

CASE STUDY

Wyndham Paris Pleyel

How Vertanio took a 697-room Paris hotel from a 6.8% to a 30% gross operating profit margin in three months, and the plan to reach €40m in annual revenue.

30%

GOP margin, up from 6.8% when we took over

+18%

Revenue growth over the same three months

€40m

Annual revenue target, with the 30% margin maintained



THE HOTEL

697 rooms, four star resort with a conference centre

LOCATION

Saint-Denis, Paris, next to the Stade de France

BRAND

Wyndham franchise, kept in place

TEAM

131 people on site, led by Vertanio

A strong hotel making too little profit

Wyndham Paris Pleyel has everything a hotel needs to succeed: scale, a recognised international brand, a large conference centre and a location beside the Stade de France, one of Europe's busiest event venues.

Yet when Vertanio took over, the hotel was turning very little of its revenue into profit. Its gross operating profit margin stood at 6.8%, and the forecast for the year end was only around 7%. The hotel had come through a difficult period under its previous operator, and the owner wanted a team that would take full responsibility for the operation and its results.

Vertanio was appointed to run the hotel on the owner's behalf, with our CEO, Tim Whyte, leading it on site. The Wyndham brand stayed in place. Our job was to make the hotel perform.

OUR APPROACH

Audit, target, act, review

We followed the same playbook we bring to every hotel. We went through every revenue stream and every cost line in the first weeks, agreed a clear starting position with the owner, and set an ambitious target: a 30% GOP margin. We then built a plan of 22 initiatives, each with a named owner, a target and a date.

WEEKS 1 TO 2

Handover

Guests, staff, bookings, deposits, suppliers and systems kept running without disruption.

WEEKS 2 TO 4

Full review

Every department, contract and cost line reviewed, and a baseline agreed with the owner.

MONTH 2

22 initiatives live

Quick wins first, with every action owned by a named person and tracked weekly.

MONTH 3

Results

GOP margin at 30%, revenue up 18%, and the next stage of the plan agreed.

What we found

- Room rates not managed day to day, and event nights under-priced
- Too much business through costly booking sites
- A conference centre that was not being actively sold
- Housekeeping and staffing levels out of line with occupancy
- Supplier and service contracts that had not been tested in years
- Systems that did not talk to each other, and slow reporting
- Food and drink outlets that were not paying their way



THE HOTEL ENTRANCE, AND THE LOUNGE AND BAR WITH VIEWS ACROSS PARIS

22 initiatives across the whole hotel

INITIATIVE		WHAT WE DID
REVENUE		
01	Daily pricing	Rates set every day by demand, booking pace and competitor prices, instead of fixed seasonal grids.
02	Event-night pricing	Stade de France concerts and matches priced and planned as the peak nights they are, with minimum stays where it made sense.
03	Channel mix	Business moved away from high-commission booking sites towards cheaper channels.
04	Direct bookings	More bookings through the brand's own website and loyalty programme, and more returning guests.
05	Corporate, group and tour sales	Active selling to companies, tour operators and groups to fill weekdays and quieter weeks.
06	Conference centre	Meetings and events marketed, priced and packaged as a business in its own right.
07	Food and drink	Outlets, menus and opening hours reset around what guests actually buy.
08	Upsells	Upgrades, breakfast, parking and late check-out offered to guests before they arrive.
HOUSEKEEPING		
09	Housekeeping restructure	Team organised around occupancy, with clear room targets per shift and better productivity.
10	Laundry and linen	Linen stock, laundry contract and usage reviewed to cut cost per occupied room.
11	Rooms back on sale	Out-of-order rooms tracked, fixed and inspected faster, so fewer rooms sit empty.
ADMIN AND BUYING		
12	Back office	Admin work simplified and duplicated tasks removed across finance, front office and HR.
13	Procurement	Food, drink, consumables and operating supplies retendered and renegotiated.
14	Service contracts	Security, maintenance and other outsourced contracts tested against the market.
PEOPLE		
15	Management structure	A leaner, clearer structure with one accountable owner for each area.
16	Rotas	Staffing scheduled to forecast occupancy and events rather than fixed patterns.
17	Agency and overtime	Reliance on agency staff and overtime reduced through better planning.
18	Cross-training	Team members trained across roles so the hotel can flex to demand.
TECHNOLOGY AND PROPERTY		
19	Digital guest journey	Online check-in, in-app payments and room access by phone, reducing front desk queues and admin.
20	Joined-up systems	Systems connected and daily reporting introduced, so decisions are made on live numbers.
21	Energy	Energy and water use measured and unnecessary use cut, without affecting guest comfort.
22	Planned maintenance	Small issues fixed early to avoid costly repairs and rooms out of service.

From 6.8% to 30%, and on to €40m

WHEN WE TOOK OVER

6.8%

GOP margin, with the year-end forecast at around 7%.



THREE MONTHS IN

30%

GOP margin, with revenue up 18% on the same period.



WHERE WE ARE TAKING IT

€40m

Annual revenue, with the 30% margin maintained.

What made the difference

No single initiative explains the result. Eight of the 22 grow revenue and fourteen remove cost the guest never sees. Together they changed how much of every euro of revenue reaches profit.

None of it needed major capital spending. The gains came from running the hotel properly: pricing every night, selling actively, matching staff to demand and questioning every cost.

The owner sees it all. Progress is reviewed weekly on site, and a full management pack goes to the owner by day 10 of every month.

The next stage

- Grow conference and event revenue further
- Build corporate and group business for weekdays
- Increase direct bookings and repeat guests
- Complete the digital guest journey rollout
- Keep tight control of payroll and costs as revenue grows

What this means for your hotel

Every hotel is different, but the method is the same. We audit the hotel, understand its market, set a clear target and deliver it through named initiatives, with full transparency for the owner and the brand. Paris shows how quickly that can change a hotel's results.



Tim Whyte, Chief Executive Officer

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PEOPLE | PERFORMANCE | HOSPITALITY | GROWTH