



## PUNEET CHHATWAL

53 years

INDIAN / GERMAN

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### VISION

- To be a strategic value creator and lead an organization aspiring to enlarge its global and regional footprint and positioning as one of the best in class companies.

### 10 KEY COMPETENCIES / ATTRIBUTES

- **Strategic Management** ---Chief Executive Officer (CEO) and Member of Executive Board for close to 5 years for the most traditional German hotel company. Prior to this position, Chief Development Officer (CDO) for over 6 years and Member of Executive Committee and in senior international leadership roles for almost 20 years.
- **Governance**---serves on several boards within the current group and has detailed understanding of board function in minority and sliver equity partnerships, joint ventures or other partnerships.
- **Growth Catalyst & Development**---Specialist in driving profitable growth leveraging different business models (Managed, Owned, Franchised and Leased) by brand and by geography. Completed over 500 contracts in last 25 years in Europe, Middle East, Africa and Asia.
- **Asset Management**---Always focused on improving the contractual position as a risk management leader using divestments, contract renegotiations and contract management with private equity, institutional investors and individual owners.
- **Owners Relationship**---A relationship builder with Owners based on principles of win-win. Easily gains trust of the Owners that triggers multi-unit growth.
- **Branding**--- launched and re-launched various consumer brands (hospitality) and umbrella brand (B2B). Managing, understanding as well as developing the Brandscape for 10 years.
- **Cultural Diversity**---Living in Europe for past 28 years and the first non-European to head a European Hospitality organization. Embracing Change and Diversity coupled with agile and innovative leadership.
- **Team Builder**---A recognized team builder with focus on relationships, people and teams.
- **Outstanding communication skills**---written, verbal, presentation and public speaking as a multi-lingual professional.
- **Higher Education** ---MBA in Hospitality from IMHI (Cornell—ESSEC), AMP from INSEAD

### THE JOURNEY

A junior Manager in an Indian Public Sector undertaking moves to Europe on a French Government scholarship, works in a family run business to an American corporation and later in a Swedish listed company & to the current role in a German stock company and creates a proven track record – one of its kind in the hospitality business in Europe.

## WORK EXPERIENCE / CAREER HIGHLIGHTS



### DEUTSCHE HOSPITALITY / STEIGENBERGER HOTELS AG

#### Nov, 2012---current CHIEF EXECUTIVE OFFICER

- Increased EBITDA Margin by ca. 300% in 4 years.
- More than 50% growth in portfolio with increased presence in gateway destinations.
- Change in corporate culture – white paper written and available on web site.
- Recognized as Germany's Superbrands (among top 50 Brands).
- Accolades like Best Employer and Service Champion for 5 years in a row.
- Winner of 2016 Grand Prix for the most progressive company at Worldwide Hospitality Awards in Paris.
- Launched new brand (Jaz in the City), refreshed and relaunched existing brand (IntercityHotel) and a new corporate umbrella brand (Deutsche Hospitality).



### THE REZIDOR HOTEL GROUP

#### 2010---2012 EXECUTIVE VICE PRESIDENT & CDO

- Positioned clearly as Number 3 in the company and took active part in the company strategy, global hotels steering committee together with Carlson and member of global development ad branding Team.

#### 2007---2010 CHIEF DEVELOPMENT OFFICER (CDO)

- Promoted to a C-Title on newly listed company and Member of Executive Committee.
- Laid foundation of Asset Light Growth with 2008-2010 being 3 consecutive record year of openings as well as introduction of Radisson Blu, Carlson Rezidor Brands and development of Park Inn branding.

#### 2003---2007 VICE PRESIDENT DEVELOPMENT

- Prepared and executed the growth story of the company's IPO.



### CARLSON REZIDOR GROUP (previously Carlson Hospitality Worldwide)

#### 1998---2002 DIRECTOR OF DEVELOPMENT EMEA

- Growth of Carlson brands in EMEA (Regent and Country Inns)



## FEURING GROUP

1992---1998

### AUTHORISED OFFICER / PROKURIST

- Involved in Feasibility Study work and completed ca. 50 Transactions in Europe as well as North Africa for brands like Le Meridien, Marriott, Mövenpick etc.



## THE ASHOK GROUP HOTELS, India

1986---1989

### ASSISTANT MANAGER / OPERATIONS

- Ashok Hotel, New Delhi including launching the first Japanese Restaurant in India.

1986

### INDIAN PRIME MINISTER CATERING

- Member of a handpicked team for catering at state banquets and strategic events.

1984---1986

### CORPORATE MANAGEMENT TRAINEE

- Two years comprehensive program that trains the individual for executive /managerial responsibility with an in depth assignment/attachment in every facet of hospitality operations. Third in cohort of forty.

## EDUCATION

INSEAD

2012/2013 Advanced Management Program, in Fontainbleu, France and Singapore respectively.



**INSTITUT DE MANAGEMENT HOTELIER INTERNATIONAL (IMHI) (CORNELL-ESSEC) France, 1989---91**  
M.B.A. in International Hospitality



**UNIVERSITY OF DELHI, New Delhi, India 1981---84**  
Bachelor of Arts

PUSA, DELHI

**INSTITUTE OF HOTEL MANAGEMENT, New Delhi, 1981---84**  
3 years Program in hotel management, catering and nutrition

## **HONORS / AWARDS / OTHER CONTRIBUTIONS**

- 2014 Europe's 20 Extraordinary minds in Sales, Marketing and technology, HSMAI
  - 2014 IMHI Hall of Honor, First Alumini included in the hall of honor together with Dean Beck & Dominique Xardel (founders of CORNELL-ESSEC)
  - 2012 Carlson Fellowship Award, for extra-ordinary contribution to Carlson Hotels
  - 2014 Godfather of Graduating MBA class, 2014 at IMHI
  - 2015 "Das Agile Unternehmen" – contribution to a book on agile organizations
  - 2000 Member of various Advisory Boards and Alumini Organization
- Onwards

## **LANGUAGES**

English – Fluent

German - Fluent

French - Fluent

Hindi (native)

Working knowledge of Japanese and Italian