

Press release
Paris, December 21, 2011

Accor commits to the professions of the future in Revenue Management

After doubling the number of Revenue Managers in three years to meet increasing revenue management needs in its hotels, Accor is rolling out a training and pre-recruitment policy in this promising field, in partnership with two international hotel schools.

On December 21, 2011, in the presence of **Yann Caillère**, Accor's President and Chief Operating Officer, and **Evelyne Chabrot**, Accor's Chief Human Resources Officer, the group signed a partnership agreement with the Institut Paul Bocuse and the IAE Savoie Mont-Blanc represented respectively by **Hervé Fleury** and **Thierry Rolando**.

"Revenue Management is key to optimizing our hotels' revenues, since it enables us to monitor our tariffs and occupancy rates precisely and on a daily basis. The efficacy of this method soon convinced us that we needed to incorporate this new skill in our group", explains Yann Caillère, Accor's President and Chief Operating Officer.

In 2008, Accor had 275 Revenue Managers. It now has 550 and every month it has **30 to 40 job offers in this field** worldwide. *"To accompany our expansion we therefore need to promote this activity and implement an active training and pre-recruitment policy. Through this partnership with two prestigious hospitality schools, future highly qualified Revenue Managers will be well-prepared to build the hotel industry of the future..."*, he concludes.

Accor started expanding the Revenue Management activity several years ago, and through this agreement it is making a long-term commitment in this field. Evelyne Chabrot, Accor Chief Human Resources Officer, observes that *"Since 2007, the group has implemented a human resources activity devoted to existing Revenue Managers as well as a specialized training program called "RM PASS", supported by Accor's 17 Academies around the world. The objective of this structure is to assist the recruitment of Revenue Managers, train and certify them and support their international career advancement."*

For IAE Savoie Mont-Blanc and Institut Paul Bocuse, the objective is to account for the industry's changing requirements and cater precisely for the needs of the profession. Accor has therefore committed to contributing to the educational content of both IAE Savoie Mont-Blanc's *"International Hospitality Revenue Management"* Master's program and Institut Paul Bocuse's *"International Hotel and Restaurant Management"* Master's degree. In addition, Accor will make regular presentations to students about the Revenue Management professions and recruitment prospects. Accor will give one-day training courses and organize regular motivation interviews and skills tests on the campuses.

"Thanks to Accor's operating expertise and the diversity of its businesses we will be able to provide courses that lead to extremely professional qualifications and thus increase the appeal of our international training programs" explains Thierry Rolando, Director of IAE Savoie Mont-Blanc. *"As an active and preferred partner of Accor's recruitment policy, we will be able to guarantee our students real job prospects"*, concludes Hervé Fleury, General Manager of Institut Paul Bocuse.

Accor, the world's leading hotel operator and market leader in Europe, is present in 90 countries with 4,200 hotels and more than 500,000 rooms. Accor's broad portfolio of hotel brands - Sofitel, Pullman, MGallery, Novotel, Suite Novotel, Mercure, Adagio, ibis, all seasons/ibis Styles, Etap Hotel/Formule 1/ibis budget, hotelF1 and Motel 6 - provide an extensive offer from luxury to budget. With 145,000 employees worldwide, the Group offers to its clients and partners nearly 45 years of know-how and expertise

About Institut Paul Bocuse :

The Institut Paul Bocuse trains the professionals of tomorrow for Hotel, Restaurant and Culinary Arts careers. It offers curricula in undergraduate's degrees and Master's Degree in International Hotel & Foodservice Management in partnership with the IAE at Lyon University Jean Moulin and Haaga-Helia – Finland. This prestigious institute offers a unique blend of refined tradition, contemporary quality and cutting-edge innovation. It teaches time-honored techniques and modern management skills to its students giving them access to key positions in the foodservice and the hospitality industry around the world and meeting the current and future needs of society.

The Institut is currently home to 420 students from 40 different nationalities and instills the values that will accompany these young professionals throughout their lives. Within the framework of its Food & Hospitality Research Center, Institut Paul Bocuse also welcomes PhD students in order to study the practices, behaviors and values of these professions.

Institut Paul Bocuse also provides cooking classes for gastronomy enthusiasts as well as training actions and consulting programs for professionals and higher education establishments in the hospitality professions in France and abroad.

About IAE Savoie Mont-Blanc :

For the past 25 years the Université de Savoie has been vigorously developing its positioning on the national and international scene. Its business management school, IAE Savoie-Mont Blanc, is now firmly established in this sector, with graduates receiving the recognition they justly deserve from the business world. The Université de Savoie ranks highly in terms of research and education whether it be at regional, national or international level, whilst still maintaining its largely appreciated traditional values of rapid adaptability and dynamic development. The Savoie-Mont Blanc IAE is a key player in this respect.

With the constant backing of the " Club des Entreprises" which numbers 80 regional companies and organisations, including some of international stature, the Savoie Mont Blanc business management school offers professional and research Bachelor and Master degrees in full-time, on-going or sandwich format in the fields of tourism/hospitality/event management, business administration, economics, finance, marketing, sustainable development, international trade, purchasing, supply-chain management, marketing-communications, hypermedia, information systems, and production management. Within this framework, the degrees in tourism, hospitality and event management are dispensed by the CITHEME department (Center for International Tourism, Hospitality and Event Management).

This new name marks 30 years of education and training for a sector of regional and national economic importance, and one which also constitutes a characteristic feature of the Université de Savoie. With 500 students, bachelor, master and international degrees, and a leading place for student exchanges with foreign countries, the CITHEME ranks amongst France's top universities in the tourism and hospitality field. This new venture in conjunction with the ACCOR group further emphasizes the CITHEME'S expertise in this professional sector whilst opening dynamic new development prospects both with and for the modern hospitality industry, in France and internationally.

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