



# Dex Squared

Where Hospitality Meets Innovation



# Dex Squared

## Our Vision

---

TO BE A LEADING HOSPITALITY MANAGEMENT COMPANY USING OUR DIVERSIFIED EXPERTISE AND CORE VALUE OF INNOVATION TO DELIVER BESPOKE AND RELEVANT PRODUCTS & SERVICES.

---

# Key Facts.

Decades of Experience.

**64**  
HOTELS

**16,750+**  
ROOMS

**7,250**  
COLLEAGUES

**16**  
COUNTRIES

**140+**  
YEARS OF COMBINED  
EXPERIENCE

**18**  
PRE-OPENING  
PROJECTS



# Geographical Experience.

Experience gathered from more than 23 key gateway cities, such as:

- Dubai
- Abu Dhabi
- Riyadh
- Makkah
- Madinah
- Kuwait City
- Muscat
- Amman
- Doha
- Beirut
- Istanbul
- Tbilisi
- Cairo
- London
- Geneva
- Montreal
- Edinburgh
- Jerusalem
- USA
- Hong Kong
- Philippines
- Malaysia
- Taiwan



# Experience.

EXPERIENCE ON THE FIELD.

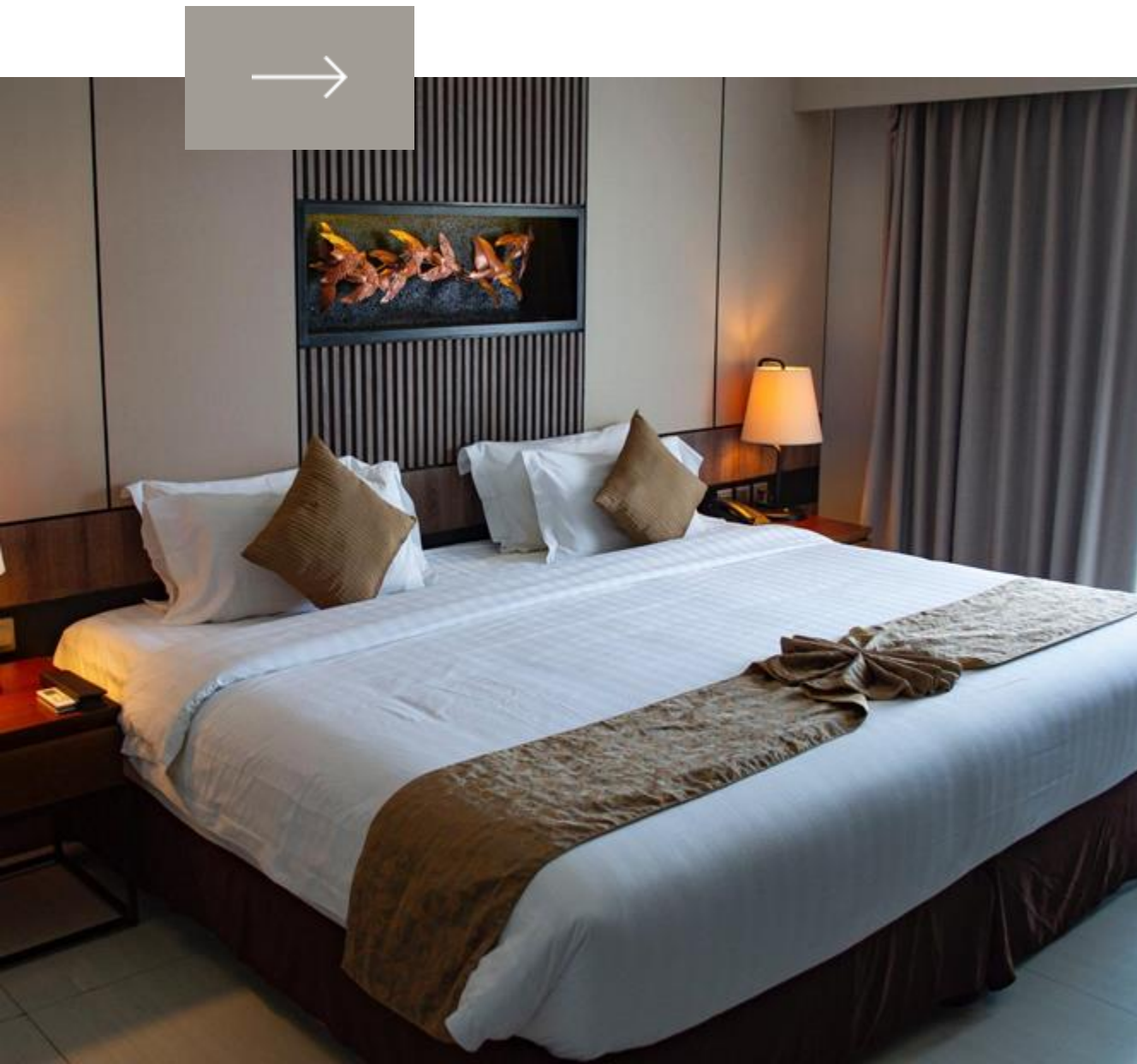


# Hotel management. Tailored to fit.

At Dex Squared, we are a team of hotel experts focused on optimizing the returns from hotel operations. We unlock the true potential of a hotel asset by assisting the unit operations team to challenge the status quo. By using market intelligence, logical assessment, and industry best practices, we offer a perspective of balancing hotel operations with the financial objectives of the owners/investors.

To efficiently achieve the mutual goals, we offer a range of flexible solutions ranging from **Asset Management, Third-party Hotel Management, standalone consulting and advisory projects, and Lease to Operate.**

All assignments commence with a detailed Hotel Performance Review Audit that allows us to diagnose the issues and recommend solutions and needed models. The client will be given the findings, the proposed model, and the impact it will have directly on the Net owner's return.

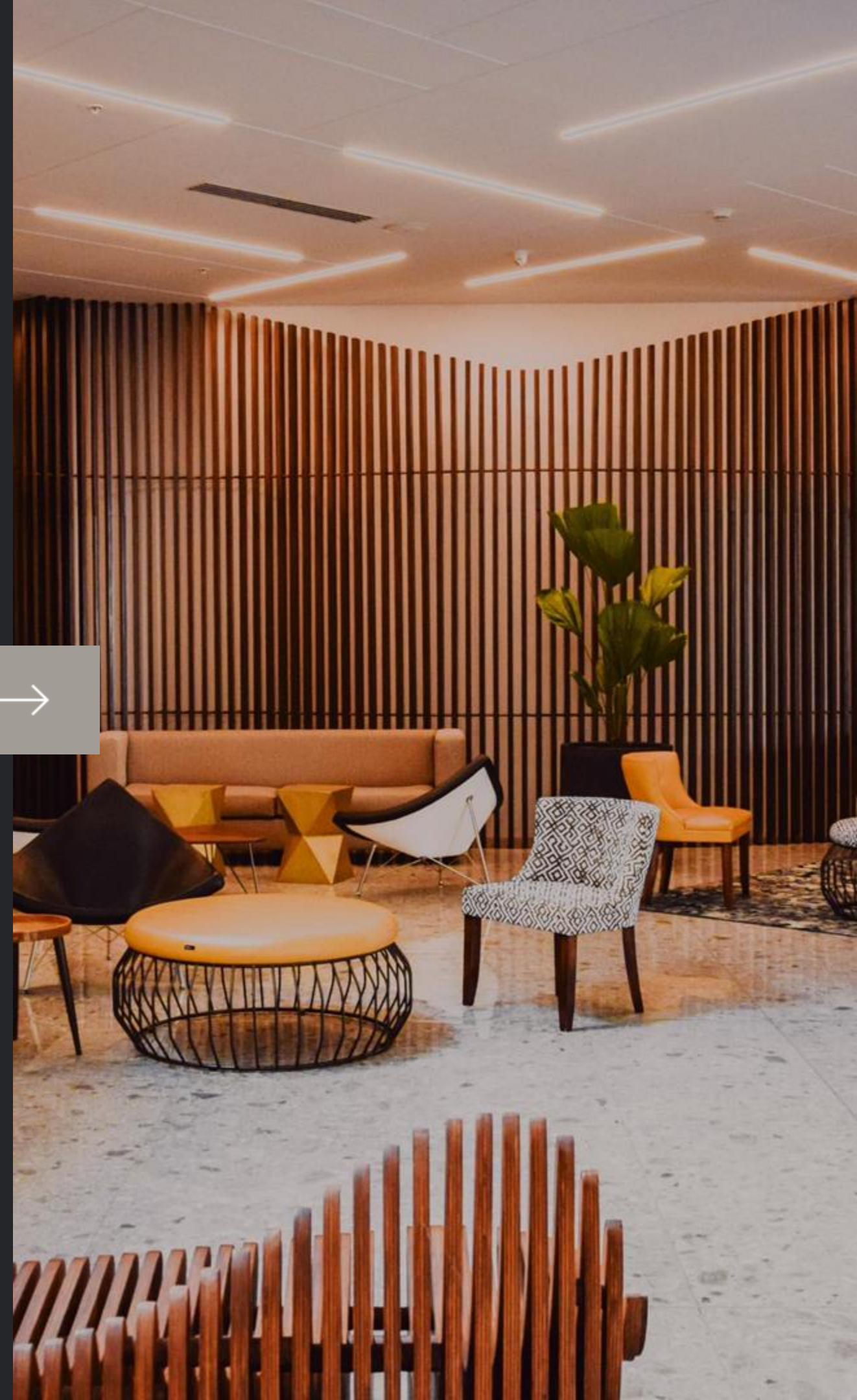


# Why choose Dex Squared?

As a hotel owner, you must protect your investment and hold your management company accountable. Dex Squared understands this key business principle.

**Therefore, we operate a hotel as if we own it!**

We add significant value to every project by first understanding the owner's vision and then using our proven processes and models.



# The Process

It all starts with a detailed Hotel or project Review that allows us to diagnose the areas of opportunity and recommend solutions and most suitable partnership models.

## Review

**DEEP DIVE INTO ASSET PERFORMANCE & POTENTIAL**

---

## Diagnose

**IDENTIFY CRITICAL ISSUES AND SOLUTIONS**

---

## Execute

**ACTION IDENTIFIED STRATEGY TO TACKLE FOCUS ISSUES**

---





# The Process

## Our 4 Phase Journey

### Phase 1

Initial meeting with  
Property's Owners

### Phase 2

Initial Hotel  
Performance Review  
Audit

### Phase 3

Report findings along  
with recommended  
actions

### Phase 4

Define and agree on  
the most suitable  
partnership model,  
impacting EBITDA



# Hotel Third-Party management.

The services of a third-party management company become critical and of high value when hotel owners decide to operate their own brand or run the hotel under a franchised brand.

Dex Squared Management will exclusively focus on the owner's key objectives and will run the property with the owner's best interest in mind. Simply our team becomes an extension of the owner's team which is very different when compared to the brand operator owner relationship.

Dex Squared Management team is well experienced with the MEA hospitality landscape and has full understanding of the standards of almost all the brands that are currently present in the region.

This would secure that Dex Squared will be able to deliver the number one concern of the brand owner being the consistency of both quality and service.

# Hotel Asset

## Management.

Our asset management services are a comprehensive skill set that includes understanding and knowledge of:

01 Hotel Operations, and Pre-Opening planning

---

02 Management of Revenues & Costs

---

03 Food & Beverage and SPA concepts

---

04 Human Resource Management

---

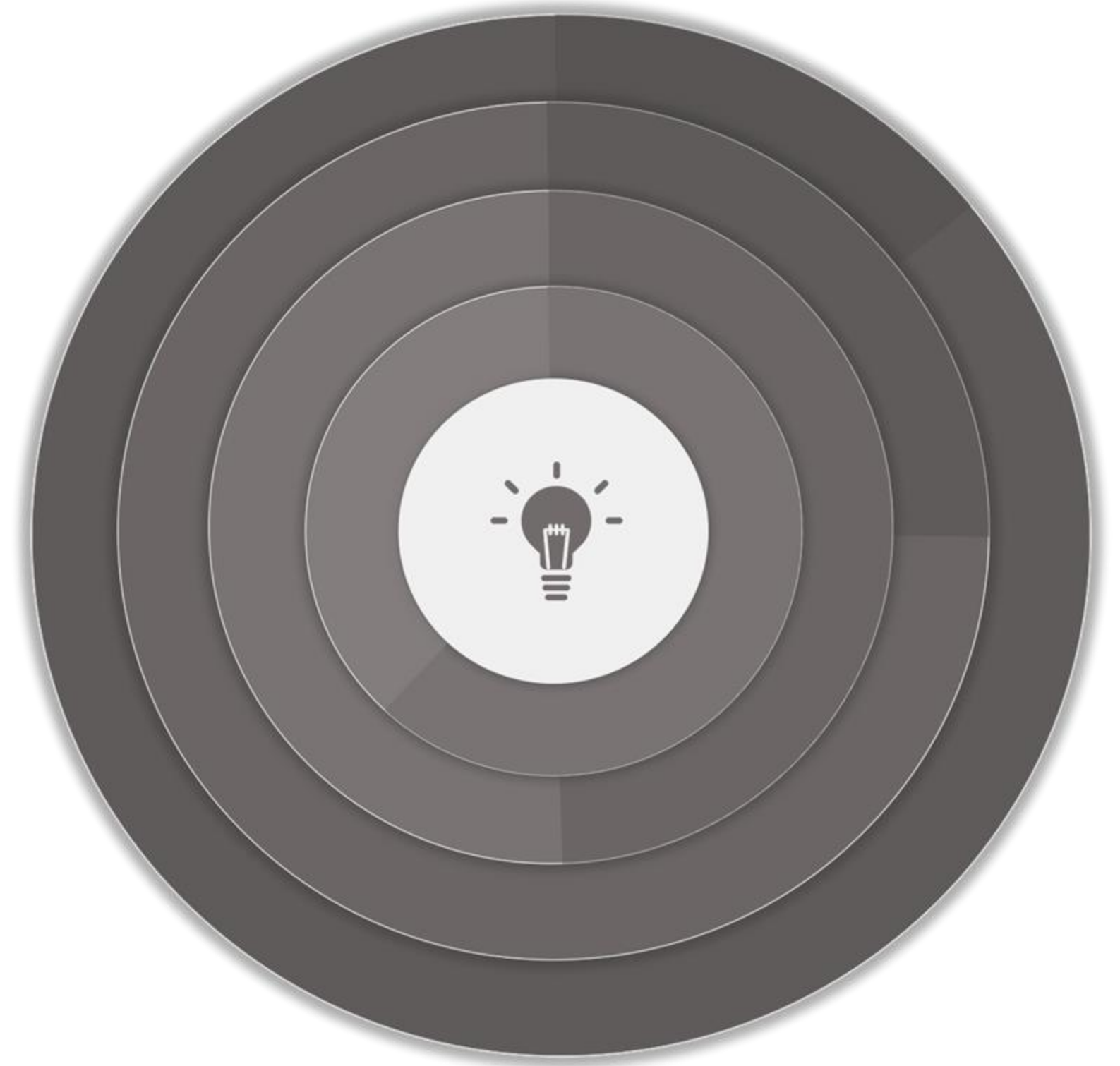
05 Financial Performance & Reporting

---

06 Commercial Marketing & Sales Optimization

---

07 Food & Beverage Operations



# Hotel Asset Management.

Our 9 Elements of Asset Management consist of being Owner consultants and representatives covering all aspects of the project development, from feasibility to opening.

- 01 Asset Management Operating Hotels
- 02 Hotel Brands Identifying, sourcing and selecting
- 03 Management & Franchise
- 04 Activating Unutilized Space
- 05 Full Commercial feasibility
- 06 Property Maintenance & Technical Services
- 07 Revenue Management & Yielding Strategies
- 08 Pre-Opening Planning and execution
- 09 Recruitment, Training and HR Management



# Forensic Audits.

Dex Squared and its highly experienced team in hotel and restaurants operations developed a Forensic Audit platform that dives into the specified element of the business to find opportunities for improved performance.



## Cost

Review & Audit of all operational expenses

## Commercial

Review & Audit of all commercial practices

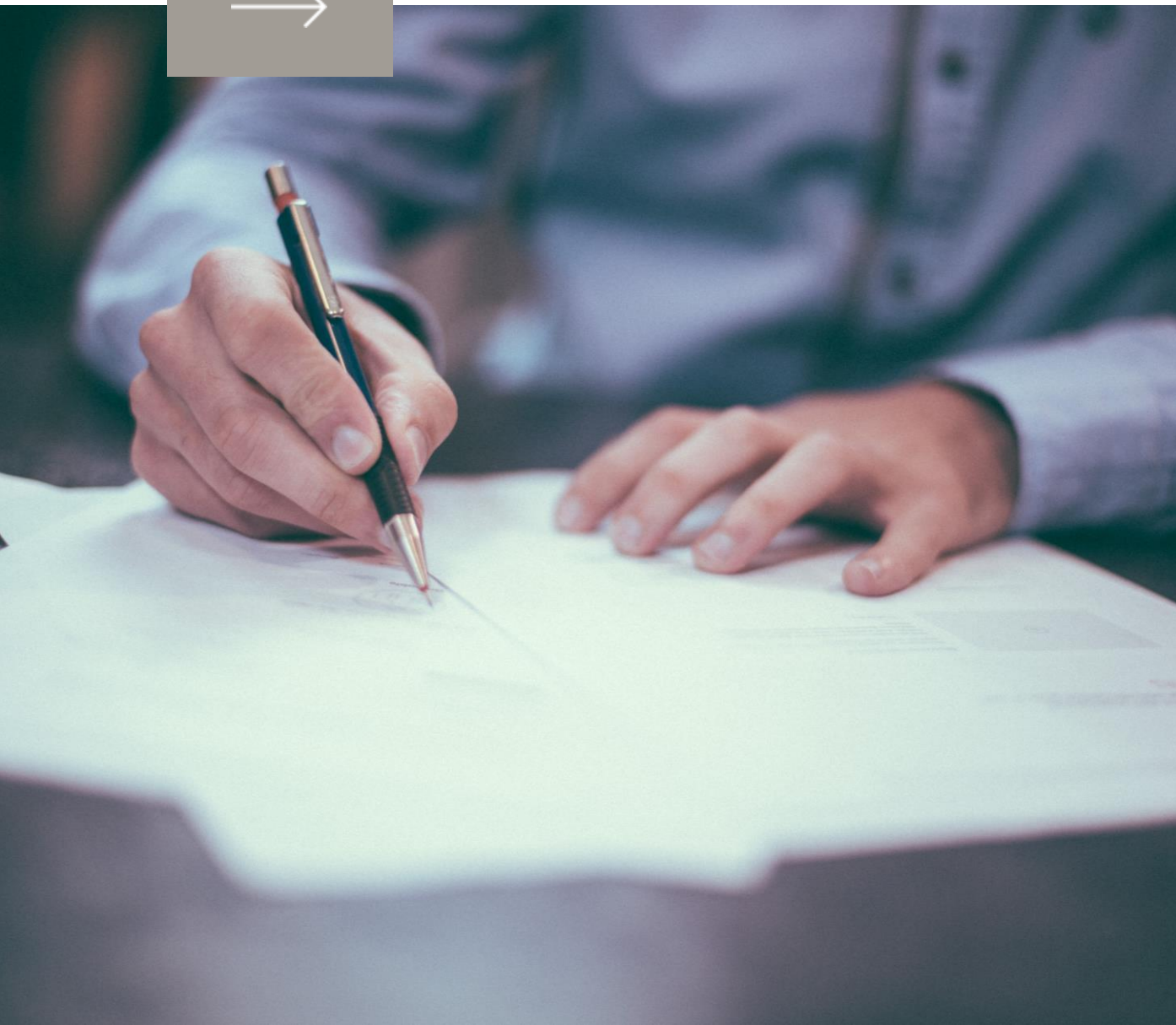
## Technical

Review & Audit of status of the asset

## Quality & Service

Review & Audit of quality & service

# Forensic Cost Audit.



The Forensic Cost Audit platform reviews all operational expenses in areas such as:

- Procurement Process
- Cost of Consumables
- Contracts
- Labor Cost
- Payables
- Utility
- Licenses & many more...

Thus, bringing to the attention of both the owner and operator of the asset, areas of opportunity where the operating cost can be reduced at no cost to the quality and standards of the related property.



# Technical Services.

Our Technical Services Division offers a menu of options that allow us to deliver a catered suite of services to ensure that all your needs are met.

Project Development

Engineering Management

Facility Management

Dex Squared holistic technical service approach, when combined with expertise in managing specialist consultants, architects, and designers, allows us to deliver an optimal return on investment from the outset and always act in the best interest of our client.

# Project Development.

Our Project Development services cover a large array of domains that allow us to serve your needs and the needs of your asset. Dex Squared Hospitality can provide guidance on the optimum design and construction of guest rooms, public areas, and back of house according to a multitude of segments, brand standards, and star ratings, in order to help optimize the subsequent operation of the hotel post-opening.







# Engineering Management.

We provide comprehensive engineering management solutions and incorporate best practices to create and maintain the delivery of superior facilities management services. We act as an extension of our client's organization to add value based upon expertise and industry knowledge, and the use of cutting-edge technology.

# Facility Management.



We provide our clients with value management service where we conduct an in-depth assessment of existing services provided to identify areas of concern in terms of strategic and operational service delivery, regulatory compliance, contractual compliance, and contract performance and define contractual inefficiencies, operational inefficiencies, asset life cycle and management plan, recommended corrective, improvement and control measures and potential cost reduction opportunities and recommendations.


# Information Technology.

Our Dex Squared IT Division provides a holistic, turn-key Consultancy catered to meet its client's specific IT needs related to infrastructure, software, hardware, system integration, and day to day operations along with recommendations towards the most reputable consultants and vendors.





# Information Technology.



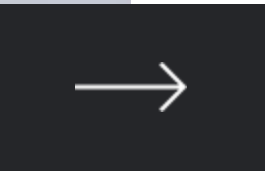
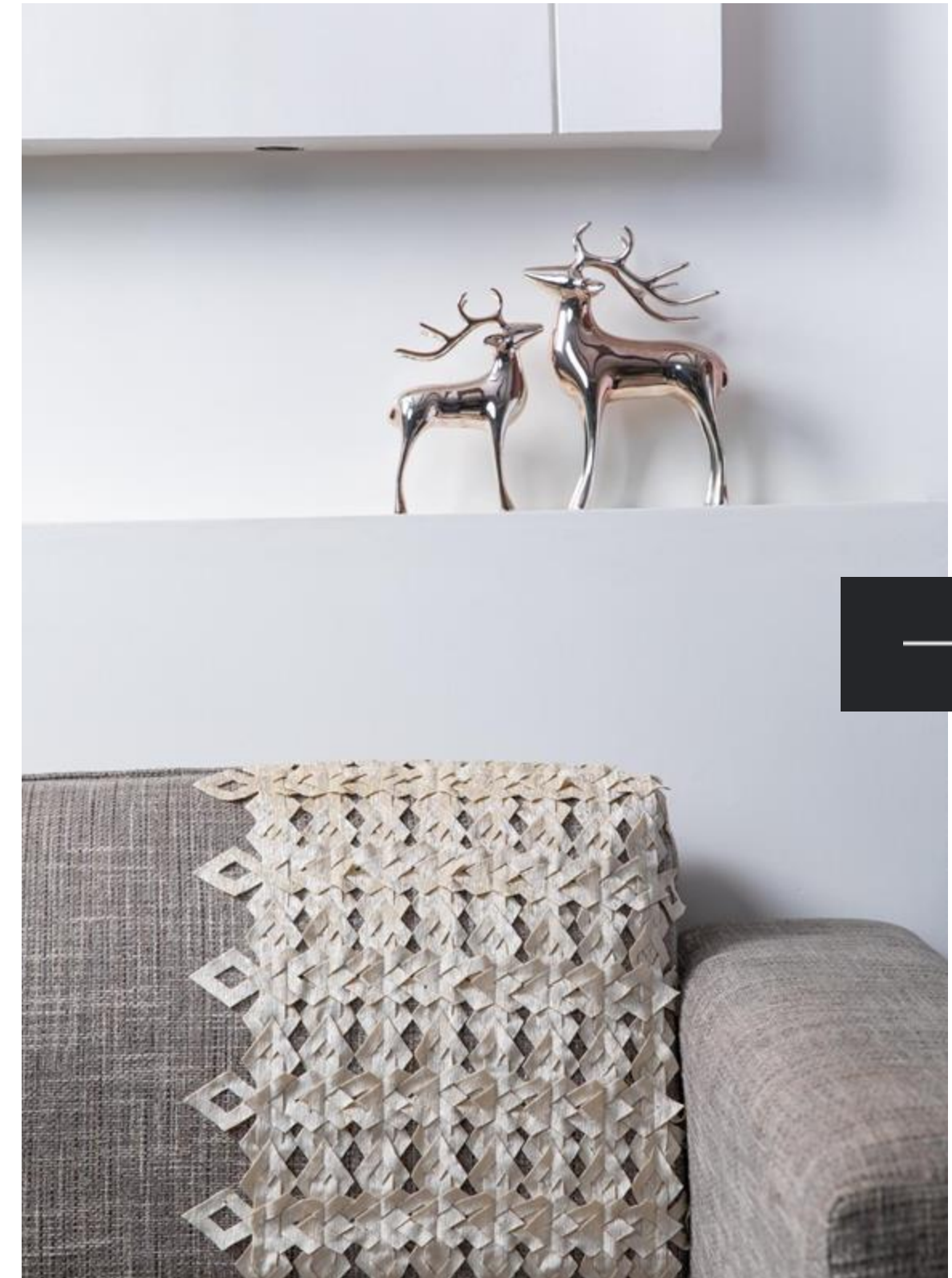
The areas covered by our Information Technology Division are:

- Information Communications
- Technology Infrastructure
- Low Voltage infrastructure
- Telecommunications
- Guest Entertainment
- Audio Visual
- Selected Systems integration
- Building intelligence/security
- Commissioning management
- Guest Room Management System

# Branding.

Branding is at the core of any business, but especially so in the Hospitality Industry. Branding in hospitality is much more than the logo, the colors, the name, the design, and the message, it is the experience that the client receives coupled with the human element that affects the positioning of the brand.

Our holistic approach delivers to our clients a fully developed hotel brand covering all operational required tools and standards avoiding the pitfalls of the traditional cookie cutter approach.





# Branding.



## Tactical Consulting.

- CONCEPT CREATION
- DEVELOPMENT ADVISORY
- BRANDING STRATEGY
- TREND FORECASTING
- MARKET RESEARCH
- DESTINATION RESEARCH

## Sketch Studio.

- BRAND DESIGN & IDENTITY
- ARCHITECTURAL CONCEPT DESIGN
- INTERIOR DESIGN
- GRAPHIC DESIGN

## Experience Mapping.

- DESTINATION DEVELOPMENT
- COMMERCIAL STRATEGY
- EXPERIENTIAL DEVELOPMENT
- EMPLOYEE INTERACTION DEVELOPMENT
- DIGITAL & PHYSICAL ENGAGEMENT

## Brand Standards.

- TECHNICAL, MAINTENANCE & OPERATION MANUALS
- HR STANDARDS & GUIDELINES
- FINANCE OPERATION GUIDELINES
- DEPARTMENTAL SERVICE STANDARDS
- BRAND EQUIPMENT STANDARDS

# Who are we?

The Dex Squared team consists of the best experienced executives in the industry along with a strong partnership with all our affiliates. In addition to having held positions at CEO, General Managers, and Director levels in some of the world's leading hotel companies such as InterContinental, Accor Hotels, Rotana, Millennium Hotels and Resorts, Hyatt and Shangri-La, they all have lived and worked in multiple geographies and have an in-depth working knowledge of the region.



# The Executive Team.



**Kevork Deldelian**  
CEO & Founder



**Halim Fouad**  
Chief Operating  
Officer



**Alan Massouh**  
Vice President of Food & Beverage  
Regional Director - Qatar



**Ignacio Delriago**  
Regional Director - Europe



**Siewfun Thor**  
Director of Quality Assurance



**Tania Munoz**  
Corporate Director of Revenue







Thank you!

---