

Daniel Grau Hospitality

Luxury hotel operations · Pre-opening · Turnaround consulting

Thirty years operating Four Seasons and Rosewood properties across nine countries. Four pre-openings led personally — including Rosewood's debut in Asia and in Cambodia. P&Ls to \$40M, teams of 300-plus, brand standards delivered through openings and crises. Now available for project, fractional, and advisory engagements across Asia.

SERVICES

Operational Diagnostic

A focused on-property review of rooms, F&B, service, and P&L. One to two weeks on site, ending in a written report with prioritised recommendations the owner can act on.

Pre-Opening Operator

Three to six months end-to-end. SOPs, recruitment of senior team, brand standards, F&B concept, supplier selection, and the opening sequence itself. For owners building a luxury or upscale property without a global flag.

Fractional General Manager

Ongoing engagement for independent properties that need senior operational depth without a full-time hire. Three to five days on-property each month, on call between visits. Six-month minimum.

SELECTED TRACK RECORD

Rosewood Beijing. Hotel Manager, opening team. Property reached #1 of more than 4,000 Beijing hotels on TripAdvisor within five months of opening.

Rosewood Phnom Penh. Managing Director, opening team. Rosewood's first property in Cambodia — delivered on-brand through a multi-year construction delay, with full operational readiness ahead of revised opening date.

Galle Face Hotel, Colombo. General Manager. Ran a 150-key landmark independent through the pandemic and Sri Lanka's economic crisis. Retained ninety percent of key talent. Returned to pre-COVID occupancy within six months of reopening.

Four Seasons Hotel Beijing. Hotel Manager. Pre-opening of a 313-key property; operational playbooks adopted as templates by two subsequent Four Seasons openings in Asia-Pacific.

WHO I WORK WITH

Independent luxury and upscale boutique hotels. Owners and developers in pre-opening. Family offices and hospitality investors with operational portfolios.

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