




# GLOBAL TALENT DEVELOPMENT

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PREMIUM  
BESPOKE  
FOCUSED



SOMMET  
EDUCATION



Does your team have the right  
skill set and knowledge to delight  
today's customers, drive operational  
excellence, and take advantage of new  
commercial opportunities?

# Are you managing the knowledge gap?

As a hospitality leader, how are you ensuring that your knowledge and capabilities – and those of your talent pipeline – are keeping pace with the rapid evolution of this vibrant and exciting business sector?

While professional experience can fill some of the gaps, only through accessing industry-specific learning and development can you – and your teams – become equipped with the essential knowledge and skills to be more effective, more engaged and more successful.

# Developing tomorrow's hospitality leaders

The Sommet Education Global Talent Development portfolio is a collection of premium, bespoke learning opportunities that are focused on professionals working in hospitality, the experience economy and other customer-centric business sectors.

**Courses are especially relevant for anyone looking to take the next steps up the managerial ladder.**

Delivered through online and face-to-face sessions, each course offers industry-driven learning, based on genuine data and real-world case studies drawn from our extensive network of corporate partners.

You can select our standard format courses or take the opportunity to have course content tailored to your own or your organization's needs; ensuring the learning is perfectly aligned to competency frameworks and talent development goals. Courses can be delivered at our global network of campuses, on-site at your business premises, or at an external location of your choice.





“The ongoing transformation  
of work, the need for people and  
organizations to constantly upgrade  
capabilities, and shifts in employee  
preferences, demand new approaches  
to learning, job design, performance  
management and career development.”

Deloitte: 2018 Global Human Capital Trends

# Partnering with Sommet Education

Sommet Education offers you the knowledge and experience of a world-leading hospitality education specialist.

Our two legendary brands, Glion and Les Roches, are standard-bearers for Swiss hospitality education, with more than 25,000 alumni now forging successful careers in hospitality and many other sectors. Both institutions are ranked within the global top three\* for employer reputation – testament to our industry-driven teaching philosophy.

The same commitment to leading edge hospitality and experience education that informs our successful Bachelor's, Master's and MBA programs also sits at the heart of our Global Talent Development portfolio.

All courses within the portfolio are delivered by the combined Glion and Les Roches faculty, giving direct access to a wealth of real-world hospitality industry experience.



\* QS World University Rankings by subject 2018 – hospitality & leisure management

## SOMMET EDUCATION AT A GLANCE

2

INSTITUTIONS  
IN INCREDIBLE  
LOCATIONS

6

CAMPUSES  
ACROSS FOUR  
COUNTRIES

120

YEARS  
OF ACCUMULATED  
HISTORY

750

STAFF  
INCLUDING 230  
FACULTY

25,000

ALUMNI  
40% OF WHOM WORK  
OUTSIDE THE HOTEL  
INDUSTRY



**UNITED KINGDOM**  
LONDON



**SWITZERLAND**  
GLION, BULLE & BLUCHE · CRANS-MONTANA



**SPAIN**  
MARBELLA



**CHINA**  
SHANGHAI

# Our course portfolio: premium, bespoke, focused

We've gathered the content into 12 distinct topics, making it easier to identify and plan our courses that are most beneficial to you and your teams:

- |                                  |                           |
|----------------------------------|---------------------------|
| 1 "Master the Gap" Fast Track GM | 7 Innovation & technology |
| 2 Finance                        | 8 Entrepreneurship        |
| 3 Human resources                | 9 Corporate governance    |
| 4 Marketing                      | 10 Spa & wellness         |
| 5 Agile leadership               | 11 Service excellence     |
| 6 Owner management               | 12 Culinary               |

Each course has a face-to-face element, providing high quality, focused learning as well as a unique networking opportunity with industry peers from across the globe. These sessions are supported by digital learning modules with the flexibility to be accommodated into busy lives.





Flexibility and industry relevance  
are qualities shared throughout  
our Global Talent Development  
portfolio.

# Global Talent Development

## Course directory

1

### "MASTER THE GAP" FAST TRACK GM

#### WHO SHOULD PARTICIPATE?

Supervisory level, middle and senior management

#### CONTENT AT A GLANCE

Three modules undertaken across 9-12 months in total:

- Leading the Way
- Operational Excellence
- Financial Performance

See pages 16 to 23 for more detailed information

#### KEY LEARNING OUTCOMES

Acquire the skills and knowledge to successfully transition to the role of hotel General Manager.



**13 days**  
Face-to-Face  
Learning



**4-8 weeks**  
Online  
Learning

2

### FINANCE

#### WHO SHOULD PARTICIPATE?

Supervisory level, middle and senior management, owners and board members

#### CONTENT AT A GLANCE

- Revenue management
- Corporate finance
- Asset management
- Real estate finance

#### KEY LEARNING OUTCOMES

Greater understanding of the strategies and business concepts of revenue management, also corporate and real estate finance; exposure to the latest analytical tools and techniques for effective asset management.

All courses can be tailored to meet your requirements, combining face-to-face and online learning.

**WHO SHOULD PARTICIPATE?**

Supervisory level, middle and senior management

**CONTENT AT A GLANCE**

- Managing performance
- Workforce planning
- Performance coaching
- Interview techniques
- Talent management
- Organizational behaviour

**KEY LEARNING OUTCOMES**

Become better equipped to perform competency-based interviews; manage performance issues; design and implement talent management processes.

**WHO SHOULD PARTICIPATE?**

Supervisory level, middle and senior management, owners and board members

**CONTENT AT A GLANCE**

- Digital
- Social media
- Brands
- PR & communications
- Business relationship development

**KEY LEARNING OUTCOMES**

Deeper understanding of key marketing and communication tools, their roles within global organizations and the practical elements of using them.

# Global Talent Development

## Course directory

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### AGILE LEADERSHIP

#### WHO SHOULD PARTICIPATE?

Supervisory level, middle and senior management, owners and board members

#### CONTENT AT A GLANCE

- Presentation skills
- Emotional intelligence
- Empowerment
- Coaching/mentoring
- Cultural diversity
- Personal awareness
- Conflict resolution
- Change management
- Strategic mindset
- Mindfulness

#### KEY LEARNING OUTCOMES

Increased self-awareness in terms of skills and personality traits; insight into the principles of agile leadership and the practical steps that lead to a more positive team environment.

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### OWNER MANAGEMENT

#### WHO SHOULD PARTICIPATE?

Supervisory level, middle and senior management

#### CONTENT AT A GLANCE

- Mergers & acquisitions
- Board practices
- Business expansion
- Hotel development
- Managing upwards
- Influencing & negotiating

#### KEY LEARNING OUTCOMES

Greater insight into the needs and interests of owners and management companies; tools for more effective relationship building and for negotiating with and influencing others.

All courses can be tailored to meet your requirements, combining face-to-face and online learning.

**WHO SHOULD PARTICIPATE?**

Supervisory level, middle and senior management, owners and board members

**CONTENT AT A GLANCE**

- Business intelligence
- Digital disruption
- Technology analysis
- Hospitality data visualization

**KEY LEARNING OUTCOMES**

Deeper understanding of the increasing role played by new technology and innovation within the hospitality industry; how to evaluate these tools in order to choose those which best support the business.

**WHO SHOULD PARTICIPATE?**

Middle and senior management, owners and board members

**CONTENT AT A GLANCE**

- Strategies
- Managing SMEs
- Design & development
- Family business
- Event management
- Risk management
- Project management

**KEY LEARNING OUTCOMES**

More rounded understanding of the risks confronting start-ups and SMEs in the hospitality and tourism sectors, along with the knowledge and tools to address them strategically; includes practical module focused on events management.

# Global Talent Development

## Course directory

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### CORPORATE GOVERNANCE

#### WHO SHOULD PARTICIPATE?

Middle and senior management, owners and board members

#### CONTENT AT A GLANCE

- Theories
- Frameworks
- Corporate alignment
- Business conduct
- Legal aspects

#### KEY LEARNING OUTCOMES

Practical application of corporate governance theories and frameworks relevant to specific governance structures; stronger grasp of the role of the board of directors in shaping company strategy and protecting shareholder interests.

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### SPA & WELLNESS

#### WHO SHOULD PARTICIPATE?

Supervisory level, middle and senior management, owners and board members

#### CONTENT AT A GLANCE

- Business management
- Spa development journey
- Innovation & technology
- Thoughtful nutrition
- Medical spa
- Spa certification
- Wellness in the workplace
- Active ageing and senior living wellness

#### KEY LEARNING OUTCOMES

Exposure to the latest trends and technological innovations in the spa & wellness industry; practical skills to take a centre from concept to successful reality.

All courses can be tailored to meet your requirements, combining face-to-face and online learning.



**WHO SHOULD PARTICIPATE?**

Supervisory level, middle and senior management

**CONTENT AT A GLANCE****Luxury:**

- Creating perceptions
- Customer concepts
- Brand identity
- Emotional experience

**Customer experience:**

- Front office
- Concierge
- Guest relations F&B
- Housekeeping
- Engineering

**KEY LEARNING OUTCOMES**

Ability to learn from, and adapt, luxury market concepts to drive customer service excellence across all facets of the organization; manage customer service issues more effectively; identify new methods to promote customer offer.

**WHO SHOULD PARTICIPATE?**

Supervisory level, middle and senior management

**CONTENT AT A GLANCE**

- Patisserie
- Bakery
- Gastronomy
- Bar
- Wine & spirits
- Food trends

**KEY LEARNING OUTCOMES**

Absorb the latest food & beverage trends and their impact on the hospitality industry; see, smell and taste high end gastronomy and experience the fanatical attention to detail that comes with it.


# “Master the Gap”

## Fast Track GM

The hotel General Manager is the heart of a successful hospitality operation. It is an exciting, rewarding role; and one that is in high demand as the world's leading hotel brands accelerate the roll out of new hotels and concepts.

For department heads and others in middle management roles, making the successful transition to General Manager requires profound personal change. It demands an enhanced toolkit of skills, knowledge and confidence to make strategic decisions and implement them in a way that creates real long-term value.

Our General Manager program is a comprehensive suite of learning modules purpose-designed to support a successful transition to the role. The program is a nine to twelve month journey with a blend of face-to-face and online courses, split into three distinct modules: Leading the Way, Operational Excellence and Financial Performance.



This fast track program  
consists of three modules:

- 1 Leading the Way
- 2 Operational Excellence
- 3 Financial Performance



# Leading the Way

## Module 1

5 days face-to-face plus 4-8 weeks of online learning

### PERSONAL AWARENESS

Focusing on relationship-building, communication and personal brand development, this engaging, blended course features a number of industry-standard assessment methodologies.

#### Content includes:

- Sova psychometric assessment
- DiSC behavior assessment tool
- Strength finder
- Emotional Quotient Inventory (EQI)

### AGILE LEADERSHIP

Explore the skills and knowledge that enable agile leaders to empower and develop their teams, inspiring greater trust and generating a more positive team culture as a result.

#### Content includes:

- Dynamic presentation skills
- Empowerment
- Mentoring for success
- Conflict resolution

## IMPACTFUL HR TOOLS

Better manage the 'people cycle', from resource planning to interview skills to performance management and coaching.

### Content includes:

- Interview techniques
- Agile workforce planning
- Managing performance & performance coaching





# Operational Excellence

## Module 2

3 days face-to-face plus 4-8 weeks of online learning

### CORPORATE GOVERNANCE

Learn how to align corporate culture with established theories and frameworks for corporate governance and business conduct, while also leveraging the growing power and influence of corporate responsibility.

#### **Content includes:**

- Theories & frameworks
- Corporate alignment
- Business conduct

### PROJECT MANAGEMENT

Discover the latest thinking and best practice applications in project management; develop skills in managing all aspects of the project lifecycle, from initiation to planning, execution, monitoring, controlling and closure.

#### **Content includes:**

- Initiate, plan and execute strategies
- Tools & cycles



## CHANGE MANAGEMENT

Better evaluate when change is required; study strategies for change implementation and understand the role of a leader in ensuring change is accepted and integrated into team behavior.

### **Content includes:**

- Change strategies
- Barriers to change
- A leader's role in change

## OWNER MANAGEMENT

Learn the skills that a GM needs in order to build productive relationships with owners and key stakeholders.

### **Content includes:**

- Managing upwards
- The power of influencing
- Negotiating successfully



# Financial Performance

## Module 3

5 days face-to-face plus 4-8 weeks of online learning

### HOTEL ASSET MANAGEMENT

Establish the key components of a successful asset management strategy; understand how analysis can support decision-making and ways that new hospitality concepts can drive value.

#### **Content includes:**

- Creating hospitality concepts
- Strategic business planning in hotel development

### REVENUE MANAGEMENT

Learn the strategies and tools for optimizing financial performance while enhancing skills in areas such as capacity management, demand and revenue forecasting, and pricing execution.

#### **Content includes:**

- Business strategy
- Strategic pricing optimization
- Financial performance

## ENTREPRENEURSHIP

Learn how to develop new, innovative strategies that balance entrepreneurial flair with a deep understanding of start-up risks, and how they can be monitored and managed.

### **Content includes:**

- Concepts and innovative strategies
- Managing SMEs
- Start-up risks

## MARKETING

Gain a stronger understanding of the role and processes of marketing within the hospitality industry; get up-to-date with the latest thinking around social media marketing and search engine optimization.

### **Content includes:**

- International branding
- Public relations & communications
- Social media marketing
- Business relationship development



## NEXT STEPS

For more information on our open or bespoke courses, call us on **+41 (0) 21 989 26 17**

Email us at  
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