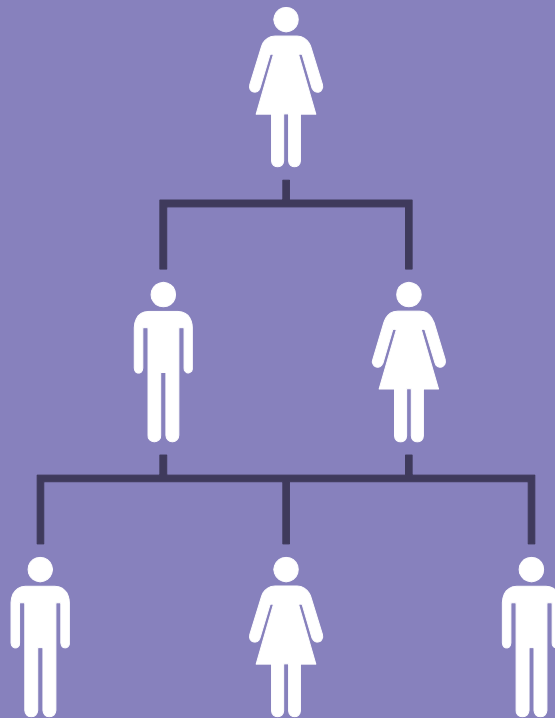

Be more efficient?

Know how.

We helped Estella Hotel & Apartments, a small apartment hotel in Cyprus, to improve its operational efficiency and labour productivity through organisational re-structuring, and earn an additional profit of €50,000 per year.



Three-star small apartment hotel in Limassol, Cyprus

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Estella Hotel & Apartments was established in Limassol in 1979, close to the beach and city centre, which is convenient for both holidays and business travel. The company has demonstrated an upward trend since 2013 and despite an “affordable pricing strategy” remained profitable. In 2016 its occupation capacity was 37 rooms and suites with an occupation rate during high season of between 80% to 90% on average. The majority of guests were tourists from Scandinavia.

Estella Hotel & Apartments was operated by Amathos Investment Limited and employed 11.

The company’s competitive advantage was friendly personnel and superior customer service. Although the hotel



Through organisational re-structuring we helped Estella Hotel & Apartments to boost its labour productivity by 12 per cent.

was marked highly for customer satisfaction, the management had diagnosed several issues related to personnel and its management that might have a negative impact on customer service and in the overall performance of the hotel in future.

We connected Estella Hotel & Apartments with a local consultant who:

- designed an optimal organisational structure
- defined business processes, developed high-level operational procedures and detailed job descriptions
- developed a KPIs system and defined incentives among personnel
- developed a training policy
- created a Human Resource Management Manual
- trained personnel based on new operational and HR procedures.

On completion of the project, Estella Hotel & Apartments received a clear action plan for a new organisational structure, as well as an operational and HR procedures implementation.

One year after the project’s completion, the company improved its labour productivity by 12 per cent and earned additional profit of €50,000 per year.

www.ebrd.com/knowhow

Additional profit per year

€50,000

Labour productivity

+12%

Profit per employee

+ 80%

Total project value

€8,033

Client contribution

€3,645