

STUDY OF TOURIST LEVELLING

The report/ratio on the project of company will have to be articulated in the following way:

1. produced Positioning
2. Device of management of the company
3. Exposed project of company

These three parts are detailed in the continuation of this document:

1. Positioning – produced:

It is a question of thoroughly describing at the same time the current positioning of the product and the evolution of this positioning such as aiming by the project of company, while being based on examples of “best practices” drawn at the competitors.

For that purpose, the study will have successively to analyze the major elements of Positioning produces stated below:

- 1.1. Environment of the product
- 1.2. Definition of the product
- 1.3. Policy of affiliation and certification
- 1.4. Marketing of the product
- 1.5. Quality of the service and safety
- 1.6. Physical State of the product

For each one of these headings, it will be necessary to proceed to:

- ~~CCCCCCCC~~ an evaluation of the current situation of the establishment,
- ~~CCCCCCCC~~ an estimate of competing positioning compared to similar establishments (sector, area, country and concurrent destinations),
- ~~CCCCCCCC~~ the formulation of the evolution considered.

1.1 Environment of the product:

1.1.1. Attractivity of the area/station where the product is located:

The qualitative analysis at this level will have to reveal the assets and the weaknesses of the area and the station where the hotel facilities are registered will have to be thus analyzed the accessibility of the station and the area, the range of the products offered to the tourist customers, the level of quality of the total offer suggested by the station, its image, its frequentation, its animation as well as the potential of improvement and the projects in progress.

This analysis will have to also make it possible to locate the project compared to the dies retained in the national strategy of tourist development (balneal, cultural circuits, Grand southern, thalassotherapy and tourism of businesses).

Before undertaking this part of the analysis, it is advised with the hotel establishments and their consultant to approach the Office of Levelling, in order to have the studies already led by the O.N.T.T on some of these aspects and if required to initiate a common transverse approach with the other professionals who could be interested.

1.2. Insertion of the product in its site:

It is a question of appreciating the assets and the weaknesses of establishment of hotel facilities studied as for its localization in the station: quality of urban insertion, landscape quality, accessibility of the centers of animation, the trade and other centers of attraction of the station.

1.3. Definition of the product:

1.3.1. Products and services offered:

The analysis will carry in an exhaustive way on the mix-product offered by hotel establishment: ancillary lodging, restoration, services, leisures, animation, excursions...

This analysis will have comparison with the capital cost of hotel facilities and to comprise an appreciation on the relevance of this investment compared to the product aimed like to the posted public prices.

1.3.2. Adequacy of supply to:

On the basis of analysis above, it will be a question of appreciating if the hotel facilities are, indeed, or can be attended by the target of customers in adequacy with the services suggested: the conclusion of this part will have to comprise an appreciation of the possible shift (positive or negative) between the current frequentation and the frequentation who could be targeted by the product (a frequentation decreased with the profit of a grid of price revalorized could for example constitute a positive stage in direction of the requalification of the product).

1.4. Policy of affiliation and certification:

The study will have to identify the whole of the affiliations of the hotel establishment with networks of frankness's, groupings voluntary, marks or labels hotel and tourist, guides referents, consortia of marketing, professional bodies local, regional, national or international: it will endeavour to release the interest of these affiliations and will also indicate the projects under consideration of affiliations and/or regroupings of any nature.

1.5. Marketing of the product:

1.5.1. Mode of distribution of the product of the transmitting markets:

This heading will have to make it possible to provide a faithful image in the way in which the products offered by the establishment are marketed: direct marketing, turn-opénteurs buildings, tour operators international and approaches by dies. It is in particular a question of being able to appreciate the rate of dependence of the establishment compared to one or more prescribers.

This analysis will have to also make it possible to bring closer the modes marketing used of the segmentation of the customers by transmitting market (cf table 1 hereafter), including the Tunisian domestic market.

The study will have to also emphasize, opposite each channel of distribution used, an appreciation of the cost ratio/effectiveness of the efforts of marketing undertaken (will have to be distinguished the expenditure from marketing, commissions/given, and the expenditure of communication and publicity). A particular stress will have to be laid on the analysis of the use of the NTIC for marketing.

1.5.2. Pricing policy:

After a complete description of the prices suggested and contracted with customers, the analysis will consist in locating the pricing policy of the establishment by report/ratio with those of its competitors, close relations or distances, in similar destinations.

She will have to also indicate the tariff variations according to various seasons' tourist (high, average and low seasons).

The prices will be also analyzed through the examination of the contracts possibly sign with the national and international tour operators.

1.5.3. Promotion and communication:

It will be a question of making an inventory of the means implemented to promote it product, including the possible participations in professional bodies or of die and to deduce the forces and weaknesses from them from the policy of marketing.

These means will include/understand, if necessary, of the actions of promotion, such as the invitations of groupings of professionals and journalists.

1.6. Quality of the service and safety

1.6.1. Personnel and formation:

The study will carry out a quantitative and qualitative analysis of the personnel of the establishment (cf § 2.2. hereafter) and, on this basis will attempt to detect them shifts between on the one hand the put human means one works and their mode of management, and on the other hand the quality of service aimed or to aim.

1.6.2. Management of quality:

It will be a question of describing the means implemented to ensure, measure and to improve quality of the service (modes of reservation, system of reception of the customers, quality of documentation and information given to the customer, means assigned to the reception, investigations of satisfaction, existence of a function quality, a plan of improvement of quality, certifications,...), If no reliable measurement of the satisfaction of the customers is available, the engineering and design department will be able to undertake itself a fast investigation of satisfaction.

it will be necessary to indicate the effects, as regards management of quality, of the contracts concluded with the tour operators like those resulting from the possible affiliations to labels or groupings.

Lastly, the study will have to comprise, as well on the level of existing as of the project, the measurements taken as regards durable development, of accessibility to the handicapped people and the seniors, and of environmental impact,

1.6.3. Safety offered by the product:

The study will have to determine if the establishment has qualities necessary for to ensure the safety of its hosts raised of the incidents of safety of the last years, quality and reliability of the systems of safety. The quality and the reliability of the safety devices will have to be the subject of one to that the rapid by a vehicle office of competent inspection.

1.7. Physical State of the product:

(NB: The study will have to take into account the elements related to the reception, since descriptive, the carpark, the hall, spaces of user-friendliness and reception of the hotel).

1.7.1. Lodging part:

The study will have to relate to the appreciation of the adequacy of the rooms and of circulations common compared to produced positioning (size, equipment, phonic quality, hygiene and safety, decoration, quality of cleaning and maintenance).

1.7.2. Equipment part:

1.7.2.1. Restoration

The analysis will relate to the production of the meals (given quantitative, design of the menus, costs assigned to the meals, organization of the service of the meals), the quality and maintenance of the equipment of kitchen and storage of the products, the quality of the small equipment, relevance of the procedures of hygiene and safety as well as the organization of the affected personnel to the restoration.

1.7.2.2. Bars

The analysis will relate to the management of the bars (storage, schedules, creation events), the nature and the quality of maintenance of their equipment and small material like on the affected personnel.

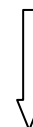
1.7.2.3. Equipment of leisures

For each equipment of leisure or cultural events suggested customers, it will act to evaluate quality and the attractivity of it compared to equipment available to close or remote competition.

The synthesis of these analyzes of the positioning of the hotel establishment will have to arise in the shape of the 4 following tables:

OBJECTIVES

- Table 1 - Synthesis of the quantitative information:



	Year n-3	Year N2	Year n-1	Year N	Year N+1 with n+3
Total sales turnover					
Of which turnover on the domestic market					
Sales turnover lodging					
Sales turnover F&B					
Different sales turnover activities					
C.A except tax total/room available					
Average price/room					
Relative occupancy rate					
Absolute occupancy rate					
Numbers total nights					
A number of nights by nationality					
A number of nights season (HS, ms and BS)					
Average duration of stay					
Numbers average occupants/room					
Assembling annual reinvestment (CAPEX)					
% direct marketing					
% marketing by T.O					
% marketing by the first 3 T.O					
A number of technical hitches					
Numbers questionnaires received customers					
Index of satisfaction customers					
A number of complaints customers					

- Table 2 - Synthesis on current positioning:

		ASSETS	WEAKNESSES
ENVIRONMENT PRODUCT	Attractivity of the station		
	Insertion in the site		
DEFINITION OF THE PRODUCT	Produced range/ Services		
	Adequacy/ ask		
AFFILIATION & CERTIFICATIONS			
MARKETING OF THE PRODUCT	Modes of distribution		
	Pricing policy		
	Promotion communicatio		
QUALITY AND SAFETY	Personnel And formation		
	Management quality		
	Safety		
PHYSICAL STATE	Part lodging		
	Part equipment		

- Table 3 - Synthesis on comparison with competition:

		Analyzed competitors	Conclusions for the establishment
ENVIRONMENT PRODUCT	Attractivity of the station		
	Insertion in the site		
DEFINITION OF THE PRODUCT	Range produced/ Services		
	Adequacy/ ask		
AFFILIATION & CERTIFICATIONS			
MARKETING OF THE PRODUCT	Modes of distribution		
	Pricing policy		
	Promotion communicatio		
QUALITY AND SAFETY	Personnel And formation		
	Management quality		
	Safety		
PHYSICAL STATE	Part lodging		
	Part equipment		

- Table 4 - Synthesis on the evolution concerned:

		Measurements Proposed	Impact Waited
ENVIRONMENT PRODUCT	Attractivity of the station		
	Insertion in the site		
DEFINITION OF THE PRODUCT	Range produced/ Services		
	Adequacy/ ask		
AFFILIATION & CERTIFICATIONS			
MARKETING OF THE PRODUCT	Modes of distribution		
	Pricing policy		
	Promotion communicatio		
QUALITY AND SAFETY	Personnel And formation		
	Management quality		
	Safety		
PHYSICAL STATE	Part lodging		
	Part equipment		

the analyzes positioning of the product above, summarized in the shape of the 4 tables will have to be concluded by an analysis of the type SWOT (forces, weaknesses, opportunities, threats) or similar, allowing to appreciate the relevance of the strategy suggested.

Analysis SWOT will have to take into account not only the product itself with the direction strict (hotel establishment and activities that it proposes) but also its environment in the broad sense (urban insertion, attractivity of the site, compete with near and more remote, geopolitical context, evolution of the modes of consumption of times of leisures...).

Device of management of the company:

As for produced positioning, the device of management will be analyzed with time as for its current state, its evolution envisaged and by benchmarking compared to competitors on the same type of product (with each geographical level mentioned above).

The headings of analysis will have to be as follows:

- 2.1 General strategy
- 2.2. Organization and means
- 2.3. Financial performances

2.1. General strategy

The analysis of the general strategy of the company will have to be made on the basis of examination of the 4 following shutters making it possible to characterize its orientations:

- The shareholding and mode of management of the hotel establishment:

This aspect will have to make it possible to precisely identify the holders of the capital of the company like its mode of hotel management: it is at the same time a question of determining, among the leader bodies of the company, the exact localization of competences of hotel management, as well as the possible possibilities of regrouping with other potential partners. It is also a question of identifying the economic model of the company, according to the statute of management of the hotel establishment:

- exploiting owner,
- owner tenant of the walls and equipment,
- hiring-management,
- another statute.

- Financial relations of the company with the thirds:

This aspect will have to lead to a clear image of the bonds of the company with banking, financial or technical partners as well as its degree of autonomy or dependence compared to these partners.

- Partnerships of management and marketing:

It is a question of examining the contracts of management, marketing or affiliation and to appreciate the possible transfers of risk of exploitation.

- Capacity of anticipation of the evolutions (strategic day before):

This shutter of the analysis will endeavour to provide indications on the capacity of adaptation strategic of the company to the market trends: knowledge of the markets, tools of strategic and technological day before, capacities of anticipation of the leaders.

2.2. Organization and means:

The analysis will have to be structured in the following way:

* - A summary analysis of human resources of the company: manpower by function, statute, age, seniority, experiment, training levels, turn-over, remunerations.

This analysis will be used on the one hand as indicated in the § 1.4.1 above (produced positioning), and in addition, within the framework of this chapter 2 of the study, in order to clearly characterize the policy followed by the matter company of management of human resources.

* - The organigramme of the company will be presented while attempting to determine them possible differences between the theoretical flow chart and the organization in fact, as well as the noted dysfunctions. The analysis will have to also comprise one appreciation of the culture of the company (motivations, professionalism, direction of service,...) as well as explicit or implicit procedures of operation.

* - A specific shutter will be devoted at the detailed analysis of the capacity of the current framing of the company at the same time to direct the establishment in its current configuration and at the same time to face the future evolutions.

2.2. Financial performances:

(NB: the financial performances of the establishment will be measured according to the chart of accounts of hotel trade currently in force in Tunisia: the indications below, which correspond to a European practice, will be thus to transpose according to specificities of this chart of accounts. Nevertheless, a certain number of data will have to be able to be placed against the international ratios more of use at the international level).

This part of the study will consist in analyzing the principal ratios characteristic of hotel management, their evolution on the last 3 exercises, the current year, thus that objectives assigned within the framework of the project of company for the 3 years to come:

- Table 5: Financial performances:

	Year n-3	Year N2	Year n-1	Year N	Year N+1 with n+3
Total sales turnover					
Of which turnover on the domestic market					
Sales turnover lodging					
Sales turnover lodging/employment					
Sales turnover F&B/employment					
Different sales turnover activities					
Different sales turnover activities/employment					
Cost of the purchases/total CA					
Wage bill/total CA					
Other operating costs/total CA					
Result gross operational (except rents...) /Total CA					
Rough result of exploitation/total turnover					
Net income before taxes/total turnover					

Exposed project of company:

The project of company to be subjected to the Office of levelling will have to be exposed by respecting the principal headings as follows:

* - Strategy of the company: type of product concerned, target of customers, access mode to customers, mode of management, criteria of appraisal,

This part will take again and put in the form of project of company the results of analyzes developed in the 2 preceding chapters and will have to express in particular the specific positioning of the project compared to its competing environment, near and distance.

* - Capital spending program (materials and immaterial) with reference to products similar implemented by the close or remote competitors,

The capital spending program will consist cry a table expiry over all the duration of period of investment and taking again line at line, actions defined in the 2 preceding chapters sources of the estimates appearing in this table will have to be indicated. Several phases of investment could be distinguished in the project of company

* - Human means implemented and requirements in formation,

This part of the project of company will have to be synthesized in the form of table indicating at the time pre-existent personnel, requirements as a new personnel thus that requirements in formation for each one as of the these 2 categories as well as the plan of formation.

* - Plan of financing of the investments considered,

The plan of financing suggested will take again the whole of the identified needs years it capital spending program and will detail the sources of financing under consideration under following form:

- contributions of the current shareholders (rising, expiries), with, if necessary, the distribution between owner and operator,
- contributions possible new shareholders (rising. expiries),
- banking financings (rising, types of contract, rate, expiries)

* - Plan of businesses (accounts and estimated results and estimates over 3 years at least and table of financing over the duration of refunding of the loans),

* - Impact awaited of the Plan of Levelling:

A summary table of the projected impact of the plan of levelling. The table must to highlight the evolution awaited of a certain number of indicators on 4 years which follow the setting in rune of the project of company (table 6)

- Table 6 - impact awaited of the Plan of Levelling:

	N1	NR	NR + 1	NR + 2	NR + 3
Total sales turnover					
Numbers total nights					
Numbers total customers					
Relative occupancy rate					
Absolute occupancy rate					
Average duration of stay					
Average price of the night					
Rough result of exploitation					
Rough result of exploitation/reads					
A number of technical hitches					
A number of complaints customers					
Index of satisfaction customers					
Consumption of electricity/night					
Water consumption/night					