



Fibra inn

Fideicomiso de Infraestructura en Bienes Raíces Hotelero
Real Estate Investment Trust

Construye Invirtiendo

Monterrey, Nuevo León. January 2015

FIBRA INN is a real estate investment trust with 32 hotels and a projection of over 50 properties by the end of 2015. As a key initiative to continue with the company's fast expansion, we developed a project called ACTION along with London Consulting Group, which is focused on the reengineering of several key areas within the organization. Some of the main accomplishments and results achieved during the project were:

COMMERCIAL MODEL

- The commercial model for corporate sales and local sales was designed and implemented: New accounts prospecting model, implementation of the CRM Hotel Sales Pro to improve the planning of commercial activities and client follow-up, indicator and active supervision daily management model, compensation model.
 - A 29% increase in client active portfolio through prospecting, loyalty and cross selling.
 - A 33% increase in pilot hotel sales (MEXCI) and 11% increase in corporate sales.

REVENUE MANAGEMENT MODEL

- Agreements with companies: rate scales were defined based on production volume per account per hotel. Individual clients: rates were aligned with the daily and per hour occupancy behavior at each hotel.
 - Up to a 25% improvement in rates in properties.
 - An 11% increase in income from rooms in hotels.

MANAGEMENT MODEL

- The Shared Services Unit was created to centralize the execution of the hotel's administrative processes. This model of operation facilitates the standardization of processes and future growth.
 - A 37% reduction in administrative payroll costs per hotel.
 - A 39% reduction in days of coverage of accounts receivable.

HUMAN RESOURCES MODEL

- Design and implementation of the following: optimal workforce model based on volumetric, recruitment and selection processes, orientation and training models, standard rates for positions and salaries, creation of the area's indicators.
 - An 8% reduction in hotel's payrolls guaranteeing levels of service to clients.
 - A 51% reduction in the personnel turnover rate.

PURCHASE MODEL

- The company's central supply area was created while implementing standard processes for evaluation, selection and negotiation with suppliers. The expense management indicators per type (Consumption and Price) were designed.
 - An 8% reduction in main expense accounts (electricity, water, gas, cleaning supplies, juices, bottled water, coffee)

The project's economic benefits has surpassed our expectations achieving a ROI of 4 to 1 and an annual ROI of 14 to 1 by the end of the project.

It is worth noting London Consulting Group's methodology as one of the key factors of the project's success, in which their change management stands out, as well as their shoulder-to-shoulder implementation and the involvement of all levels within the organization to generate a cultural change within our personnel.

We hereby would like to highly recommend London Consulting Group as a professional company that focuses on results, therefore we have decided to continue working with them in the development of other improvement initiatives within the organization.


Victor Zorrilla Vargas
CEO Fibra Inn

Sincerely


Joel Zorrilla Vargas
COO Fibra Inn