Hotel and Entertainment Centre as Operations Manager.

An opportunity in West Africa opened up and Johan joined Index Hotels as General Manager for their contracted units in Ghana.

# Index Hotels SA (Pty) Ltd

Office 301 Eikestad Mall, 43 Andringa Street,  
Stellenbosch, South Africa, 7600

[info@indexhotels.co](mailto:info@indexhotels.co)  
[www.indexhotels.co](http://www.indexhotels.co)  
+27 21 808 1718