

**Nicolas  
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**Assistant  
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## Education

Ph.D. Hospitality and Tourism Management - Minor: Strategic Management and Corporate Finance - Pamplin College of Business, Virginia Tech. Blackburn, Virginia

MBA International Hospitality Management - Ecole Hôtelière de Lausanne, in academic collaboration with Ecole des HEC, Université de Lausanne

## Research Areas

Hospitality Finance and Strategic Management

Value-based Management, Valuation, Risk Management, Real Estate Finance, Investment Decision

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## Publications

### ✉ Academic Publications

#### Articles

"Market structure and demand-side substitutability of chained urban hotel segments" (N. Graf), *International Journal of Hospitality Management*, Issue -

"Stock Market Reactions to Entry Mode Choices of Multinational Hotel Firms" (N. Graf), *International Journal of Hospitality Management*

"Branding: Myth and Reality in the Hotel Industry" (M. Olsen, Y. Chung, N. Graf, K. Lee, M. Madanoglu), *Retail & Leisure Property*, Jan 2005, Issue 4 (2), p. 146-163

#### Book Chapters

*Industry Critical Success Factors and their Importance to Strategy*. In: *Strategic Handbook*. Oxford (U.S.A.) : Zhao J. and Olsen M., ed-Butterworth Heinemann, 2008

### ✉ Other Teaching Activities

2008-2010: Assistant Professor - University of Houston - Financial management, Real Estate Finance and Investment

2004-2006: Professor - Ecole Hôtelière de Lausanne - Financial Management, Corporate finance, Hospitality Strategy

2006-2010: Visiting Professor Reims Management School - Strategic Management, European Executive MBA, Corporate MBA, Kempinski AG Financial Decision making under uncertainty

## Other Activities

### ▮ Awards and Distinctions

2007: Darden Restaurants Foundation Scholarship for Ph. D. research

2001: Relais et Châteaux Award for best Thesis

2001 - Award for best Business Project

2001 - Banque Cantonale Vaudoise Award for best Overall GPA

2001 - Vaus Tourisme Award for best senior GPA

1999: Nestlé Award for best restaurant concept and development

### ▮ Affiliations and Academic Responsibilities

Council on Hotel Restaurant and Institutional Education (CHRIE)

American Finance Association (AFA)

Hospitality Financial and Technology Professionals (HFTP)

### ▮ Consulting and Other Activities

Consultant - Lausanne Hospitality Consulting Conducted various consulting assignments for global companies, NGOs' as well as SMEs' in the area of service reengineering and hotel development

### ▮ Professional Experience

Project Manager - EHLITE Development of the EHLITE magazine and media concept ; achieved breakeven in operations in one year and launched the magazine (8000 copies per issue)

Managing Partner - Le Café Théâtre Restaurant Managed the operations of a themed-restaurant (18 employees, 2.5 M turnover). Achieved a 10 % increase in turnover, 4 % in gross operation profit