

THOMAS NOLL



4/23/2012

TopHotelier

ThomasNoll

❖ CV

❖ REFERENCE LIST

❖ RECENT PRESS CLIPPINGS

❖ PRESS RELEASE ON EUROPEAN HOTEL MANAGER AWARD

CURRICULUM VITAE: HIGHLIGHTS

Born on January 5, 1961, in Germany, in 1985 graduated from the Hotel School Poppe&Neumann in Konstanz with the "Kuechenmeister" diploma. In 1988 complemented the education with Hotel Management Courses in Cornell University in Ithaca, USA.

Having started his career in the hospitality industry as a Chef in Comino Hotels in Malta, Thomas Noll has more than 30 years of experience in the hospitality industry, over 20 of which - in the position of a General Manager.

The extensive international experience of Thomas Noll includes working in Malta, Antigua, Crete, Egypt, Kenya, Switzerland, Turkey, and for the last 11 years in Russia, managing luxury 5 star properties in St. Petersburg – a world recognized tourist capital.

Thomas Noll is a father of three children – Samantha, 21 years old, and twins Nikolaj and Nicole, 4 years old. Samantha has successfully completed her stagiaire in the Adlon Hotel in Berlin, and at the Hotel de la Cite in Carcassonne, she also got an invaluable experience at the Tanit Design company in Paris. She has started her 4 years Bachelors Program at Ecoliere Lausanne in August 09 – following her father's path in the hospitality career. Samantha is currently undergoing her stagiaire in the Mandarin Oriental London in Sales & Marketing.

Thomas Noll, President of TN Hotels & More company since June 2011.



MANAGING TN HOTELS & MORE... – HIGHLIGHTS MARKETING SERVICES.

- ❖ Cooperation with **AURORA FASHION WEEK** which was initiated as the International Fashion Week in St. Petersburg and now it is the main event with both regional and federal policy of Russian Federation in the sphere of culture and fashion industry. This new forum based in St. Petersburg is held twice a year and focused on Russia, the European Union, former Soviet Union and Japan. TN Hotels & More actively cooperates with a big number of companies to get closer to their targeted audience and bring the benefits of their services and goods to the real consumers via promoting their brands at AFW sessions.
www.afwrussia.com
- ❖ Promoting the NEW GENERATION cosmetics **Forlle'd** from Japan. On the basis of the Nobel achievement and thanks to the latest scientific research results, Forlle'd has released an exclusive and patented line of nano-technological products.
www.forlled.ru
- ❖ Offering marketing and representation services for the hospitality and tourism industry in Russia and CIS through effective cooperation with **IMPERATORE CLUB**.
www.imperatoreclub.com

MANAGEMENT SERVICES.

- ❖ In early July 2011 TN Hotels & More... signed a contract with 2011 **ST.PETER LINE** ferry operator to manage operational services for Princess Maria and Princess Anastasia cruise ships by TN Hotels & More... Since that priority targets of ST.PETER LINE are constant improvement of comfort and level of all services for the passengers and improving revenues per passenger.
www.stpeterline.com
- ❖ Completed a one year technical assistance assignment for the development of a 5* hotel in a central location of St. Petersburg.

PR SERVICES.

- ❖ Providing our clients with **professional PR support**. We match your brand with the right setting, enlist sponsors, design valuable cross-promotional tie-ins, and take care of all logistical issues, from pre-event publicity to post-event media coverage. With our considerable background and expertise in the travel, culinary, and upscale consumer brands sectors, TN Hotels & More has valuable experience executing a variety of events, from hotel public relations galas to virtual events in new media. Due to our efforts a VIP group of top-journalists from the U.S. visited Saint-Petersburg, Russia in September 2011 which resulted in a range of impressive publications about St.Peter Line, the Corinthia hotel, W hotel, Sokos Palace Bridge hotel and other companies in a broad range of top-luxury magazines and other media channels.

Please see some links to such publications at our web-site:

<http://www.thomasnoll.com/en/Publications>; http://www.thomasnoll.com/en/pr_services

CHARITY PROJECTS.

- ❖ Cooperating with the charity Foundation “**Future of Homeland**” holding a position of the Director of the Foundation Development since 2011. The main goal of the Foundation, which was founded in 2003, is prevention of drug abuse by schoolchildren. In a capacity of a Director of the Charity Foundation Development, Thomas Noll deals with fund raising issues for effective implementation of the programs set by the Fund all over Russia. The Program of drug abuse prevention implies medical actions, questioning, testing, monitoring, and insurance. It is approved by the RF Government and is highly recognized by various insurance professionals. This program was already marked by national public award “Golden Salamander” in the nomination “The Best Project of the Year”.

On December 08, 2011 Thomas Noll and his team were actively engaged in organizing of the Annual Charity Reception of the Foundation in Russia. More than 200 VIP guests – CEOs of big Russian and international companies, representatives of Saint-Petersburg and Leningrad Region Government, arts & culture celebrities, mass media and society people – were invited to this high-end event in the Corinthia Hotel Saint-Petersburg.

www.russiacharity.ru

GASTRONOMIC PROJECT.

- ❖ Our web-site www.foodatelier.ru features top - chefs from around the world to promote them on the Russian gastronomic market and to assist in staging their culinary events. The majority of the chefs are marked with Michelin stars and are also listed in such famous sources and ratings as «La mejor de la Gastronomía» or «San Pelegrino». The web-site has also educational purpose and presents some useful information for gastronomes. The project has been chosen by one of the major Russian business newspapers to lead the column on gastronomy.

www.foodatelier.ru

BUSINESS BROKERING INITIATIVES.

- ❖ TN Hotels & More actively helps investors all over the world to find the most financially attractive objects for sale: our web-site www.thomasnoll.com features a large list of potential business deals from selling unique properties such as luxury hotels, real estate and factories, to arts, rarest whisky set and the largest collection of gastronomic books of the 15th century.

www.thomasnoll.com/en/business_brokering

Thomas Noll, Regional Managing Director of the Grand Hotel Europe in St. Petersburg from January 2005 until March 2010

MANAGING GRAND HOTEL EUROPE – HIGHLIGHTS

REBRANDING. During his tenure as Managing Director of the Grand Hotel Europe, Thomas Noll was involved in the acquisition process which was completed successfully in 2005. Under the Orient-Express ownership, complete rebranding of the hotel took place, including changing of legal entities and full re-staffing of the property – from top management team to line employees. A new rate strategy was swiftly implemented in line with steep quality and financial improvements.

RENOVATION. One of the projects which were successfully completed was the extensive multi million dollar renovation program, involving all guest rooms and most of public areas. Keeping in mind that the Grand Hotel Europe is a 136 year old historical building, protected by the government, and that the operation of the hotel has not stopped for a day during the entire renovation period. 10 carefully restored historical suites were presented in 2009 as a highlight of the hotel renovation – featuring signature suites, each one with a unique design reflecting great history. The suites bear names of Lidvall, Pavarotti, Stravinsky, Dostoevsky, Faberge, Romanov, Imperial Yacht, Mariinsky, and Amber. The idea of Thomas Noll was to have truly historic rooms – each of the suites has a story behind it. Lidvall has participated in rooms remodeling of the hotel in 1900s; Pavarotti has occupied the same suite numerous times; members of Romanov royal family have been guests of the hotel on many occasions. Thomas Noll managed to successfully negotiate with the city authorities as well as with Elagin Palace museum the restoration and installation of the original Grand Hotel furniture back in the historical suites. The hotel has received 150 pieces of historical furniture that was stored in that Palace.

REVENUE GROWTH. The total hotel revenue since 2005 under Thomas Noll's management has been increased by 42%, while the RevPar growth reached 38% over the four and a half years, establishing the hotel as a long time rate and market leader with clear distance from closest competitors.

WORLD RECOGNITION. The Grand Hotel Europe is continually receiving the most prestigious awards in the hospitality industry – just to name a few:

- **T+L 500 2009**, Travel + Leisure's annual list of the 500 greatest hotels and resorts in the world for the fifth time
- **Wine Spectator of Excellence 2008 & 2009** by Wine Spectator, America's foremost wine publication
- **Grand Prix of Best Hotel in Europe 2008**, by the Jury of Prix Villegiature
- **Forbes Traveler 400**, 2008/2009 edition of the list of the world's finest hotels
- **One of the world's 100 best hotels in 2008**, by Sunday Times Travel Magazine
- **Best hotel in Russia** in 2008 by Afisha World magazine.
- **Conde Nast Traveler Gold List 2007**, annual list of 700 World's Best Hotels, Resorts and Cruise Lines
- **Number 34 among 50 Best Hotels in the World** by Institutional Investor 2006
- **The World's Leading Luxury Hotel**, by The World Travel Awards, 2009.
- **And a number of personal Awards such as, being congratulated by the city of St. Petersburg among the TOP 30 Business Leaders of St. Petersburg and the Leningrad Region**, by Delovoy St. Petersburg, the Leading Daily Business Newspaper

QUALITY. One of the achievements of Thomas Noll is bringing the Grand Hotel Europe to ISO-9001:2000 certification in a record-breaking period of 10 months. The Grand Hotel Europe has become the first Russian hotel to be certified by SGS, a major international certification body, for correspondence to ISO 9001:2000 international quality standards. The upgrade in the quality control system at the Grand Hotel Europe and receiving the relevant certification will bring the hotel a range of strategic and economic benefits, such as optimization of the organization's management system, increase in efficiency of quality control system, gain of advantage over competitors and ultimate increase in the quality of provided services.

CRISIS MANAGEMENT. Like many other businesses during the crisis times, the Grand Hotel Europe implemented cost cutting procedures and various measures were taken in order to maintain the high level of service while optimizing the expenses and finding new creative ways for new revenues and sustained profitability. Thomas Noll made a strong point that none of the measures would affect personnel – nor the quality of our service. The staff was not cut and the level of the employee benefits remained the same. Thomas Noll believed that crisis gave us an opportunity to further stand out from the rest of the market. The hotel performed best in the competitive set and each year the budget was achieved.

INITIATIVES

Thomas Noll founded the Russian Chapter of Chaîne des Rotisseurs in 2001 - an international gastronomic association dedicated to bringing together both professional and non-professional members worldwide who appreciate and share a mutual interest in cuisine, wine and fine dining. He headed the Russian Chapter for eight years and was also a member of the Conseil Magistral (International Advisory Board). As cuisine and fine dining are a focal point within the Chaîne, the society also supports and promotes the future of young cooks worldwide through the **Jeunes Commis Rôtisseurs Competition**. It provided young Russian chefs with the opportunity to demonstrate their culinary skills on an international platform.

The focus on extensive and various Food and Beverage operations has always been an important emphasis of Thomas Noll's work. The Grand Hotel Europe boasts 8 restaurants and bars, all with different types of cuisine, ambiance and atmosphere. During the time of TN managing the hotel, hotel's restaurants have won numerous local and international awards, being voted as the best by different organizations and mass media. The GHE the only hotel in Russia awarded by the "Wine Spectator".

In 2005, Thomas Noll has initiated and organized the first **Christmas Market in Russia**, which was located next to the hotel and was greatly received by the city residents and guests alike. The project has received well-deserved support from the city authorities, and eventually became the traditional annual city event, which takes place on one of the major squares in the historical center of the city. The project has evolved into a charity fundraising event, with an annual auction, where paintings are done by city celebrities and prominent personalities. Thomas Noll participates actively as the founder of the market which raised about 3 Million Euro on Charity annually.

The tradition of giving and charity, initiated by Thomas Noll, was very strong at the Grand Hotel Europe. In 2006 Thomas Noll has established **the Charity Foundation of the Grand Hotel Europe**, thus initiating a whole series of charity activities performed by the hotel. The major goal of the Foundation was assisting children and youth in need (orphans).

The Grand Hotel Europe Charity Foundation cooperates with a number of local orphanages and organizations which work with such young people, helping them to have decent living conditions and to have an opportunity to develop, grow, and eventually to succeed in life. A special program of hiring young orphans was developed. The hotel gives them their first job, provides trainings and corresponding social benefits, such as uniforms, free meals, medical insurance, keeping them away from the streets, and cultivating in them the sense of responsibility and control over their lives. 9 young ladies and gentlemen were employed by different departments of the hotel.

One of the sources for financing of the Foundation's activities is the **VIP Guest Recognition program**, launched in 2006. The most valued clients of the hotel are rewarded with the "Grand VIP" cards and "VIP Guest of the Grand Hotel Europe" cards, which offer advantages and bonuses upon using hotel services. A part of the profit from purchases made using a VIP card goes to the Charity Foundation, so hotel guests know that every time they use hotel services, they also help underprivileged children.

ADDITIONAL INFORMATION

- **The European “Hotel Manager of the Year” Award** was presented to Thomas Noll in April 2010 at the Annual Conference of the Association in Biarritz.
- Thomas Noll delivered a presentation titled **“Modern Russia – Global changes”** at the **GEP Summit in Moscow**, mid summer 2011.
- Thomas Noll is Deputy National Delegate for Russia and Nordic Countries of **European Hotel Management Association (E.H.M.A)**. www.ehma.com
- Thomas Noll was a key note speaker at a significant number of Hospitality Industry conferences, such as **International Russian Hotel Investment Conference** in 2009, 2010 and 2011 (RHIC); **International Hospitality Industry Forum** in Kiev, Ukraine, where he delivered presentations 2 consecutive years: 2011 presentation was titled “International hotel opening from scratch – strategic plan”, 2012 presentation was focused on “Creation of competitive advantages and value of a hotel”.
- Mr. Noll delivered lectures on Marketing for MBA students in the **Stockholm School of Economics** in 2008 and 2009.
- Thomas Noll has recently been invited to become a member of the Board of Trustees of the **SWISSAM Hospitality School**, which is the first international hotel school in Russia following the Swiss educational model. www.swissam.ru
- Advisory Board Member of **Seven Stars & Stripes**. www.sevenstarsandstripes.com

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Curriculum Vitae



THOMAS NOLL

OBJECTIVE

To add value to the company I serve by bringing in my very strong experience in the hospitality industry and to actively drive improvements thru innovations and business acumen. To be a recognized leader in what I do and to contribute to society.

PERSONAL DETAILS

- Date of birth: 05.01.1961
- One daughter, born on 25.09.1990 in Antigua, West Indies and twins(boy and girl) born on 18.12.2007 in St. Petersburg, Russia

EXPERIENCE

06/2011 UNTIL TODAY PRESIDENT/ OWNER, TN HOTELS & MORE, ST. PETERSBURG, RUSSIA

THE COMPANY WAS ESTABLISHED TO FOCUS ON MANAGEMENT, CONSULTING, MARKETING SERVICES AND MORE...

Clients:

- A 5 star hotel development in the historic center of St. Petersburg that is scheduled to open in 2012. Technical assistance services provided.
- Management of Hotel Operations of St. Peter Line that has presently 2 ships with the capacity of 1800 passengers and 1500 passengers.
- Investor and Owner consulting of a number of potential hotel projects in different parts of Russia.
- Official Partner for Aurora Fashion week in regards to sponsor development.
- Worldwide Marketing of a Professional Cosmetic Product to Hotel Spa's and Cosmetic Salons.
- Public Relations Consulting to a major 5 star hotel

04/2010 – 06/ 2011 HERMITAGE GROUP, ST. PETERSBURG, RUSSIA PRESIDENT/ MANAGING PARTNER

- Established this company as an equal partner with Vicente Caseiro, CEO.
- Build up the strategy and objectives for the company with various business segments, recruited a team and structured an office.

- Grew the company from 3 clients to 50 signed up contracts in less than one year.

01/2005- 03/2010 GRAND HOTEL EUROPE ST.
PETERSBURG, RUSSIA, REGIONAL MANAGING DIRECTOR,
ORIENT EXPRESS HOTELS & MANAGING DIRECTOR, GRAND
HOTEL EUROPE

Was recruited by Orient Express Hotels, Trains & Cruises to assist in the acquisition process of the Grand Hotel Europe, which was completed successfully in 02/05

- Rebranded the hotel, had to change legal entities and dismiss all employees. Recruited 650 employees and build up a new management team.
- Upgraded the levels of service to bring the hotel in line with Orient Express customers expectations and resulting in the award as the **“Leading Luxury Hotel of the World”** in November 2009 by the World Travel Awards in London
- Initiated a renovation program to renovate all guestrooms and some public areas in addition to major back of house renewals, whilst the operation of the hotel continued and revenues grew year after year higher than expectations.
- Positioned the hotel as the rate and market leader with a clear distance to the competitors.
- Assisting the company in development to identify potential hotels in other parts of Eastern Europe & China
- Actively involved with Charity works, initiated by the hotel. Achieved numerous accolades and recognitions for that by the Russian government.
- Initiated and founded the first Russian Christmas Market Fair that became now an annual event and handed this event over to the city administration of St. Petersburg.

06/2001 – 12/2004 CORINTHIA NEVSKIJ PALACE HOTEL,
ST. PETERSBURG RUSSIA, GENERAL MANAGER

- Moved with Starwood Hotels to St. Petersburg. Corinthia took over the hotel in January 2002 which gave me the task to rebrand the hotel over night.
- Completed the first 2 successful Six Sigma Projects for Starwood in Northern Europe Division
- Won the 2 Best Restaurant Awards in St. Petersburg for the first time in the 10 years history of the hotel
- Doubled the profit of the hotel within 3 years.
- Developed the expansion project with 2 additional buildings to enlarge the hotel with add. 100 rooms, shopping mall, business center and largest ball room and meeting facilities in the center of the city.

- Opened up Russia to Chaine des Rotisseurs as Bailli (President for Russia) with a high level Grand Chapitre in the Marble Palace in December 2002. In 2003, was promoted to the Conseille Magistral in Paris.

08/1999 – 30.05.01 SHERATON SHARM HOTEL, RESORT & VILLAS, SOUTH SINAI, GENERAL MANAGER

- Opened the hotel as per planned time frame with only 2 months pre-opening time and very limited budget
- Had a positive GOP from the first month of operation
- Established the hotel as the “In Hotel” in Sharm El Sheikh thru best quality entertainment, resort activities and F & B Operations
- Prepared Content for the Starwood Intranet Site One.starwoodhotels.com for the AMI Division, working partly out of head office.
- Leading the Regional S & M activities as Cluster GM.

01/1996–08/1999 CONRAD INTERNATIONAL HURGHADA, RED SEA, GENERAL MANAGER

- Rebranded the hotel from Westin to Conrad and established the Conrad Brand in Egypt. Opened the first office for Conrad in Cairo.
- Actively involved in the pre-opening activities for Sharm El Sheik and Cairo.
- Increased revenues from \$3,8 million to \$6 million p.a.
- Increased Gross operating Profit from \$0,6 million to \$2 million.
- Adapted the operation to Conrad International Standards.
- Initiated a full refurbishing program to achieve the company's standards

1993–1996 MARITIM SELMUN PALACE HOTEL, MALTA, GENERAL MANAGER

- Increased regional sales from 2,9 million LM to 4,4 million LM.
- Increased Gross operating Profit from 0,2 million LM to 1,1 million LM.
- Planned and executed a complete refurbishment and upgrading program for 4,5 million LM, including the historic Selmun Castle.
- Opened the most exclusive Fine Dining Restaurant “Le Chateau” in Malta
- Handled a very difficult Union Situation and negotiated the first flexible union agreement in Malta.

1992–1993 BEACH ALBATROS RESORT HOTEL (CHM),
RED SEA, PRE-OPENING-,GENERAL MANAGER

- Opened for Charisma Hotel Management a Pre-opening and a Sales & Marketing Office in Cairo.
- Recruited Executive Team, Department Heads and 500 employees.
- Opened the hotel on target date and achieved a positive GOP as of the first month of operation.

1991 CHARISMA HOTEL MANAGEMENT AG, ZURICH,
OPERATIONS MANAGER

- Opened & managed a Restaurant complex with bar and banquet hall.
- Developed Food & Beverage Concepts for various hotels and restaurants.
- Prepared Pre-opening checklists and critical paths for various projects.

1991 ULYA HOTEL (CHM), ALANYA, TURKEY, ASSISTANT
GENERAL MANAGER

- Managed all Pre-opening activities, especially in regards to F & B.
- Recruited 250 employees.
- Closed down the hotel due to the effects of the Gulf War.

1990 TRADE WINDS HOTEL, ANTIGUA, W.I., HOTEL
MANAGER

- Established the fine dining restaurant “L’ Auberge de Paris” as the best restaurant on the Island.
- Opened the American Market for this resort, through which the average roomrate was increased by 40%.
- Hosted the Miss Caribbean Team for a competition on the Island and for a film production in our hotel.

1989 – 1990 HAWKSBILL BEACH RESORT (CHM), ANTIGUA,
W.I., FOOD AND BEVERAGE MANAGER

1988 - HAWKSBILL BEACH RESORT (CHM) ANTIGUA,

W.I.EXECUTIVE CHEF

1987 BLACK MARLIN HOTEL (CHM-KUONI),KENYA

CRETAN VILLAGE HOTEL (CHM-KUONI, CRETE, EXECUTIVE CHEF, NEW OPENINGS

1985 –1986 COMINO HOTELS (CHM-KUONI), MALTA, EXECUTIVE CHEF

EDUCATION

1986 **Hotelschool Poppe & Neumann** **Konstanz**

- “Küchenmeister” Diploma from the German Chamber of Commerce

1988 **Cornell University, Ithaca, N.Y.**

- Hotel Management Courses, Full Summer programm

LANGUAGES

- German, mother tongue
- English, fluent in writing and speaking
- French basic
- Russian, good

INTERESTS

- Skiing, Swimming, Reading, Golf, Gastronomie

ASSOCIATIONS

- Chaine de Rotisseurs, Bailli Honoraire de Russie; www.chaine-russia.com
- Global Hoteliers Club
- Lectured Marketing at MBA Programm of Stockholm School of Economics in St. Petersburg
- Leading the GM’s working group in St. Pete with the objective to promote the leaner winter season. Opened the website www.whitedays.com
- President of GHE charity foundation, supporting orphan children. Website www.charity-russia.com
- Advisory Board Member, RHIC, Russian Hotel Investment Conference 2009 and 2010
- Advisory Board Member, Seven Stars & Stripes
- Deputy National Delegate for Russia and Nordic Countries of **European Hotel**

Management Association (E.H.M.A). Was awarded as the European Hotel Manager of the Year in 2010

A P R I L 2 0 1 2

Thomas Noll became a Member of Board of Trustees of SWISSAM Hospitality School

REFERENCE LIST

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Chairman of the Federation Council and a member of the Security Council (since September 2011). Previously served as governor of St. Petersburg (2003-2011)

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ARTICLE FOR HOTEL AND RESTAURANT BUSINESS MAGAZINE ([HTTP://PROHOTELIA.COM.UA/](http://PROHOTELIA.COM.UA/))

Spring, 2012

“Culture eats strategy for breakfast”

Thomas Noll, President of TN Hotels & More...

Thomas Noll, President of TN Hotels & More, took part in the 6th International Hospitality Industry Forum held in Kiev on February 27 2012. The Forum has become a traditional and effective platform of communication between key players of international hotel business.

Mr. Noll delivered a presentation titled “Creation of competitive advantages and value of a hotel” which revealed the key factors that trigger competitive advantages in hospitality industry, whether it's a 3-4* or a 5* luxury hotel.

Mr. Noll analyzed what influences guests' decision and choice of a hotel: whether it is brand, location, special atmosphere of hospitality, devoted and perfectly trained team or any unique services and proposals that help a hotel to stand out from the crowd. Is it a wonderful mixture of all these factors that can be finally called “a competitive advantage”?

Any competitive advantage appears only if the hotel has a considerable edge over competition – when the hotel can propose and implement something that competitors fail to. There is an opinion that better resources and capabilities lead to significant level of success and sustainable performance – it is doubtful, however.

Let's look at big chain hotels, whether it is luxury chain like Four Seasons, Mandarin Oriental, Ritz Carlton etc. or mid brand, such as i.e. Holiday Inn, Novotel, Park Inn etc. They have abundant resources, well planned strategies and constantly train their staff to deliver superior results. However, they are mainly focused on maintaining brand standards, corporate sales and marketing programs. Their GMs are obliged to stick to corporate rules, which does not always allow or foster an environment for creativity and innovation, since innovations are usually coming out of headquarters. The global super luxury branded hotels are very similar in their level of superior services all over the world.

However, in the present challenging economic landscape, hotels need to develop strong competitive advantages in order to stand out from the crowd - let's consider another types of the hotels that have more favorable environment for that.

Of course, it's easier to be creative in the unique hotels with impressive histories where the owners highly empower General Managers, who therefore have the feeling that the hotel is their own and treat it accordingly. Good examples of such hotels are Grand Hotel Europe (BMW 7 limousine service, VIP catering service, private box in Mariinsky theatre, Chocolate Factory, RIVA boat, a number of unique implemented charity initiatives), Principe di Savoia Hotel (ultimate luxury cashmere linen, which have thermo regulating features and help to maintain the ideal body temperature) and Montage Beverly Hills Hotel (an exceptional culture among the management team and the employees by recruiting the best of the best from the hospitality industry).

Each of these hotels has an exceptional atmosphere of unique hospitality, delivering a great memorably positive experience to their guests. Each GM is encouraged to feature their hotel in a unique and most creative way. If we analyze what triggers their success, we will see that it's not a well-trained personnel or carefully outlined strategy, it is mainly cultural climate which is the winning formula for each of them. This is the culture and cultural environment that help such hotels and their GMs enjoy long-term career success by keeping their guests and employees continuously excited by innovative services, encouraging their customers to come back again and again, pleasing the investor and finally, winning over their competitors.

It is not the strategy, but the culture and enabling systems that allow the environment for innovation and strategy creation. If you don't have the right culture and systems that support it, you won't be able to achieve any competitive advantage.

“Culture eats strategy for breakfast”!

INTERVIEW TO "BUSINESS PETERSBURG" NEWSPAPER (WWW.DP.RU) FEBRUARY, 2012



Известный в Петербурге отельер Томас Нолл, основавший собственную компанию TN Hotels and More, о туристической привлекательности Петербурга, раках, моде и собственной удаче.

Как зародилась ваша компания и в каких направлениях она развивается?

— Компания TN Hotels and More, президентом которой я являюсь, очень молодая. Она была основана мною 1 июля 2011 года. Я являюсь 100%-ным владельцем фирмы, но все сотрудники принимают активное участие в генерировании дохода. При этом я работал очень интенсивно всю жизнь, буквально с утра до ночи, и всегда хотел обладать большей жизненной свободой. Поэтому основал собственный бизнес, в успехе которого финансово заинтересован каждый сотрудник. Теперь я не трачу много времени на контроль рабочего процесса.

В 2010 году вы покинули пост генерального директора "Гранд Отеля Европа". Почему?

— Карьера профессионального отельера сродни карьере дипломата, на позиции генерального менеджера отельеры работают не более 2–3 лет. Я же пробыл 6 лет в отеле "Европа". До сих пор нахожусь в прекрасных отношениях с компанией Orient Express, под управление которой он перешел в 2005 году. Однако с приходом новой команды поменялось отношение к моей деятельности, что, возможно, было также вызвано экономическим кризисом. На тот момент мне уже исполнилось 50 лет, и я понял, что благодаря индустрии гостеприимства мне посчастливилось прожить уже несколько интересных жизней. Я решил сделать небольшую паузу в бизнесе, для того чтобы больше времени проводить с моими младшими детьми: я поехал с семьей в Португалию, затем в Индию, несколько недель провел у себя на родине, в Германии. С огромным удовольствием занялся строительством загородного дома, спортом, путешествиями, осуществил свою давнюю мечту — тур по Европе на мотоцикле. После возвращения в Россию я осознал, что настала пора использовать массу накопленного опыта и внушительный список ценнейших контактов по всему миру, которые я приобрел во времена управления отелями. Поэтому я основал свой бизнес, который призван содействовать инвесторам в развитии и укреплении их деловых позиций на российском рынке. Я полон сил. У меня действительно большие планы на будущее!

Какие конкретно проекты вы сейчас ведете?

— Мы консультанты в реализации двух интересных проектов строительства отелей в Петербурге. Впоследствии, возможно, будем оказывать содействие в управлении этими отелями.

Первый проект — люкс-отель в центре Петербурга.

О втором проекте еще рано говорить, поскольку я нахожусь в активной фазе переговоров с инвестором. Это будет люкс-бутик-отель, расположенный в фантастически прекрасном месте. Сейчас рассматриваю предложения ряда крупных мировых отельных брендов — потенциальных операторов данного отеля.

Следующее крупное направление нашей деятельности — маркетинговые услуги. Яркий пример — сотрудничество с организаторами Международной недели моды Aurora Fashion Week.

TN Hotels and More также продвигает ряд брендов в сфере красоты и здорового образа жизни: к примеру, японскую косметику нового поколения Forlle'd. Еще одна наша инициатива — гастрономический проект foodatelier. Сотрудничает с благотворительным фондом "Будущее Родины" (занимается предотвращением распространения наркотиков среди детей).

Aurora Fashion Week и Forlle'd — проекты совладельцев холдинга "Адамант" Евгения Гуревича и Михаила Баженова. Давно вы с ними знакомы?

— Холдинг "Адамант" является одной из ведущих компаний в нашем городе. В бытность мою генеральным директором "Гранд Отеля Европа" я неоднократно приглашал господина Баженова и господина Гуревича на различные мероприятия и приемы в качестве VIP-гостей отеля. Михаил и Евгений давно меня знают, и в июле прошлого года они пригласили меня на встречу, во время которой и предложили сотрудничество.

Кстати, тогда же, в июле 2011 года, поступило еще одно предложение о сотрудничестве — от компании ST. PETER LINE, ведущего паромного оператора на Северо-Западе России.

В чем суть сотрудничества с ST. PETER LINE?

— Одной из первых задач было изменение в восприятии шведов имиджа российского сервиса на борту паромов компании ST. PETER LINE, для которой Швеция является стратегически важным рынком. В то время этот имидж был далек от совершенства. Поэтому я организовал крупное мероприятие с участием правительства Швеции, бизнесменов, владельцев туристических компаний, а также представителей международных СМИ на борту парома "Принцесса Анастасия".

Это был яркий, незабываемый прием, во время которого подавали раков. С Алтая я доставил потрясающих раков, из Финляндии я привез повара — чемпиона в приготовлении раков. Причем раков приготовили на шведский манер. Таким образом, благодаря совместным усилиям удалось изменить мнение шведов о российском сервисе на борту паромов в лучшую сторону.

А для чего иностранный турист приезжает в Петербург? Какие мероприятия нужны городу с точки зрения событийного туризма?

— Я повторю те же слова, которые говорю почти 10 лет моего проживания в России. Прежде всего нужно значительно облегчить визовый режим. Конечно, 72 часа без визы для туристов, прибывших на паромах, — это хорошо. Но все-таки нужны более кардинальные шаги. Взять, к примеру, молодых людей или бизнесменов, которые планируют все очень быстро и порой спонтанно. Они не готовы отдать свой паспорт и потом неделями ждать визу.

Помимо того, нужны какие-то интересные тематические события и мероприятия общегородского масштаба, чтобы выйти за рамки привычных достопримечательностей.

Может, нам идей не хватает?

— Идеи есть, нет грамотного лидерства в туристической сфере. Нужна очень жесткая рука, которая будет руководить и организовывать всех вовлеченных в этот процесс людей. Нужно придумать что-нибудь характерное для Петербурга, чтобы стать лицом и движущей силой для привлечения туристов. Для этого нужна сплоченная мотивированная команда профессионалов, которая будет генерировать новые идеи.

Движущая, координирующая сила — обязательно ли должна быть структура власти?

— Я убежден, что в СПб успех туристической отрасли во многом зависит от поддержки и помощи правительства города, иначе затруднительно пройти все формальности и все разрешения на проведение тех или иных мероприятий.

Если мы говорим о других странах и их городах, то это возможно благодаря различным отраслевым ассоциациям — отельным и иным, которые заинтересованы в результате. Россия также нуждается в серьезной ассоциации отельеров, которую мы уже пытались основать. Более того, я и мои единомышленники разработали устав этой ассоциации 8 лет назад, взяв за основу лучшие достижения наших коллег в ведущих европейских странах. Состоялся прием с участием властей города, которые одобрили и поддержали идею. Затем главой данной ассоциации назначили человека, не имеющего опыта работы в международном отельном бизнесе. Сейчас там ведется вялотекущая деятельность, которая не приносит ощутимых результатов, к большому сожалению. Повторю: России нужна сильная структура, которая будет наделена широким кругом полномочий для продвижения интересов отельеров, а также Петербурга в целом.

А есть ли со стороны бизнеса к этому интерес и желание потратить на это время и деньги?

— Есть действенная финансовая модель. Предположим, что пятизвездочные отели вносят по \$2 за каждый номер ежемесячно. Отели более низкой категории могут вносить меньше. Таким образом, каждый месяц набирается сумма, достаточная для успешного поддержания деятельности ассоциации.

Конечно, по природе все люди ленивы и порой не готовы самостоятельно предпринимать некоторые шаги. Однако это можно побороть, используя хороший административный ресурс и юридическую плоскость. Если будет правильно разработана законодательная база, которая будет обязывать отельеров участвовать в данных ассоциациях, тогда будет порядок и успех.

Например, если данная организация будет наделена правом классифицирования отелей (по количеству звездочек), тогда любой отель непременно должен будет участвовать, чтобы не выпасть из структуры.

Повлияет ли на решение инвесторов вкладываться в реновацию зданий под отели в центре СПб заявление губернатора Георгия Полтавченко о сохранении исторического центра?

— Я считаю, что исторический центр города можно сохранить в первозданном виде и реконструировав уже возведенные здания под отели. Возьмем, к примеру, Таллин. Сколько там удачных отелей, которые расположены в старинных зданиях! Это, несомненно, привлекает туристов. Всем хорошо известно выражение "старый Таллин".

Томас, расскажите теперь о себе.

— Я вообще считаю, что я счастливчик, мне удалось счастливо прожить не одну жизнь. Я родился и вырос в небольшой деревне в Германии. Я из простой семьи: моя мама была портнихой и всегда совмещала работу с воспитанием четырех детей. Папа был дальнобойщиком.

Когда я был маленьким мальчиком, начитавшись историй о Робинзоне Крузо, все время грезил об островах и мечтал повидать мир. Мне посчастливилось, и я воплотил все свои мечты в жизнь.

Какая у вас специальность по диплому?

— Я дипломированный шеф-повар с наивысшей квалификацией. На момент получения диплома я был признан лучшим шеф-поваром в Южной Германии. В 27 лет я поехал учиться в Cornell University в США для повышения квалификации. Это было поддержано и профинансировано компанией, в которой я работал, потому что я показывал очень хорошие результаты. Уже к 30 годам я стал генеральным управляющим крупным отелем на 400 номеров в Хургаде.

Ваш первый приезд в Россию был связан с работой или же вы как турист приехали?

— На самом деле причина моего приезда в Россию связана с расставанием с первой женой. К тому же на тот момент я уже проработал более 7 лет в курортных отелях. Пора было что-то менять. Компания, в

которой я работал, предложила мне переехать в Петербург. Однако уточнила, это будет всего на 3–4 месяца. Тогда отель "Коринтия Невский Палас" должен был сменить владельца. После Петербурга я хотел поехать в Куала-Лумпур (Малайзия), чтобы открывать там новый западный отель.

Я приехал в СПб в июне 2001 года, в тот самый фантастический период, когда было тепло и солнечно. И с самого первого мгновения я увидел улыбающихся, приветливых людей и подумал, что Россия — все-таки хорошее место. Мне очень нравится Петербург и Россия в целом, поэтому я решил остаться здесь и очень рад тому, что этот город стал мне родным.

Расскажите о ваших детях. Планируете ли вы, чтобы они пошли по вашим стопам?

— Моим младшим деткам—двойняшкам по 4 года. Пока они растут в моем загородном доме, но скоро наступит время, когда нужно будет думать о школе.

Мое отношение к карьере моих детей такое: я считаю, что они имеют полное право выбирать ту карьеру, которая им по душе и которая соответствует их талантам и способностям. Я ни в коем случае не планирую навязывать им свое мнение.

Моя старшая дочь Саманта заканчивает обучение в Швейцарии, в известной школе гостеприимства Lausanne. Она сама сделала такой выбор, хотя я и предостерегал ее: "Может быть, ты передумаешь?" Однако она твердо решила связать свою судьбу с индустрией гостеприимства. Видимо, на ее выбор во многом повлияла международная отельная среда, в которой она выросла. У Саманты три паспорта — мир открыт для нее!

Мой подход к воспитанию детей состоит в том, чтобы открыть глаза и уши моим детям, чтобы они слышали и видели в жизни то, что действительно соответствует их призванию. Такой же тактики я придерживаюсь в подборе персонала моей компании.

Я никогда не беру на работу "должности". Я нанимаю человека, который подходит по духу, по складу характера, способностям и призванию заниматься тем или иным делом. Этот подход позволяет всем моим сотрудникам максимально эффективно реализовывать свой личный потенциал, заниматься любимым делом и достигать ощутимых успехов во благо себе и моей компании.

PRESS RELEASE ON EUROPEAN HOTEL MANAGER AWARD

The 2009 “EHMA Manager of the Year” Award was presented to its winner, Thomas Noll, during the closing Gala Dinner of the European Hotel Managers Association’s 37th annual General Meeting held in Biarritz, France on 11 April 2010.

Thomas Noll was elected by his fellow colleagues to receive this prestigious recognition due to his impressive and extensive international career in the hotel industry. Furthermore his election was supported by his many achievements and social activities accomplished, among others as founder of the Russian Chapter of “Chaîne des Rôtisseurs” and the active involvement in charity fundraising activities such as the Charity Foundation of the Grand Hotel Europe.

During the time of his appointment at the Grand Hotel Europe, Thomas Noll was involved in the successful acquisition process in 2005. With the Orient-Express ownership a complete re-branding of the hotel as well as an extensive multi million dollar renovation program was conducted, involving all guest rooms and most of the public areas. Under Thomas Noll’s management, the Hotel became a market leader showing a clear distance from competing properties. Last November Thomas Noll received in London the Award for the Grand Hotel Europe as the “Leading Luxury Hotel of the World” by the World Travel Awards.

When receiving the award from the EHMA Past President Johanna Fragano, Noll said how honoured he felt having received this recognition and thanked all his colleagues for the trust and respect shown in electing him as the 2009 recipient. During the Meeting Peter Bierwirth was elected as new President for a 3-year term.

The European Hotel Managers Association (EHMA) was established in Rome in 1974, when a few general managers of prestigious hotels in Rome decided to found the EHMA (European Hotel Managers Association), an organization committed to the improvement of professional skills in order to enhance the quality of the services provided to guests. The membership currently includes some 450 executives managing the most prestigious European hotels in 27 different countries. In real terms, they represent 360 hotels, 92,000 rooms and 72,000 employees. The members meet once a year to discuss matters of common interest, new technologies, trends, problems, human relations and market research within the sphere of the European hotel industry. Members are required to have at least 10 years of experience in the hotel industry and to have worked as General Manager of luxury hotels of international repute for at least three years.

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