



Executive Summary

Friday, 8 November 2019



What We Heard from You: Create a Trusted Partnership

1 Provide for a **phased, risk-mitigated transition** approach; Work with you to develop transition and transformation plan

2 Apply **hotel management best practices** during transition

3 Meet **transition timelines and demonstrate early successes**

4 Utilize a team of global delivery professionals with **expertise in hotel accounting. Apply expertise to transform your processes.**

5 Create a **“Virtual Captive” Model of Governance** with Shared Accountability



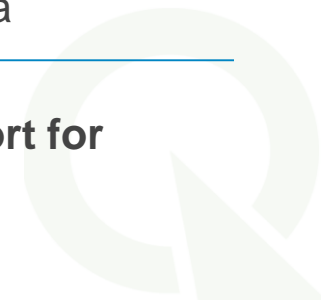
6 Enable **the set up on Omni Shared Services Center** – Define the components of SSC

7 Ingrain **organizational change management** best practices in transition and Shared Services Center

8 Create a **learning organization** with a strong **mentorship** program

9 Bring in **Technology, Process and Hotel management experts** to drive the transformation agenda

10 **Staffing Services Support for properties**



We are taking a “*Technology Forward*” Approach anchored on our *Industry Knowledge*

People

- Our delivery team comprises of **seasoned experts with hotel accounting experience** across all the in-scope processes
- We have provided a detailed **resource plan** covering staffing for the in-scope processes, recruitment, Training and Hiring Practices.
- Each of our process leaders has over **5 years of hotel accounting experience**
- We have experienced resourced working on similar technologies for clients in the hotel industry

Process

- Our bid includes proposal for **A/P, A/R & Billing, Payroll, Contract Administration, and Income Journal** processing. Income Journal scope was added as part of the Joint Solution Workshop
- We will establish a **shared governance organization structure** that also includes the Shared Services Center.
- Detailed **Service Level Definitions and the At-Risk Amount** computation has been included in our proposal

Technology and Transformation

- Over 30 **process improvement initiatives as well as technology led transformation** solutions including robotic process automation solutions are part of our transformation plan
- A majority of the process improvement initiatives will be executed by **our in-house team**. For some, we will leverage some of our external partner

Infrastructure

- We will establish a world class, secure delivery environment that **works in tandem with** your technology initiatives driven by the Shared Services Center



Empowering Hotels to Focus on Guests

We take pride in understanding Hotel Accounting and Hospitality Business as well as our customers

About Metriqe - An Unwavering Focus on Hotel Accounting

Focused Hotel Accounting Firm Started in 2007

Clients - Hotels, Ownership Groups Asset Managers, and Hotel Management companies



From 50 Rooms + over 1,000 Rooms

2

Global Delivery Centers



Who We Are Experts in Hotel Accounting

250+

Accounting Professionals Experience on Most Hotel PMS



Experience across Processes

Accounts Payable



AR and Billing



Ledger Accounting Reporting

HR/Payroll



650+ Properties supported



20+ Hotel Industry Clients

Accountancy Expertise

100% Accounting Graduates
50% Post Graduates
10% Qualified CAs



Best Practices

Implemented SOC Type 2*
Industry's best training program on Hotel Accounting

Leadership Experience of 2 decades in hotel accounting, Process Transformation, technology and operations



Our Experience in Hotel Accounting will Power your Success

Property Management Groups



HIGHGATE



Hotel Brands



Software – Hospitality Accounting, Property Management, and ERP




FOSSE | MARSHA



The Metriqe Team


Seasoned Hotel Accounting Professionals




Raj Ponnaiya
CEO, Metriqe




Satish
Strategy and Transformation Leader




Manish Jain
Solution Architect Leader




Agastin
Director Operations




Raghuraman
Process Transformation Lead




Ganapathy
Process Transformation Lead




Bhanumathi
Client Manager and Process Lead




Balasubramaniam
Team Leader




Shankar Kesavan
Associate Client Manager




Kamesh Raj
Client Manager




Ranjitha Arul
Manager – Contracting and Administration




Deepa A
Manager HR




Mohan Raj
Team Leader - AP



Sathish Kumar
SME- Billing and A/R



Saravanan
Associate Client Manager



Murugan
Associate Client Manager

Strategic Transformation

Accounts Payable

Billing & A/R

Payroll























Contract Mgmt.

Service Delivery Team

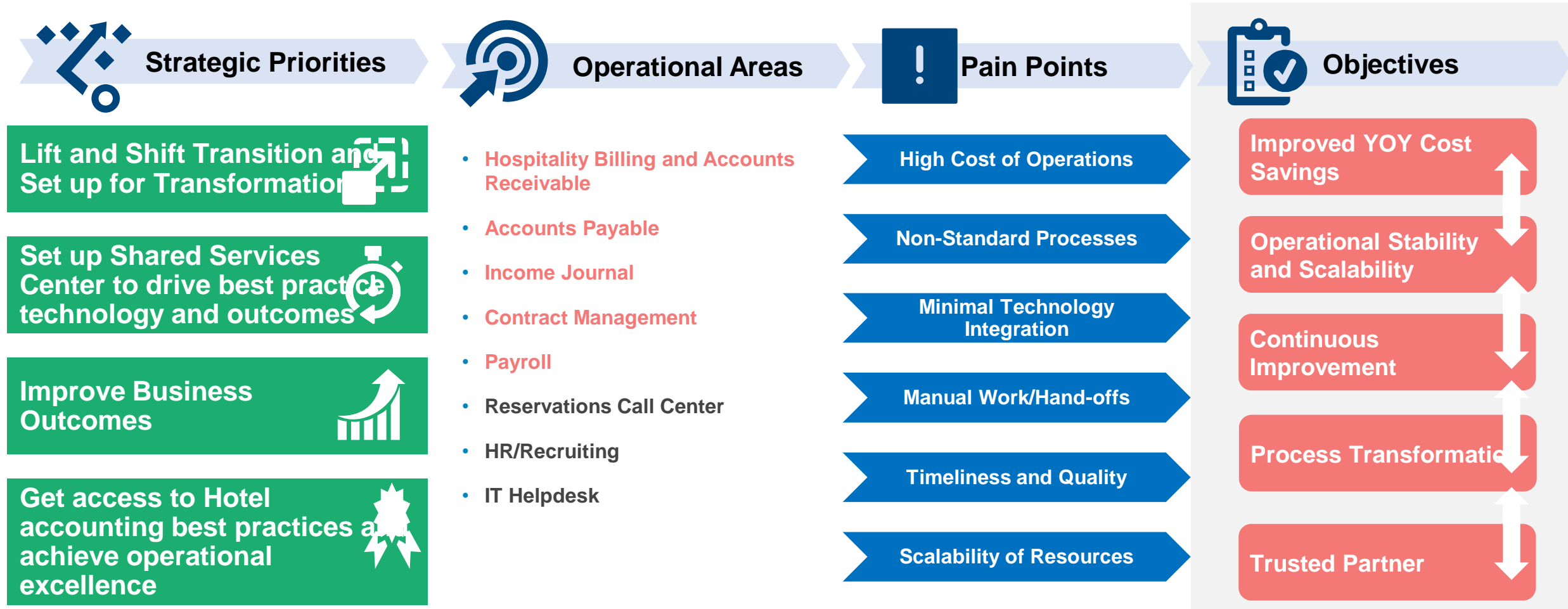
Solution Components

We Understand and Work on Most of your Systems

■ Not used by all properties

Human resources ¹	Time & pay			Recruiting		HRIS	
	Scheduling 	Time record 	Payroll ² 	Recruiting 	On-boarding 	Payroll 	Employee files 
Reservation/ Property	Property management				Point of Sale (POS)		
	Reservations & Rooms 	Resort amenities  		clubessential [®] Open Course	F&B  	Merchandise  	
Finance	Data storage/flow			Financial inputs			
	Book of records 	Reporting add on 		Payment processing  	Forecasting 	Expense reports & P-cards 	Cash & tip tracking  
Procurement	Procurement and inventory software				Retail specific procurement and inventory		
	Procure 		Inventory 				

Our Understanding of your objectives



A Program Management Office to Oversee the Transition and Transformation Initiatives

Centralized Transition and Transformation Program Management Office (TMO) for Omni Hotels

- To ensure seamless transition of services without impact to business & operations
- Work with the Shared Services Center to establish processes and protocols for implementation of transformation initiatives

Transition and Transformation Program Management Office

Transition Effectiveness Index and Score Cards

Building Blocks (Leveraged Groups across Metriqe)

HR	OCM	Legal	Risk Mgmt	Financial Mgmt.	Security & Compliance
Manage HR risks and requirements	Implement new business processes across the account with no disruption to business	Manage MSA and contract Work on vendor contracts as applicable	Risk register for Delivery, Financial, Compliance, Legal & People	Measure financial performance of the contract	Implement controls /policies/training for avoidance

Delivery and Technology Team 

Metriqe Program/Delivery Manager and Transition Lead 

Highlights

Transition:

- Seamless Start
- Baseline processes and metrics
- Design for transformation

Steady State:

- Induct new projects
- Increase Process Automation
- Work with SSC

We will Establish a “Joint Governance Model” to focus on Your Success

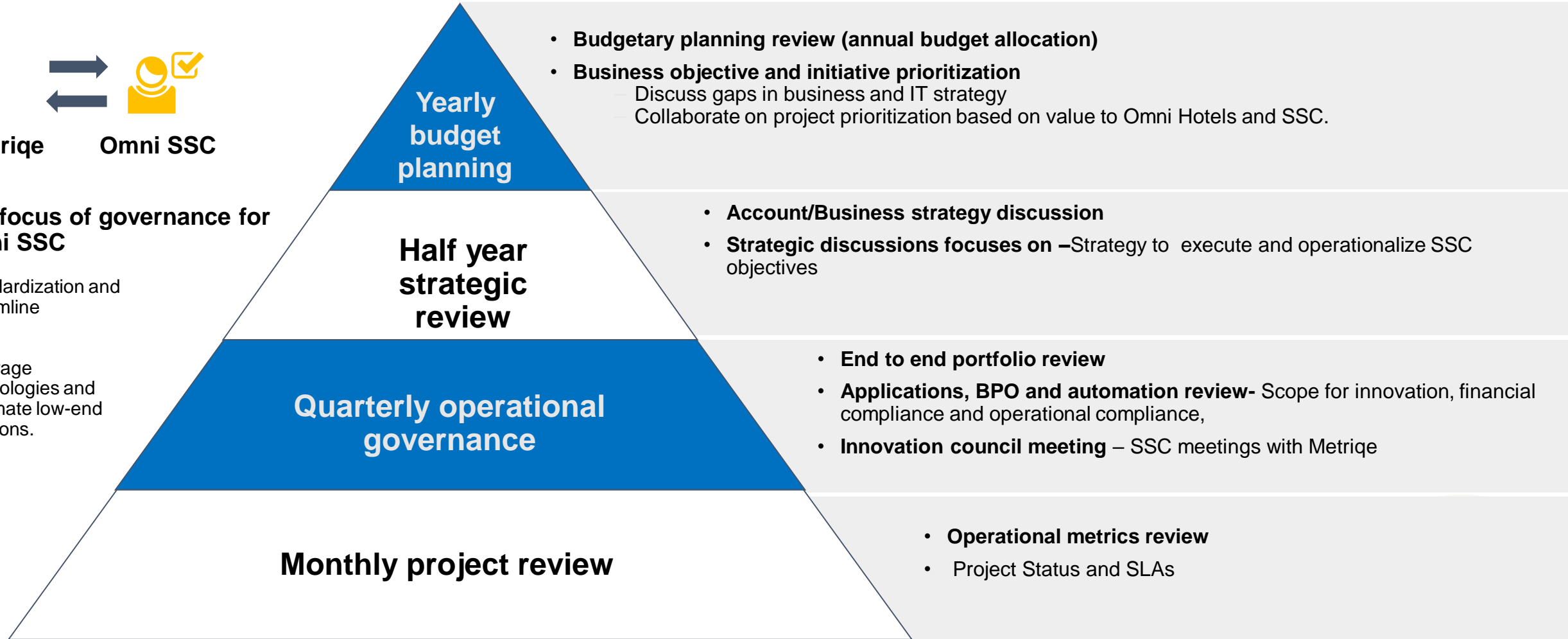


Metriqe Omni SSC

Key focus of governance for Omni SSC

Standardization and streamline and

Leverage technologies and automate low-end functions.



Governance Team Members.



Working with Omni Hotels' Shared Services Center - Ecosystem

Executive Team

Transition Governance and PMO

Transformation- Project Identification to Execution

AR

Payroll

AP

Contract Admin

IT Helpdesk

Recruiting

- 1. Process improvement
- 2. Technology implementations

Transition and Transformation eco-system

Initiatives and planning



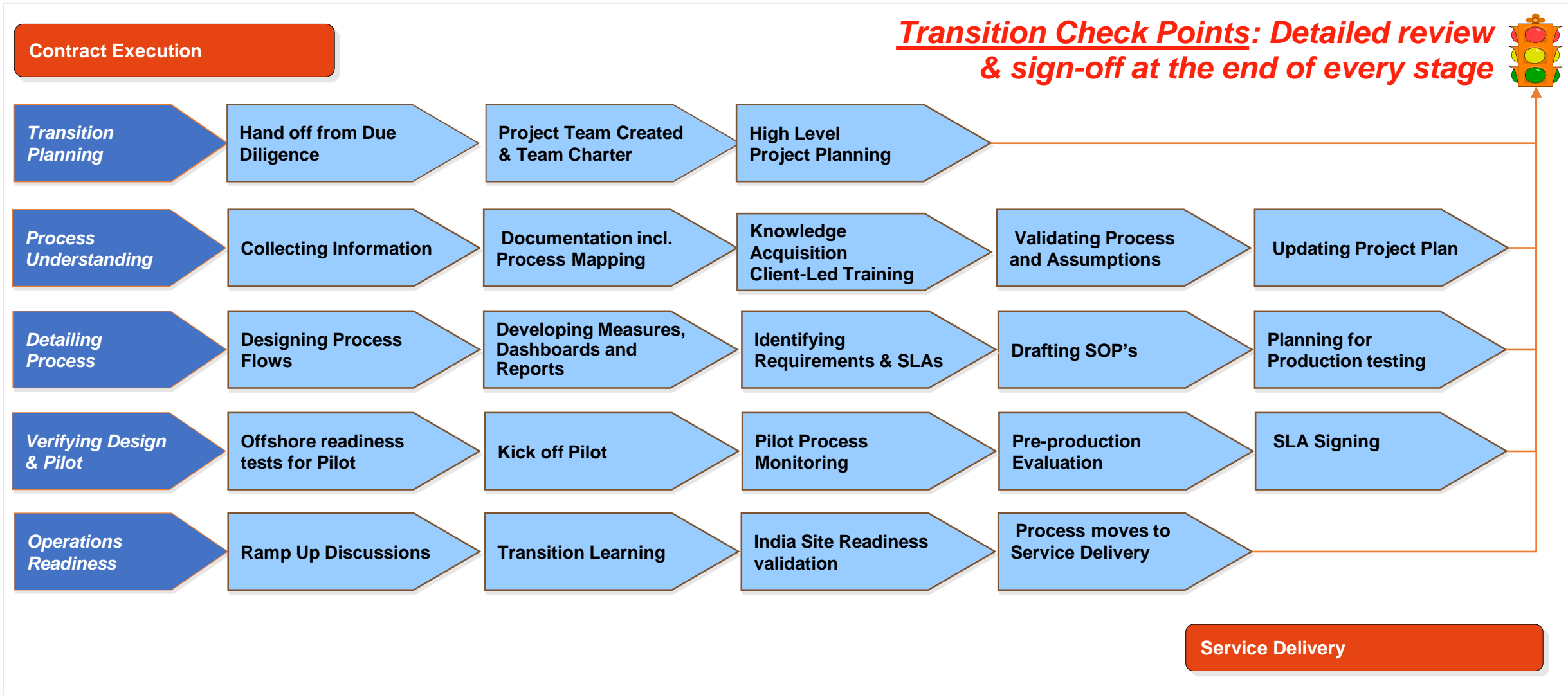
Omni Hotel Properties Managed Processes



- Partners
- Vendors

Standardization & Delivery Accountability

Metriqe transition process

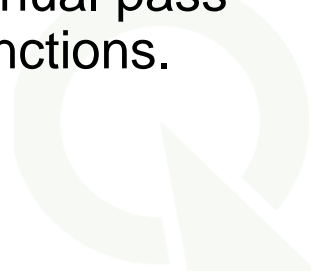


Transition Timeline - Aligned to your Timelines

Transition Plan											
Week		W1-W4			W5-W8			W9-W12		W13-W16	
Accounts Payable, Income Journal, and Contract Administration # 48 FTEs	Transition Planning	2W									
	Remote Transition		3W								
	Standard Operating Procedures		3W								
	SLA Measurement tools Implementation			2W							
	Pilot			2W							
	Commencement Date				1W						
	Ramp-Up I					4W					
	Initial Monthly Service Level Report							1W			
	Ramp-Up II (Final)									3W	
Week		W1-W4			W5-W8			W9-W12		W13-W16	
Accounts Receivables # 13 FTEs	Transition Planning	2W									
	Remote Transition		3W								
	Standard Operating Procedures		3W								
	SLA Measurement tools Implementation			2W							
	Pilot			2W							
	Commencement Date				1W						
	Ramp-Up I (50%)					4W					
	Initial Monthly Service Level Report							1W			
	Ramp-Up II (Final)							2W			
Week		W1-W4			W5-W8			W9-W12		W13-W16	
Payroll Processing & Payments # 18 FTEs	Transition Planning	2W									
	Remote Transition		4W								
	Standard Operating Procedures		4W								
	SLA Measurement tools Implementation			2W							
	Pilot			2W							
	Commencement Date						1W				
	Ramp-Up I						2W				
	Initial Monthly Service Level Report							1W			
	Ramp-Up II (Final)									4W	

Total Cost of Ownership

- The estimated total cost of ownership is \$7.9MM over 4 years.
- The base charges are estimated to be \$7.2MM over this period and it includes all costs related to performing services outsourced to Metriqe. The 'as is' steady-state FTE count is projected to be 108 and the underlying assumptions used to arrive this amount is spelled out in the 'Pricing Assumptions' tab of the Bid-sheet. The FTE count is projected to reduce by 34, from 108 to 74 FTEs (a 31.5% reduction) once the recommended transformation is complete by the middle of Year 3.
- The transition charges are estimated at \$368K. This is predominantly made up of additional labor and travel cost during Q1/Q2 of Year 1
- The transformation charges are estimated at \$352K over the 4 years. \$210K is a one-time fee for the development of AI and RPA tools that will help transform each process and \$57K is the projected annual cost to maintain them
- The \$7.9MM does not include an estimated \$100K in one time and estimated \$375K in annual pass-through charges for set up and maintenance of mailroom services and payment upload functions.



Pricing Summary - Competitive FTE Rate Card

FTE based Pricing	As is' Steady State	Post Transformation
Accounts Payable	\$1,568/FTE	\$1,605/FTE
Accounts Receivable	\$1,568/FTE	\$1,605/FTE
Income Journal	\$1,622/FTE	\$1,636/FTE
Payroll	\$1,611/FTE	\$1,626/FTE
Contract Management	\$1,725/FTE	\$1,725/FTE

Transaction based Pricing	'As is' Steady State	Post Transformation
Accounts Payable	\$1.51/invoice	\$0.97/invoice
Accounts Receivable	\$1.03/OTA transaction	\$0.93/OTA transaction
Income Journal	\$19.92/IJ	\$17.38/IJ
Payroll	\$0.90/emp/cycle	\$0.80/emp/cycle
Contract Management	\$12.12/contract	\$12.12/contract



A Three Phased Approach to Institutionalizing the Innovation Process

Drive Efficiency for Results

① Transition the Business *Deploy Global Delivery Strategy*

0 - 8 months

- Develop a shared roadmap for transition and Transformation
- Develop detailed "adapted" process and obtain signoff
- Detailed knowledge transfer
- Recruit, train, ramp-up & stabilize process
- Create metrics-based management framework and install governance framework
- Apply Metriqe. Best practices and execute the same
- Create a "shared agenda for innovation"

② Run the Business *Optimize and Innovate*

8 - 18 months

- Process specific resource optimization and improved work segregation
 - Identify high-impact project involving RPA/AI & Improvement projects using LEAN / Six Sigma
 - Deploy innovation workgroups including Omni Stakeholders on specific transformation
- Shared Transformation objective**

Project 1 Project 2 Project n

Achieve best-in-class delivery model
- Execute the "innovation agenda"

③ Transform the Business *Achieve Transformational Growth and Efficiency*

18 - 60 Months

- Host innovation workshop and achieve alignment between delivery and Omni strategy
 - Establish Centers of Excellence; ongoing consulting services support
 - Address other business areas which impact the services in scope
 - **Extend Omni Capabilities**
- New application implementation support**

Consulting Services

Digital Transformation Project

Improvement Global Services Delivery Model and achieve a seamless transition

Install the framework for innovation execution

Ongoing Productivity Gains of 5-10% annually Automation 15-30% over contract

- Documentation/systems review
- Phased transition, process stabilization
- Metrics-based management
- Three tier governance model
- Develop transformation plan
- Implement identified transformation initiatives

- Ongoing Process Reviews and Feedback
- Alignment with Omni Hotels Shared Services Center model
- Mature Center of Excellence Model
- Business Rules Standardization
- Identify and execution automation programs

- Ongoing Automation & RPA
- Strategic Changes in platforms
- Improve straight through processing and reduced manual efforts
- Improved, Best in Class Outcomes

- Over 30 Process Improvement and Robotic Process Initiatives have Identified
- Reduces FTE Count from 108 to 34 (A 31.5% reduction) by middle of Year 3
- Creates an institutionalized framework for executing the innovation Agenda



Metriqe Differentiation

Technology Forward. Collaboration Focus. Institutionalized Innovation. *Powered by Hotel Accounting Industry Expertise*

1

Value

2

Commitment

3

Delivery

4

Experience

5

Innovation &
Collaboration

Thank you.