Report On

A Case Study of the Financial and Operational Performance of Unique Hotel & Resorts PLC with Comparative Industry Analysis

By

Sikder Md. Muhtasim Fuad Sami
21104055

An internship report submitted to the BRAC Business School in partial fulfillment of the requirements for the degree of
Bachelors of Business Administration (BBA)

BRAC Business School
Brac University
November 2025

Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

Student's Full Name & Signature:

Sikder Md. Muhtasim Fuad Sami
21104055

Supervisor's Full Name & Signature:

Dr. Nitai Chandra Debnath, FCMA
Associate Professor, BRAC Business School
BRAC University

Letter of Transmittal

Dr. Nitai Chandra Debnath
Associate Professor,
BRAC Business School
BRAC University
Kha-224 Bir Uttam Rafiqul Islam Avenue, Dhaka-1212

Subject: Internship report on "A Case Study of the Financial and Operational Performance of Unique Hotel & Resorts PLC with Comparative Industry Analysis"

Dear Sir,

It is my pleasure to introduce my internship report, "A Case Study of the Financial and Operational Performance of Unique Hotel & Resorts PLC with Comparative Industry Analysis" that highlights the main learnings and findings during my internship. This report has been written under your helpful guidance and has incorporated practical exposure and analytical knowledge that I gained during my internship.

I have tried my best to present this report using relevant information and in a concise and comprehensive format. I sincerely hope the report will satisfy the academic requirements and meet your expectations.

Sincerely yours,

____

Sikder Md. Muhtasim Fuad Sami
21104055
BRAC Business School
BRAC University
Date: November 20, 2025

Non-Disclosure Agreement

As an intern at Unique Hotel & Resorts PLC (UHR PLC) in Bangladesh I can say that I received access to confidential and sensitive information about the organization. I do have a great obligation of keeping such information confidential both during and even after my internship. I declare that I shall not disclose, distribute or release any of this information to any unauthorized person at any time.

Student's Full Name & Signature

Sikder Md. Muhtasim Fuad Sami

21104055

Supervisor's Full Name & Signature

Md. Abu Sakil

Manager - Finance & Accounts,

Unique Hotel & Resorts PLC

Acknowledgement

To begin with, I want to thank Almighty Allah who had given me patience, perseverance, and wisdom to complete my internship report successfully.

I am also very grateful that Unique Hotel & Resorts PLC gave me a wonderful experience of working in the Finance & Accounts department. The experience has been incredibly beneficial as it has given me the opportunity to fill the gap between theory and practice in a real-world corporate setting.

My sincere gratitude to my organizational supervisor, Md. Abu Sakil, whose support, guidance, and advice were of great importance in my learning and career growth. His mentorship helped me to understand more about the operations of finances and the practices of corporate accounting.

I would also like to express my heartfelt thanks to my academic supervisor, Dr. Nitai Chandra Debnath (Associate Professor) and my academic co-supervisor, Md. Arif Hossain Mazumder (Assistant Professor) from BRAC Business School who guided, provided insightful feedback, and constructive suggestions at every step of preparing this report.

This internship has been an outstanding experience of learning, self-development and professional development. I am very thankful to all those who have helped me in the experience.

Executive Summary

This report provides a comprehensive review of the Unique Hotel & Resorts PLC (UHR PLC), one of the leading companies in the luxury hospitality industry in Bangladesh, and its financial and operational performance. To determine competitive position, the study assesses the liquidity, solvency, profitability, efficiency, and valuation ratios of UHR PLC and compares them with those of Sea Pearl Beach Resort & Spa Ltd. and The Peninsula. It also examines the effectiveness of the operation of this company, including automation, cost management, and brand partnerships that enhance efficiency. The results show that UHR PLC has good financial health and competent operations but that it can be further automated and integrated with sustainability. The report ends by giving practical recommendations to enhance financial control, technology development, and future growth.

Keywords: Financial Ratios Analysis; Operational Analysis; Hospitality Industry; Marriott International; SAP.

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List of Acronyms

UHR PLC	Unique Hotel & Resorts PLC
TWD	The Westin Dhaka
SD	Sheraton Dhaka
HANSA	HANSA-A Premium Residence
Sea Pearl	Sea Pearl Beach Resort & Spa Ltd.
Peninsula	The Peninsula Chittagong
ERP	Enterprise Resource Planning
CRM	Customer Relationship Management
NGOs	Non-Governmental Organizations
OTAs	Online Travel Agencies
GDS	Global Distribution Systems
SEO	Search Engine Optimization
CSR	Corporate Social Responsibility
BSEC	Bangladesh Securities and Exchange Commission
PMS	Property Management Systems
P&L	Profit & Loss
EPS	Earnings Per Share
GDP	Gross Domestic Product
FY	Fiscal Year
IAS	International Accounting Standards
IFRS	International Financial Reporting Standards
SAFA	South Asian Federation of Accountants
ICAB	Institute of Chartered Accountants of Bangladesh
ICSB	Institute of Chartered Secretaries of Bangladesh
BSS	Bangladesh Secretarial Standards
SOPs	Standard Operating Procedures

Glossary

Terms	Definition
Financial Record-Keeping System	An organized process or group of tools to monitor, arrange, record, and control all financial transactions and information of an individual or an organization.
Flagship Hotels	The most iconic and high-end property of a hotel chain.
Document Analysis	A methodical process of qualitative research that goes through printed and electronic documents to review and assess them to obtain significant information, gain context, and create empirical knowledge.
Global Distribution Systems	A huge computer-based network system that serves as an intermediary, connecting transactions between travel service providers (e.g. airlines, hotels and car rental companies) and travel sellers (e.g. travel agencies and online booking systems) around the world.
Marriott Bonvoy	Marriott international loyalty program.
Property Management Systems	An application software product that assists in organizing and automating the daily activities of property, including residential rentals to hotels and other properties.
Boutique Hotels	A small, fashionable hotel of a unique character, design, decor, and service.
Mixed Methodology	A research method that involves using quantitative (numerical data) and qualitative (descriptive data) research in the same study.
Mono-Method Research	A research where a single data collection and analysis technique is applied that may be either a quantitative or a qualitative study.

Chapter 1: Overview of Internship

1.1 Student Information

Name: Sikder Md. Muhtasim Fuad Sami

ID: 21104055

Program: Bachelor of Business Administration (BBA)

Major/Specialization: Major in Accounting and Minor in Computer Information Management

1.2 Internship Information

1.2.1 Internship Details

Period: 6th August 2025 to 5th November 2025 (3 months)

Company Name: Unique Hotel & Resorts PLC (UHR PLC)

Department/Division: Accounts & Finance

Address: Borak Mehnur, 51/B, Kemal Ataturk Avenue, Banani, Dhaka-1213

1.2.2 Internship Supervisor's Information

Name: Md. Abu Sakil

Position: Manager, Accounts & Finance.

1.2.3 Job Scope – Job Description/Duties/Responsibilities

My internship experience at Unique Hotel & Resorts PLC was in the Accounts & Finance Department where I got a chance to observe and participate in diverse activities in the operation and analysis. My duties mainly revolved around helping in the organization, documentation and analysis of financial information under the guidance of managers. This position also gave me a practical experience on the corporate financial reporting, budgeting procedures and compliance practices.

Key Responsibilities

- Prepared and processed financial transactions including cheque deposits, cash deposits, and cash withdrawals.
- Received and verified bills from UHR PLC and its affiliated hotel projects.
- Assisted in preparing **monthly Profit & Loss (P&L) presentation slides**, compiling and updating financial data from **The Westin Dhaka, Sheraton Dhaka, and Hansa**.
- Reviewed and verified **bank reconciliation statements**, ensuring accuracy in opening balances, transactions, and ending balances.
- Filed monthly bills and maintained organized financial documentation for audit and record purposes.
- Prepared **bank statements** and other supporting documents for the external audit team.
- Updated and maintained records of **remittance fees**, **interest expenses**, and other bank-related financial adjustments.
- Compiled **bill summaries** for management reporting.
- Assisted in the preparation of **Fixed Deposit Receipt (FDR) investment plans** and related documentation.
- Prepared and verified **bank reconciliation statements, ledgers, and repayment summaries** for management review.

Special Assignments

1. **PrimePay Account Setup:** Assisted in the setup and configuration of PrimePay accounts for UHR PLC.
2. **BSP Encashment:**
    - Prepared forwarding letters, receiving lists, and declaration forms.
    - Collected necessary supporting documents.
    - Prepared and organized two document sets (office copy & submission copy).

- Submitted finalized documents to the respective bank.

1.3 Internship Outcomes

During my internship at Unique Hotel & Resorts PLC, I had a chance to be exposed to actual accounting and auditing in a corporate setting and at the same time perform as part of the current financial processes. My contributions, acquired benefits, challenges encountered, and recommendations are summarized in the following subsections.

1.3.1 Student's contribution to the company

As an intern in Unique Hotel & Resorts PLC, I was able to make significant contributions to the Finance & Accounts department, which is directly involved in ensuring financial stability and transparency of the company. My main work was connected with financial documentation, reconciliation, reporting, and supporting audit-related work.

Among my main tasks was helping to prepare and verify bank reconciliation statements, which required me to verify the accuracy of opening balances, transaction adjustments, and closing balances. I was also actively engaged in the activities of depositing checks and receiving bills, as it reinforced my knowledge of cash management activities and how operation costs move throughout the organization. The other contribution was in preparing the presentation slides for monthly Profit and Loss, as I collected financial information on The Westin Dhaka, Sheraton Dhaka, and HANSA. I organized this information in the Excel sheets, updated records and transferred the data to presentation slides. The senior management later used these reports to assess the performance of each project in terms of its operations and consolidated results at the group level.

Moreover, I also helped in updating interest expenses, loan deductions and remittance fees which was required in financial planning and monitoring of operation cost. Additionally, I also helped support the external audit team by preparing bank statements, vouchers, supporting documents for vouchers and ensuring that such information was available to the auditors. This reduced the workload of my supervisors and made sure there was smoother coordination between us and the external audit team. To conclude, my tasks contributed slightly but significantly towards the financial and operational management of UHR PLC.

1.3.2 Benefits to the student

This internship has provided a significant exposure to my academic knowledge. I developed a practical understanding of financial operations in a corporate hospitality environment, including bank transactions, reconciliation, and audit preparation. My practical exposure to financial reporting, bank balances, loan modifications, and P&L presentation slides allowed me to see how accuracy, timeliness, and adherence to accounting principles are practically applied. The exposure of coordination between various UHR PLC projects and subsidiaries offered visibility of combined reporting and operational performance. Moreover, my skill proficiency improved in MS Excel, PowerPoint, and financial documentation and strengthened my attention to detail and analytical skills. In conclusion, I acquired technical, analytical and organizational skills which will be useful in my future professional life as an accountant and financial practitioner.

1.3.3 Problems/Difficulties

Although I had a very enriching experience with the internship, I also had some difficulties. Among the challenges was the use of manual records and spreadsheets that, at times, delayed operations like reconciliations and bill payments. Furthermore, as an intern, some of the confidential financial information was not accessible to me, and it occasionally prevented me from fully engaging in performance analysis. Another issue was that I struggled to embrace corporate reporting style early on, particularly, the process of making professional presentation slides for P&L meetings. It was also a complicated process where I had to compile various data given by the three projects (TWD, SD, and HANSA) into an excel file within a limited time frame. Furthermore, time management was also a problem, because two or more tasks could significantly intersect each other and had to be prioritized within very strict deadlines.

1.3.4 Recommendations

- In future internships, UHR PLC should implement a structured orientation program during the onset of the internship, which would assist students learn more about the workflow within a department and reporting practices.
- Giving interns access to financial systems in a limited yet supervised manner would also add value to their learning without sacrificing confidentiality.
- A more digitized and automated system of bills processing and reconciliations will enhance the departmental efficiency as well as help interns work on more analytical tasks.
- The internship experience can also be further enhanced with regular mentoring with supervisors to align day-to-day work with overall financial and operational performance goals.

Chapter 2: Organization Part

2.1 Introduction

This chapter will provide an overview of the organization in which I have undertaken my internship (Unique Hotel & Resorts PLC) and a critical analysis of internal structures, practices and performance in the organization. Because my internship project would involve the evaluation of the financial and operational performance in Unique Hotel & Resorts PLC, it is necessary to get to know first about the background of this company, its management style, its financial practices, system of operations and its competitive environment. This chapter will serve as the basis against which the project part will be prepared.

Figure 1: Unique Hotel & Resorts PLC Logo

2.1.1 Objective(s)

The key objectives of this part are:

1. To present Unique Hotel & Resorts PLC and its key operating units, such as its flagship hotels, e.g., The Westin Dhaka, HANSA-A Premium Residence, and Sheraton Dhaka.
2. To learn the management process of the company, such as management style, the planning of human resources, and employee development programs.
3. To examine the marketing strategies and branding approaches that facilitate the hospitality business of the company.

4. To analyze the annual financial statement and accounting policies of the company based on publicly reported information, especially annual reports over the last five years.
5. To perform competitive and industry analysis with the use of frameworks like Porter Five Forces and SWOT.

2.1.2 Scope of the Study

This study will be narrowed to the entity Unique Hotel & Resorts PLC as a company. Although the company has several hotels under international brands that are owned and run by it, the analysis revolves around the head office and its subsidiaries. The report addresses financial performance in annual reports, operational and management practices at the head office and comparison with other listed hospitality companies in Bangladesh. However, marketing, HR, and IT practices are examined as far as they contribute to financial and operational performance. Furthermore, the research is a combination of both learning and practical experience in the Finance and Accounts Department as the scope also encompasses insights based on practical activities of the internship time.

2.1.3 Methodology

The research method used in the study is a combination of internship experience, document analysis, and secondary data analysis. This research is qualitative and quantitative. Primary learning outcomes were obtained as a result of activities conducted at the workplace as an intern, namely, creating P&L slides, bank reconciliation, loan adjustments, processing of the bills and audit support gave me some hands-on experience into how the company operates and handles its finances. Secondary data was gathered mostly using published annual reports of UHR PLC (FY2019–2023), Dhaka Stock Exchange reports, industry reports and news articles. The performance of UHR PLC is interpreted using financial ratios, trend analysis and comparative analysis frameworks. Furthermore, informal conversations with employees provided a balanced and comprehensive view.

2.1.4 Significance of Study

The significance of the study is that it is able to connect academic learning with real world business experiences. First, it establishes a detailed perception about Unique Hotel & Resorts PLC as an employer and a participant in the industry thereby providing depth to the internship experience. it reveals the operational effectiveness of UHR PLC, especially in the aspect of financial reporting, audit preparation, and operational efficiency. To the stakeholders, the study highlights the importance of focusing on financial transparency, operational control, and industry competitiveness in ensuring the long-term sustainability of UHR PLC.

2.1.5 Limitations

Although all possible efforts have been made to ensure accuracy, the study has few limitations. There was limited access to internal documents, so the analysis is dependent on secondary information, published annual reports, and publicly available data to a great extent. Moreover, internships were confined to the Finance and Accounts Department hence the knowledge of HR, IT, and marketing practices is more general. The internship period was also time limited and did not allow observing every aspect of the company operations. However, the results are still adequate to put a realistic and meaningful assessment.

2.2 Overview of the Company

2.2.1 Company Background

UHR PLC is a leading hospitality management company in Bangladesh that is listed on the Dhaka and Chittagong Stock Exchanges in 2012 and incorporated in 2000. It is also the pioneer of five-star hotels in Bangladesh with a number of luxury hotels and residencies such as The Westin Dhaka, HANSA-A Premium Residence and the ongoing Sheraton Dhaka. UHR PLC has been a leader in the high-end hospitality sector in the country, which serves international and domestic travelers. It has standardized operations with international hospitality based on partnerships with internationally recognized brands like the Marriot International.

Attributes	Particulars
Company Name	Unique Hotel & Resorts PLC
Founded Year	2000 (incorporated on November 28, 2000)
Industry	Hospitality
Listings	Dhaka Stock Exchange (DSE) & Chittagong Stock Exchange (CSE)
Annual Revenue (2023-24)	2,925.95m
Head Office Location	Borak Mehnur, 51/B, Kemal Ataturk Avenue, Banani, Dhaka - 1213

Table 1: Company Background

2.2.2 Vision, Mission, and Core Values

The UHR PLC has well-developed strategic statements that form the basis of its operations and decision-making in the competitive hospitality sector. Its vision is “As the Pioneer in providing the real hospitability services in Bangladesh, we will strive to remain best-in-class not only in our country but also in this region by ensuring the most efficient & quality services.” And its mission is to thoroughly understand the needs of our patrons, customers and associates, to consistently surpass their expectations by delivering personal and intuitive services.

Furthermore, UHR PLC runs on a set of core values that reflect its organizational culture and service philosophy such as Synergy, Preparedness, Innovative Mind, Rating Customers First, Improving Continuously, Teamwork. These guiding principles shape the way UHR PLC interacts with its guests, employees, stakeholders, and the broader community, aligning its strategic goals with operational practices. These guiding principles determine the way UHR PLC engages and behaves with its guests, employees, stakeholders.

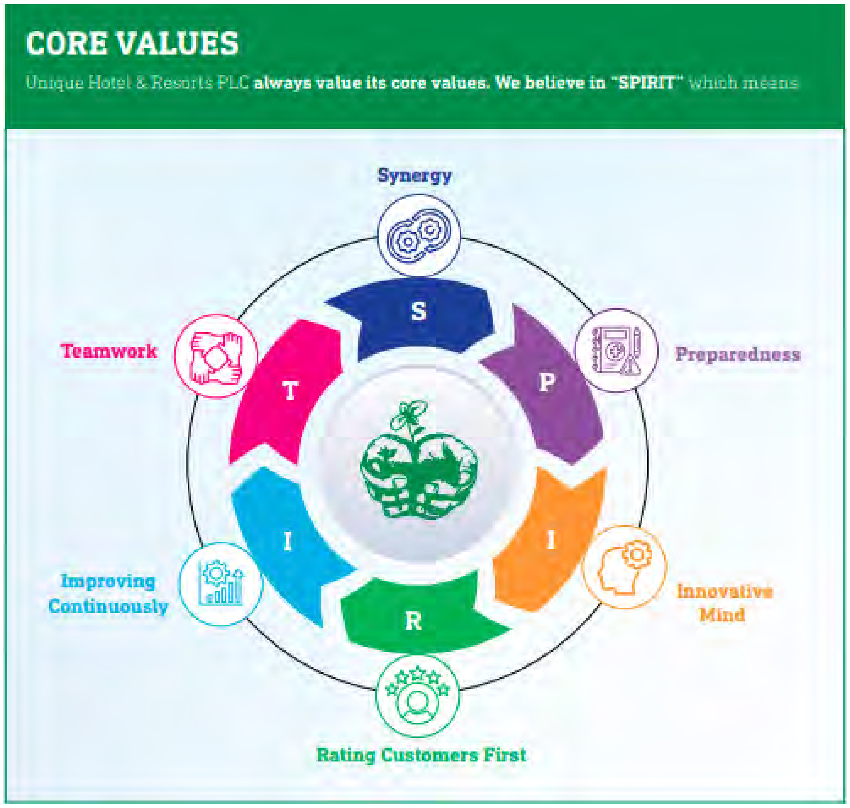


Figure 2: Core Values of UHR PLC

2.2.3 Organizational Structure

UHR PLC is a publicly traded company with its shares owned by institutional investors, sponsors, and general population. Its corporate structure has a Board of Directors, Audit Committee, and the operation of Executive Management Team with day-to-day operations. The company is governed by the Code Corporate Governance issued by the Bangladesh Securities and Exchange Commission (BSEC), which focuses on transparency, accountability and audit. Its operational structure is decentralized in its properties and projects, but the head office undertakes central controls over finance, audit, compliance, and strategic decision-making.

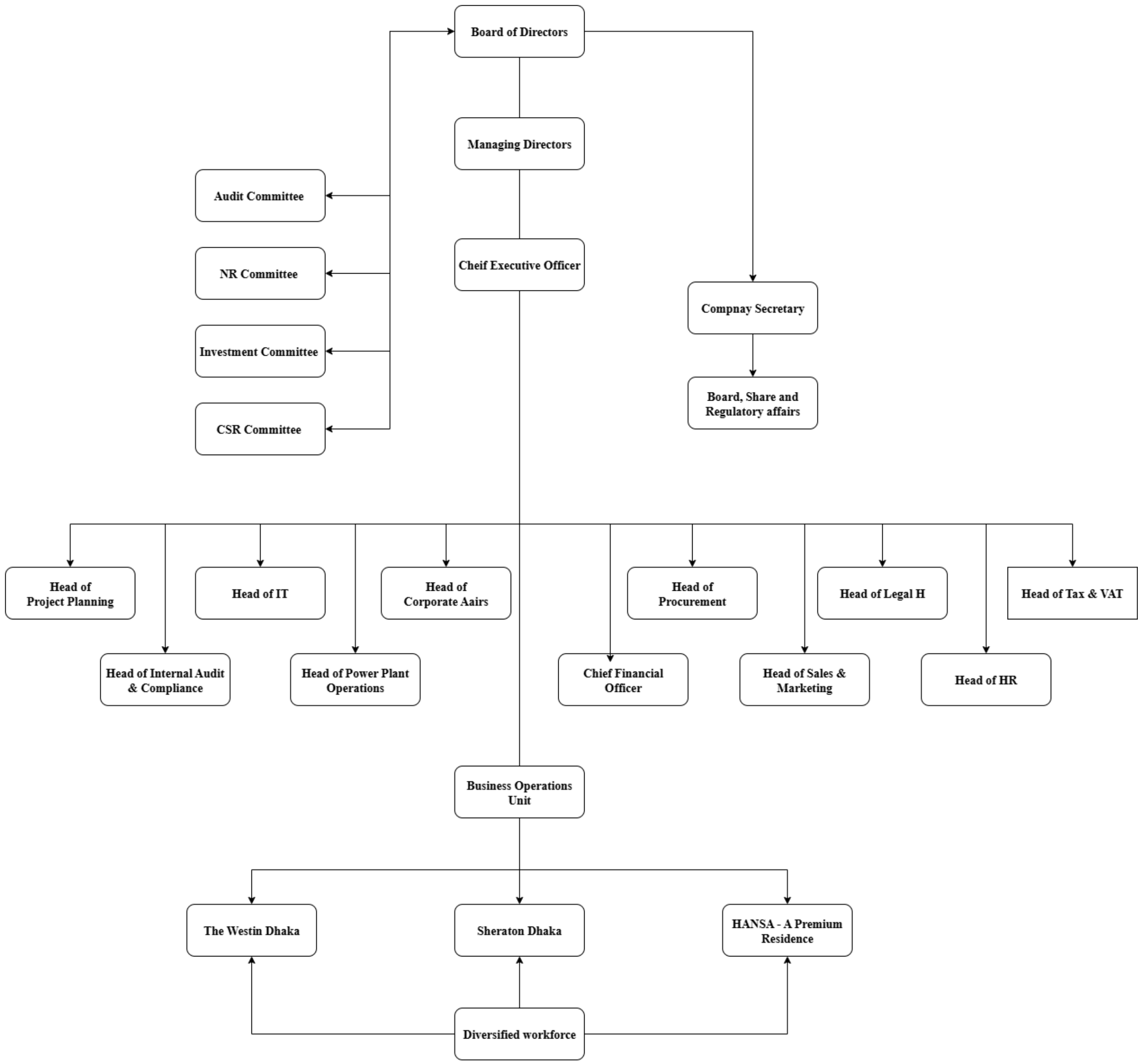


Figure 3: Organizational Structure of UHR PLC

2.2.4 Business Segments

The major revenue source of UHR PLC is room revenue, food and beverage services, banqueting, and long-term corporate leasing. The Westin Dhaka is the flagship hotel, catering to high-end business travelers, diplomats and visitors on leisure. As Sheraton Dhaka is still under construction, it is not earning any profit on actual room sales, but it is receiving profits with its food and beverage services. Lastly, HANSA-A Premium Residence is a luxury boutique residential in Uttara, aimed at business executives and guests with long stays. Other than hotels, UHR PLC is also involved in other hospitality-based ventures including lounges and energy services. UHR PLC serves meals at SkyLounge of Hazrat Shahjalal International Airport, which is a small yet significant initiative that strengthens the company's portfolio of services and visibility. And the Power Plant at Shahjadpur ensures that the hotel properties receive an uninterrupted power supply, which minimizes operational risk and enhances energy efficiency. The fact that UHR PLC can integrate international service standards with local cultural expectations makes it a special player in the Bangladesh hospitality industry.

2.2.5 Financial Performance Overview

As a publicly-traded company, UHR PLC releases audited financial statements on a yearly basis. Within the past five years, industry growth, COVID-19 pandemic, and the post-pandemic recovery trends became the key factors that affected its financial performance. Its major revenue source is intensely reliant on occupancy rates, international inflows of tourism visitors, as well as on corporate events. Internal audit and financial control perform a vital role in assuring that reporting of revenue, managing expenses and servicing of loans are accurate and transparent to maintain the investor confidence.

Year	**2023 - 24**	**2022 - 23**	**2021 - 22**	**2020 - 21**	**2019 -2020**
Revenue	2,925.95m	2,934.94m	1,897.22m	675.40m	1,574.89m
Gross Profit	2,131.35m	2,194.28m	1,370.52m	440.87m	1,198.82m
Operating Profit	1,319.37m	1,380.11m	728.95m	149.49m	788.76m
Total Assets	43203.64m	43833.38m	39822.32m	37629.06m	35866.45m
Total Liabilities	17075.43m	17777.30m	14824.13m	13704.32m	12410.80m
Shareholders' Equity	26128.21m	26056.08m	24998.19m	23924.74m	23455.65m
EPS	5.14	6.42	3.20	1.41	0.95
Dividend	16% Cash	20% Cash	15% Cash	10% Cash	10% Cash

Table 2: Performance Highlights

From the table we can say that UHR PLC has shown a consistent rise in the revenue and profitability in the period between FY2019-20 and FY2023-24 which is a reflection of post-pandemic recovery and expansion of operations. Revenue increased to BDT 2,925.95 million in 2023-24 compared to BDT 1,574.89 million in 2019-20, and gross and operating profit marginally improved as well. The total assets and shareholders' equity continued an upward trend also establishing a stable financial position. The profitability was strengthened, as the Earnings Per Share (EPS) increased significantly since 0.95tk in 2019-20 to 5.14tk in 2023-24. In addition, dividend payments were constant, rising slowly to 10% to 16% cash dividend, and enhancing investor returns and confidence.

2.2.6 Position in the Industry Financial Performance Overview

The UHR PLC is among the very few listed companies in the Bangladesh hospitality industry, which provides the company with the visibility and responsibility in the capital market. It has a clear competitive advantage because it has a collection of international branded hotels. The size and level of corporate governance together with access to capital provides UHR PLC with a big advantage over smaller operators of hotels which operate privately. Its substantial growth in revenue, the collaboration with international hotel chains, and emphasis on operational excellence has made it one of the market leaders in the luxury hospitality.

2.3 Management Practices

2.3.1 Leadership Style

UHR PLC has a participative leadership style where most decisions are made through consultation between senior management, finance and the departmental heads. As the mother company of various luxury hotels, UHR PLC requires consistency between its projects such as The Westin Dhaka, HANSA, and Sheraton Dhaka. The department heads and managers are advised to engage their departments in making decisions regarding guest services, events management, and operational enhancement. However, leadership at the corporate office is a bit more centralized, especially in financial and strategic decisions, which is more of an autocratic style, where the top executives and the Board of Directors are the ones who ultimately give the final decisions on investment, expansion, and compliance. The participative style in hotels increases employee participation and quality of services, which is vital in the hospitality industry where frontline employee directly affect customer experience. On the other hand, financial and governance centralization provide a high level of regulatory adherence (BSEC, stock exchange requirements) but can occasionally restrict innovation and fast decision-making.

2.3.2 Human Resource Planning

The company has a formal recruitment and selection procedure that makes sure that only professional individuals are employed in both the hotel operation and corporate activities. The recruitment strategy will combine internal promotional values on already experienced employee and external hire of specialized jobs. Training and development go hand-in-hand, UHR PLC periodically conducts professional workshops among its teams of finance, audit, and hospitality management to keep its standards of global service. Moreover, performance appraisal is done on annual basis with the measurement of quantifiable results like financial accuracy, quality of service and adherence to standard operating procedures.

2.3.3 Recruitment and Selection Process

Unique Hotel & Resorts PLC has a systematic recruitment and selection procedure that integrates internal promotions with external hiring. Internal recruitment helps in continuity and employee motivation by providing growth opportunities whereas external recruitment is employed through job portals, job advertisement, and job agencies to fill specialized positions or high-profile positions. The company has also partnered with universities and hospitality institutes to recruit new graduates and management trainees to create a source of future talent. The process normally involves screening of applications, panel interview, written or skill testing, IQ test, final interview by top management, and medical test. The process is fair and systematic, but tends to be lengthy and at times, this may delay onboarding in a competitive labor market.

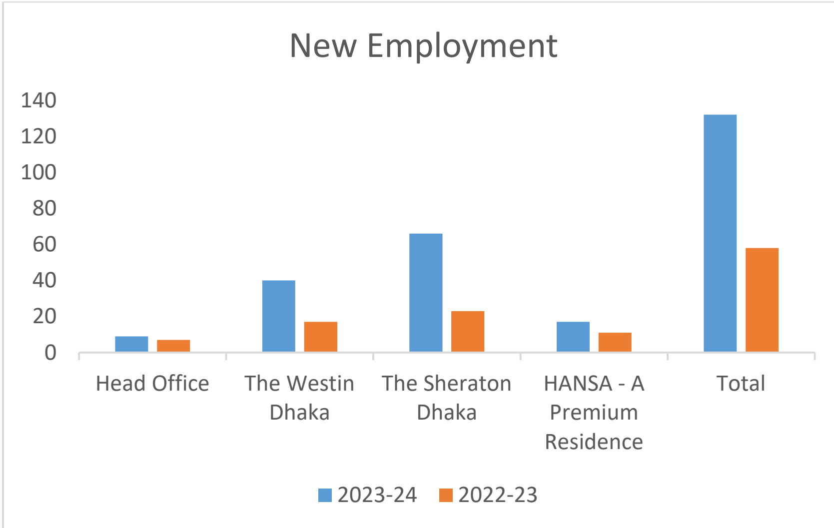


Figure 4: New Employments

2.3.4 Compensation and Benefit

Unique Hotel & Resorts PLC has a compensation and benefits program setup to attract, motivate, and retain competent employees in a highly competitive hotel industry environment. The company makes sure it pays structure is based on both industry norms and organization performance targets. Employees are paid a basic salary which forms the base of the compensation package, along with performance-based incentives that recognize individual and departmental success. Moreover, UHR PLC also offers festival bonuses, group life insurance, maternity leave, emergency medical services to its employees. Furthermore, long-term employee welfare is facilitated through provident funds and contributions to the Workers' Profit Participation and Welfare Fund (WPPF) to provide financial security for employees. The combination of these employee benefits shows UHR PLC’s dedication to employee motivation, financial stability, and overall workplace satisfaction.

2.3.5 Training and Development Initiatives

Being a service-based company, UHR PLC makes an investment in ongoing training and development. Training programs are typically developed in partnership with foreign operators such as Marriott (in the case of TWD and SD). Furthermore, training programs are also divided into local training and in-house training. Such as:

- New employees go through introduction programs to learn about service culture and organizational values.
- Health, safety, and security policies are regularly trained to the employees in accordance with the national standards and based on international standards to guarantee workplace safety and service quality.
- On-the-Job Training is offered by the department heads, especially in the areas of Food and Beverage, housekeeping and guest relations.
- Soft Skills Training Includes communication, etiquette and problem solving.
- Technical Training is provided to kitchen staff, IT staff, and finance officers like ERP, accounting software, compliance training.
- Finally, Leadership Development programs are also undertaken to groom middle managers into high positions.

Particulars	**2023-24**
Employees received trainings	677
Training programs completed in FY2023-24	742
Employees received trainings on health and safety measures	533
Average training hours per employee	1.5
Employees received training on upskilling	435
Safety Trainings Conducted	43
Man Hours of Safety Training per Employee	1.5
Participants Covered through Health and Wellness Sessions	754

Table 3: Training Initiatives

2.3.6 Departmental Overview

Unique Hotel & Resorts PLC has multiple departments that work together to achieve efficiency and long-term growth. The Finance and Accounts Department handles the functions of bookkeeping, classifying, ensuring and collecting payments, bill voucher audit, budgeting and financial reporting, and loan processing whereas the Internal Audit and Compliance Department plays an integral role in the maintenance of transparency and regulatory compliance through the oversight of internal controls. The IT Department delivers the technological infrastructure, banking platforms, data security. Furthermore, the HR & Admin is responsible for recruitment, employee training, benefits, and work environment. Additionally, UHR PLC has 2 more departments for operating the Sky Lounge at Hazrat Shahjalal International Airport and the Shahjadpur power plant. The initiatives and departments mentioned are responsible for UHR PLC to maintain operational excellence and maintain its leading position within Bangladeshi hospitality industry.

2.3.7 Performance Appraisal System

Annual performance appraisals in Unique Hotel & Resorts PLC are done through a combination of KPI performance appraisal and qualitative performance appraisal depending on the individual department. An example is that frontline employees are graded on guest ratings and quality of service, whereas finance and administrative workers are graded on accuracy, compliance and timeliness of reporting. The performance of sales and marketing staff is measured in terms of occupancy rates and revenue growth, the managerial performance is measured on the basis of leadership, team results, and cost management. The appraisals are conducted by the supervisors, checked by the department heads and approved by the HR and senior management. Despite the fact that this system fosters accountability and performance-based rewards, the system at other times tends to be subjective implying that a more transparent appraisal should be applied.

2.4 Marketing Practices

Marketing is very crucial in the successful operation of Unique Hotel & Resorts PLC since the company is in a very competitive luxury hospitality industry where customer perception, brand image, and service differentiation are central. Hospitality businesses cannot rely solely on product attributes as manufacturing companies do since they have to constantly sell both tangible (rooms, dining, facilities) and intangible (service quality, experience, and brand reputation) factors. The marketing activities of UHR PLC are thus aimed not only at the attraction of international and domestic visitors, but also at the support of the long-term relations with the corporate clients, organizers of the events and travel partners. The practices would enable the company to leverage itself as a leader in the luxury hospitality industry in Bangladesh.

2.4.1 Marketing Strategy

Unique Hotel & Resorts PLC has a premium differentiation strategy as it is the top luxury hospitality brand in Bangladesh. The partnership with international hotel chains, such as Marriott International, allows UHR PLC to meet international standards and appeal to corporate and global travelers who want to receive reliable service quality. The company is also locally oriented to exclusivity and lifestyle experience that includes fine dining, wellness, long-stay apartments (HANSA), and event spaces, targeting executives, diplomats, and leisure guests.

Its market segmentation makes The Westin Dhaka as a luxury business hotel, Sheraton Dhaka as a high-end dining and events venue, and HANSA as a long-term stay location of expatriates and corporate customers. UHR PLC also reinforces this by offering targeted promotions of Ramadan buffets, wedding packages for luxury and banquet packages. Additionally, customer relationship management (CRM) strategy of the company is focused on the loyalty programs, direct corporate sales, and personalized services, and supported by the cooperations with airlines, embassies, and travel agencies. In general, the marketing strategy at UHR PLC is well-balanced with customer acquisition and retention with an emphasis on innovation to preserve brand loyalty and competitive edge.

2.4.2 Target Customers & Positioning

The primary target customers of UHR PLC include high-income domestic, foreign travelers, expatriates, and corporate clients. The Dhaka luxury hotel market relies on business travelers, diplomats and foreign investors who require international service standards. The hotels of UHR PLC are strategically positioned to cater to international and domestic markets with differentiated targeting. The Westin Dhaka serves the business executives and conference delegates, Sheraton Dhaka serves international leisure and corporate travelers, and HANSA serves long-stay expatriates and corporate travelers with apartment-style accommodation. The positioning strategy is based on luxury, exclusivity, and reliability as it is affiliated with Marriott International, which implies quality and prestige on the global level. This diversified strategy minimizes the reliance on one group of customers, and the market remains stable even with seasonal or global financial changes.

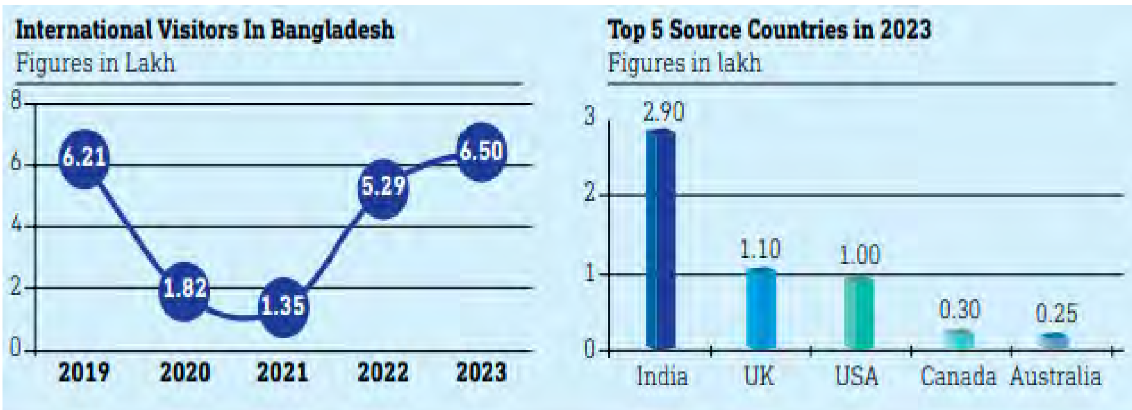


Figure 5: Travel & Tourism Customers

2.4.3 Marketing Channels

Unique Hotel & Resorts PLC uses both direct and indirect marketing channels to market and retain customers. Direct channels consist of official hotel websites, social media, email promotion, and specialized sales departments working with corporate customers, embassies, and NGOs. Indirectly, UHR PLC collaborates with OTAs like Booking.com, Agoda, and Expedia, and also GDSs like Amadeus and Sabre, to access travelers worldwide. The company also partners with travel agencies in event and group booking. Furthermore, seasonal campaigns such as Ramadan buffets and weddings are promoted actively using Facebook, Instagram, and LinkedIn. Although this multi-channel strategy allows increasing visibility, the application of data analytics and CRM-based marketing at UHR PLC is still minimal, so there is the opportunity for greater personalization and customer involvement.

2.4.4 Product and Competitive Practices

Unique Hotel & Resorts PLC has a variety of hospitality products and services under its hotels, which are tailored to meet the demands of international and domestic tourists. The Westin Dhaka and Sheraton Dhaka are oriented on luxury hotel accommodation, fine cuisine, shop rent, fitness facilities, SPA, and high-end event venues to host conferences, wedding and social events. HANSA stands out by offering hotel-quality services in apartments to long-term corporate residents and expatriates. This combination of services enables UHR PLC to place itself in various segments in the luxury hospitality industry.

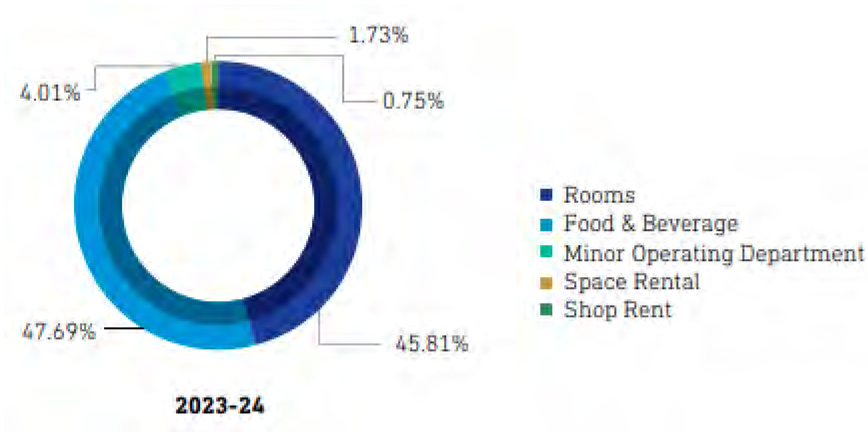


Figure 6: Product-wise Performance of The Westin Dhaka

UHR PLC also has the advantages of internationally recognized service standards and international reservation systems as it runs hotels of world recognized chains like Marriott International. This gives it an upper hand over the local competitors who only depend on local branding. Additionally, UHR PLC also localizes its product offerings to the Bangladeshi market, including local cuisine, hosting of local cultural events and family packages, that attracts high-end domestic consumers.

2.4.5 Branding Activities

Unique Hotel & Resorts PLC has great focus on the brand positioning by collaborating with the internationally renowned hotel chains. Through the collaboration with Marriott International and the management of such a famous brand as The Westin Dhaka and Sheraton Dhaka, UHR PLC boosts its integrity and follows the internationally accepted standards of luxury and service quality. This not only gives it an edge in building customer confidence but also guarantees international presence with the global network of Marriott marketing, loyalty programs and reservation systems. On the local level, UHR PLC makes investments in branding by marketing its hotels as a place to have an excellent lifestyle experience. New Year's Eve galas, Ramadan iftar buffets, corporate conferences and wedding packages are some of the events that are being marketed as unique identities of the hotels. Such incidents strengthen the brand of UHR PLC properties as top business destinations and leisure in Dhaka. With such a mix of international cooperation and regional branding, UHR PLC is able to preserve the high reputation in the luxury hospitality industry of Bangladesh and stand out of the crowd.

2.4.6 Advertising and Promotion Strategies

Unique Hotel & Resort PLC employ a multi-channel advertisement and promotion approach as a way of reinforcing its brand name and drawing various categories of customers. As an aspect of the global business at Marriott International, the company has the advantage of Marriott advertising campaigns across the globe, loyalty programs, including Marriott Bonvoy, and integrated booking platforms that provide global coverage.

Furthermore, UHR PLC focuses on digital and social media marketing on Facebook, Instagram, and LinkedIn and highlights seasonal offers, culinary events, luxuries, and festive offers. There is also traditional advertising such as newspapers, magazines, and TV specially to advertise big events such as wedding fairs, Eid celebrations, and corporate conferences. Besides, UHR PLC puts emphasis on alliances with airlines, travel agencies and corporate houses to get premium business travelers. Cultural events, and CSRs sponsorships also help in increasing the brand awareness as well as goodwill. Through international advertisement campaigns and localized promotions, UHR PLC has managed to remain in the healthy and competitive market of the hospitality industry in Bangladesh.

2.4.7 Critical Marketing Issues and Gaps

Although UHR PLC enjoys good international brand associations, the company has a number of marketing challenges within the Bangladeshi hospitality industry. A major challenge is the low digital penetration relative to competitors in the region. Although UHR PLC relies on social media channels, its content and the engagement strategies were not as active and dynamic as new boutique hotels and other newer luxury chains. The second gap is in the targeting of domestic travelers because marketing strategies have been massively concentrated on corporate clients and international visitors, and the current market unexplored is wealthy local clients who want to live a luxurious lifestyle. Furthermore, the advertising activities of UHR PLC are dependent on the global campaigns of Marriott, which do not necessarily correspond to the local market situation. Personalized campaigns based on Bangladesh cultural and seasonal events are not very common. Therefore, the increasing competition among luxury hotels, both international and local, shows the need for more innovative methods of promotions, especially in digital and interactive marketing in order to remain competitive over time.

2.5 Financial Performance and Accounting Practices

Unique Hotel & Resorts PLC's financial performance can give us important insights about its capability of producing revenue, control costs, and remain profitable in the competitive industry. Being a listed hospitality company, the financial performance of UHR PLC is not only the indicator of its efficiency in activities but also affects the mood of investors and long-term development plans. The financial performance can be analyzed over the years to reveal the trends, strength and areas that it needs to improve and the accounting practice can give insights on compliance, transparency and reliability of reporting.

2.5.1 Financial Performance

In order to determine the financial performance of the company, a set of ratios has been chosen to evaluate the performance of the company between FY2019-20 and FY2023-24. These ratios give a moderate outlook of liquidity, solvency, profitability, efficiency and shareholder value.

a) **Liquidity Ratio:**

Particulars	2023 - 24	2022 - 23	2021 - 22	2020 - 21	2019 - 20
Current Ratio	1.24	1.12	1.09	1.01	1.25
Quick Ratio	1.10	1.08	1.01	1.24	1.29
Cash Ratio	0.03	0.14	0.12	0.02	0.03

Table 4: UHR PLC Liquidity Ratio

The current ratio and quick ratio passed through approximately 1.2 in FY2019-20 to approximately 1.00 in FY2021-22, then slightly increased to 1.24 (current ratio) and 1.10 (quick ratio) in FY2023-24. The cash ratio is less stable, with a very low cash ratio of 0.03 and 0.02 in FY2019-20 and FY2020-21 and soaring in the next 2 years before returning to 0.03 in FY2023-24. In conclusion, short-term coverage dropped during FY2020–21 but was later restored to pre-pandemic levels.

b) **Solvency Ratio:**

Particulars	2023 - 24	2022 - 23	2021 - 22	2020 - 21	2019 - 20
Debt-to-Equity Ratio	0.68	0.59	0.57	0.53	0.44
Equity Ratio	0.60	0.59	0.63	0.64	0.65
Debt-to-asset ratio	0.40	0.41	0.37	0.36	0.35

Table 5: UHR PLC Solvency Ratio

The leverage is on the rise throughout the period as the debt-to-equity ratio improved to 0.68 (FY2023-24) compared to 0.44 (FY2019-20) whereas debt-to-asset ratio improved to 0.40 (FY2023-24). The equity ratio went down by a small percentage of 0.65 to 0.60. These movements show that there is a slow increase in debt financing and a small decrease in the relative amount of equity in the balance sheet during the five years.

c) **Profitability Ratio:**

Particulars	2023 - 24	2022 - 23	2021 - 22	2020 - 21	2019 - 20
Net Profit Margin	51.68%	64.40%	51.76%	57.39%	15.35%
Operating Profit Margin	45.09%	47.02%	38.42%	21.37%	48.16%
Return on Assets (ROA)	7%	7%	5%	2%	5%
Return on Equity (ROE)	5.79%	7.25%	3.93%	1.62%	1.03%
Return on Investment (ROI)	3%	4%	2%	1%	1%

Earnings per Share (EPS)	5.14	6.42	3.2	1.41	0.95

Table 6: UHR PLC Profitability Ratio

Profitability ratios show significant improvements from FY2020-21 after the pandemic. The net profit margin increased to 51.68% in FY2023-24, with a peak of 64.40% in FY2022-23, as compared to 15.35% in FY2019-20. Similar trends can also be observed in operating profit margins. The asset returns rose to approximately 5% to 7% and ROE shifted to approximately 1.03% to 5.79% (at its highest in FY2022-23). The EPS increased to 5.14 in comparison to 0.95, however, the ROI shows modest growth compared to others. In conclusion, the profitability margins and earnings per share significantly improved throughout the years.

d) Efficiency Ratio:

Particulars	2023 - 24	2022 - 23	2021 - 22	2020 - 21	2019 - 20
Asset Turnover Ratio	0.07	0.07	0.05	0.02	0.04
Inventory Turnover Ratio	6.21	7.57	7.86	4.62	8.46

Table 7: UHR PLC Efficiency Ratio

UHR PLC efficiency ratios demonstrate low efficiency in terms of asset utilization. The ratio of asset turnover is modest, with a slight increase between 0.04 in FY2019-20 to 0.07 in FY2023-24, which shows that the company has low revenue generation per asset. The inventory turnover was between 4.62 and 8.46 times and stopped at 6.21 times in FY2023-24. This implies a moderate increase in operational efficiency following the pandemic, but there is a possibility of more effective asset and inventory management.

e) Valuation Ratio:

Particulars	2023 - 24	2022 - 23	2021 - 22	2020 - 21	2019 - 20
Dividend Payout Ratio	31.13%	31.15%	46.88%	38.46%	50.35%
Dividend Cover Ratio	3.21	3.21	2.13	2.60	1.99
Price/Earnings (P/E) Ratio	10.53	11.26	19.65	30.75	41.58
Net Asset Value (NAV) per Share	88.75	88.51	84.91	81.27	79.67

Table 8: UHR PLC Valuation Ratio

The valuation indicators present increased financial stability and shifts in investors perception. The dividend payout ratios decreased by 50.35% in FY2019-20 to approximately 31% in recent years, and the dividend cover has been increased to 3.21, with an improved earnings retention. However, P/E ratio dropped by a significant margin to 10.53 in FY2023-24 compared to 41.58 in FY2019-20, which shows a low market value of its earnings. The net asset value per share increased gradually between 79.67 and 88.75, which demonstrates the steady increase in shareholders equity and share long-term value generation.

2.5.2 Accounting Practices

Unique Hotel & Resorts PLC adheres to a clear and transparent accounting system that is consistent with the national and international standards, hence, their financial reports are precise and valid. They make their financial statements in accordance with the Securities and Exchange Rules 1987 and adhere to the IAS and IFRS. UHR PLC is also complying with the Companies Act of 1994, and the Financial Reporting Act of 2015.

Furthermore, the accounting and disclosure practices in UHR PLC are guided by the Bangladesh Securities and Exchange Commission (BSEC) rules, Corporate Governance Code 2018 and Listing Regulations of the Dhaka and Chittagong Stock Exchange in 2015. They also follow tax regulations, such as the Income Tax Act 2023 and Value Added Tax (VAT) Act of 2012, as well as other rules and amendments associated with them. Moreover, they fulfill SAFA and ICAB reporting standards, ICSB Corporate Governance Checklist and Bangladesh Secretarial Standards (BSS). All those measures contribute to maintaining transparency, safeguarding interests of stakeholders, and ensuring that UHR PLC is committed to corporate governance.

2.6 Operations Management and Information System Practices

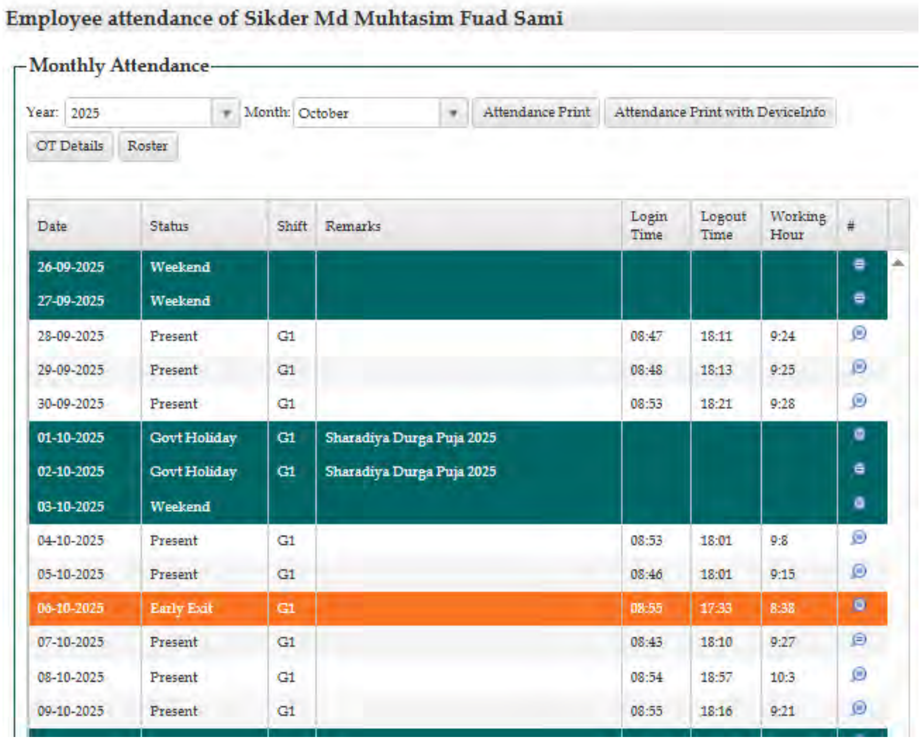
Unique Hotel & Resorts PLC has well organized management practices and information systems that have been assisting its operations. These practices help the company to make sure that the hotel operations run smoothly, service quality is preserved, and the relationships with the stakeholders are enhanced. Through technology, UHR PLC transforms efficiency in scheduling, resource allocation, financial monitoring and customer management. The following are the major areas of operations management and information system practices that were identified in the company.

2.6.1 Information Systems

UHR PLC is a company that uses information systems to gather, process and store the necessary data about hotel bookings, guest preferences, financial transactions and employee data. Property Management Systems (PMS) combine front office and housekeeping with billing processes whereas the modules of Enterprise Resource Planning (ERP) simplify the financial data management. Such systems enable flow of real-time information within the departments to enhance coordination and decision making. Operational reports are also generated using information systems and reviewed by the management in terms of performance tracking and strategic planning. Centralization of data helps the company to be more accurate and transparent to assist the company in its internal management operations as well as the external reporting needs. This information systems integration assists in efficiency improvement, customer satisfaction, as well as accountability in operations.

2.6.2 Office Management Software

UHR PLC operates the office management software to facilitate administrative and operational processes. The data is organized in databases that contain information about guests, suppliers and employees and therefore, information can be accessed quickly whenever it is needed. At the Finance & Accounts Department, SAP is applied in processing payroll, recording vouchers, and reconciliation, and it has enabled the department to be accurate and efficient in its financial operations. Likewise, the HR department relies on the Empress to document the attendance, absence, in-time, out-time and late reporting of employees which have aided in the smooth management of the workforce. Such systems save on paperwork, keep the records accurate and enhance interdepartmental coordination. Therefore, when such digital tools are utilized, it will guarantee a more efficient workflow and a higher data reliability.



Employee attendance of Sikder Md Muhtasim Fuad Sami

Monthly Attendance

Year: 2025 Month: October Attendance Print Attendance Print with DeviceInfo

OT Details Roster

Date	Status	Shift	Remarks	Login Time	Logout Time	Working Hour	#
26-09-2025	Weekend						
27-09-2025	Weekend						
28-09-2025	Present	G1		08:47	18:11	9:24	
29-09-2025	Present	G1		08:48	18:13	9:25	
30-09-2025	Present	G1		08:53	18:21	9:28	
01-10-2025	Govt Holiday	G1	Sharadiya Durga Puja 2025				
02-10-2025	Govt Holiday	G1	Sharadiya Durga Puja 2025				
03-10-2025	Weekend						
04-10-2025	Present	G1		08:53	18:01	9:8	
05-10-2025	Present	G1		08:46	18:01	9:15	
06-10-2025	Early Exit	G1		08:55	17:33	8:38	
07-10-2025	Present	G1		08:43	18:10	9:27	
08-10-2025	Present	G1		08:54	18:57	10:3	
09-10-2025	Present	G1		08:55	18:16	9:21	

Figure 7: Employee Attendance Tracking in Empress

2.6.3 Quality Management Practices

Quality management is one of the key areas of operation in UHR PLC considering that it is affiliated with Marriott International standards. The company upholds high adherence to international hospitality standards of the services of the guests, safety, hygiene and the conduct of employees. The implementation of Standard Operating Procedures (SOPs) is used to create uniformity in service quality across the departments. UHR PLC performs an internal audit regularly, a survey of guest satisfaction, and feedback analysis to review the gaps and make appropriate corrections. Training programs to the employees are aimed at reinforcing service excellence and building customer care capabilities. The quality certifications and compliance with the Marriott brand audits also guarantee that the delivery of services is of international standards. The practices also enable UHR PLC to stay competitive in the high-end hospitality industry in Bangladesh.

2.6.4 Scheduling and Resource Allocation

The day-to-day operations of UHR PLC require efficient allocation of resources and scheduling. Digital scheduling application is used in the company to facilitate staff shifts, housekeeping shifts, and event planning activities. The automated systems monitor room availability, service requests, and the banquet reservations to eliminate overlaps and optimize the use of the facilities. UHR PLC is very prudent in the allocation of resources particularly in labor and inventory and utilities to ensure that the services are still provided efficiently without affecting the quality of the services offered. Optimization of resource use in the hotel facilities is achieved through energy management systems and schedules of maintenance. This systematic process will make sure that the human and physical resources are utilized efficiently that will provide smooth operations, less downtime, and greater guest satisfaction.

2.7 Industry and Competitive Analysis

There has been a consistent growth in the hospitality industry in Bangladesh and specifically within the high-end hotel and resort sector, owing to the growth in business travel, rising middle-class income and the growth in international travel. Being one of the major players, UHR PLC faces competition with international chains as well as local hospitality providers.

2.7.1 Porter's Five Forces Analysis

(i) **Threat of New Entrants:** The luxury hotel sector is an industry that demands a lot of investment in terms of infrastructure, branding and international relationships, so the barriers to the entrance are high. But as tourism increases, there are moderate threats in the long-run as new local investors and international chains are venturing.

(ii) **Threat of Substitutes:** Alternatives like boutique hotels, serviced apartments and even Airbnb are an increasingly strong threat to the hotel particularly among those who are cost-conscious travelers. But in regard to high-end corporate and diplomatic customers, UHR PLC has a stronger international branding and quality facilities than any other.

(iii) **Bargaining Power of Suppliers:** The suppliers of luxury hotel facilities, technology, and food and beverage have medium power since the UHR PLC depends on quality inputs to achieve international standards. However, over-dependence is lessened by long-term contracts and multiple sourcing strategies.

(iv) Bargaining Power of Customers: Corporate clients and international travelers make up a large portion of consumers with high bargaining power because there are alternative luxury hotels available in Dhaka. Transparency and price sensitivity is also heightened through online platforms such as Booking.com, Agoda, and GoZayaan.

(v) Rivalry Among Existing Competitors: The intensity of competition is high as leading competitors, such as Sea Pearl Beach Resort & Spa Ltd., The Peninsula Chittagong, Pan Pacific Sonargaon, InterContinental Dhaka, and Radisson Blu, directly rival UHR PLC. However, UHR PLC can remain in the same position by differentiation based on global Marriott standards, excellent service quality and key locations.

2.7.2 SWOT Analysis

(i) Strength –

- Collaboration with Marriott international, which guarantees international brand presence and uniform service quality.
- Premium brands such as The Westin Dhaka and Sheraton Dhaka which are very reputed in the luxury hospitality industry in Bangladesh.
- Financial stability with steady revenue growth.
- Location of properties in the commercial hub of Dhaka.
- Good corporate governance and compliance practice which improves investor confidence.
- Access to skilled labor due to training on the Marriott international programs.
- Established track record of hosting high-profile conferences, corporate events, as well as diplomatic events.
- Combined facilities (restaurant, spas, gym, conference halls) generating diversified sources of revenue.

(ii) Weakness –

- The overreliance on Dhaka-based operations, failure to diversify and move to other cities or resorts limits market access.

- The bureaucratic decision-making and reliance on outside approvals were often limiting service operations.
- Expensive operations as a result of dependence on imported materials, luxury materials, and expatriate skills.
- Reliance on corporate and diplomatic customers, where income would be affected in times of global recessions.

(iii) Opportunities –

- Luxury property in untapped potential locations such as Cox's Bazar, Sylhet and Chittagong.
- Growing numbers of domestic middle-class population with disposable income to spend on leisure and events.
- The increasing popularity of online booking systems and customer loyalty programs.
- Opportunity to expand into low cost hotel segments to attract broader markets.
- Possible collaboration with airlines and travel agencies in packages.
- Developing tourism sector in Bangladesh, with the help of government.

(iv) Threats –

- Political and economic turmoil of international travel.
- More international hotel chains coming into Bangladesh.
- Changes in consumer preferences to low-cost options (e.g., Airbnb).
- Volatility of exchange rates affecting costs and profitability of operations.
- Reliance on foreign brand associations (Marriott) might restrict operational autonomy.
- Rising demands on sustainable actions. Failure to embrace it can diminish competitiveness.

2.8 Summary & Conclusions

The organizational analysis of Unique Hotel & Resorts PLC points out that the company is the pioneer in the premium hospitality sector in Bangladesh with hotels such as The Westin Dhaka, Sheraton Dhaka and HANSA. The company has good practices in management like participative leadership, well-organized HR practices and efficient operations through ERP systems. Furthermore, it uses international brand associations in its marketing approach and aims at corporate and high-income customers, but there is a limited digital presence. Moreover, its financial performance is strong with steady growth and stability. And competitive analysis shows that brand reputation and governance strength are competitive but the company is reliant on the market. Additionally, there are opportunities in terms of tourism growth and sustainability projects and challenges like political risks and international competition. In conclusion, UHR PLC is an example of an effective integration of local experience and global standards yet needs to become more diverse, focus more on digital transformation, and improve customer experience to remain competitive in the long term.

2.9 Recommendations & Implications

To enhance its performance and competitiveness, Unique Hotel & Resorts PLC can consider diversification out of Dhaka by investing in luxury and mid-range hotels on Cox's Bazar, Sylhet and Chittagong to lessen reliance on corporate customers. Moreover, younger travelers can be attracted by improving the digital transformation through CRM systems, data analytics, and interactive marketing. Sustainability programs, including the use of renewable energy and waste management, should also be in the priority list of the company to meet the global trend of becoming ecologically friendly. In addition, the investment in training employees and global exposure will improve the services quality. These measures will enhance the financial growth, operational efficiencies, and brand image over the long-term and establish a standard of governance and customer-centric excellence in hospitality businesses in Bangladesh.

Chapter 3: Project Part

A Case Study of the Financial and Operational Performance of Unique Hotel & Resorts PLC with Comparative Industry Analysis

3.1 Introduction

Hospitality and tourism industry are known to be one of the pillars of the global economy, as it generates a large portion of the GDP, job opportunities, and international trade. The sector has been on the rise in emerging economies such as Bangladesh because of the growth in domestic travels, the growth in international arrivals and massive foreign investment in luxury hotels (The Business Standard, 2024). Unique Hotel & Resorts PLC, a pioneer in the hospitality industry of the country has been a key player in influencing this growth trend. Through franchise arrangements with the Marriott International like with The Westin Dhaka and Sheraton Dhaka hotels, UHR PLC has established itself as a market leader in the high-end hotel services.

Since the hospitality industry is competitive and volatile, it is necessary to examine the performance of such an organization as the UHR PLC in terms of finances and operations, particularly in uncertain economic times. The 2019-20 to 2023-24 fiscal years were highly challenging as a result of the COVID-19 pandemic and the inflationary pressures having a direct effect on revenue generation, cost structures and long-term sustainability. The purpose of this paper is therefore to examine the performance of UHR PLC specifically with reference to the comparative insight into the industry and reflecting on what I have experienced during my internship in the Finance and Accounts department.

3.1.1 Background and Problem Statement

The period FY2019-20 to FY2023-24 was faced with unprecedented difficulties, such as the COVID-19 pandemic, inflationary pressures, and evolving consumer preferences, which have directly affected the revenue generation, structure of costs and the long-term sustainability. According to Dhaka Tribune (2022), a nationwide survey showed that April-

June 2020 saw a shocking 84% decline in sales and revenues at hotels and resorts in Bangladesh compared to April-June 2019, highlighting the dramatic disturbance of the hospitality industry.

However, since then the industry has experienced significant growth especially in Bangladesh whereby the high-end hotels in Dhaka cater to business travelers, foreigners, diplomats, and the high-end leisure travelers. Being among the listed leading hotel companies, UHR PLC has been resilient in its market share despite these challenges. Nevertheless, the unstable occupancy rates, increase in operational expenses as well as the expansion of local and international brands pose persistent threats (UHR PLC, 2023). Additionally, very few studies have been done in the academic world to assess the financial and operational effectiveness of publicly-traded hospitality companies in Bangladesh. This leaves a knowledge gap, and it becomes challenging to evaluate the performance of the industry in its entirety by the stakeholders, such as investors, regulators, and policymakers. This gap is the main problem statement of this study.

3.1.2 Objective(s)

The key objectives of this part are:

- To assess the financial performance of UHR PLC in the financial period 2019-20 to 2023-24 using the ratio, and trend analysis.
- To evaluate the operational activities of UHR PLC, such as accounting systems, marketing activities and the use of information systems.
- To make a comparative study of performance between UHR PLC and major competitors within the Bangladeshi luxury hotel industry.
- To give insights and recommendations to improve the financial stability and competitive advantage of UHR PLC in the long term.
- To review the internship experience and outline the major insights that bear relevance to the theoretical and practical knowledge of business performance evaluation.

3.1.3 Significance

The research is important both academically and practically. It adds to the sparse existing literature on financial and operational performance in the Bangladeshi hospitality. In practice, it provides the management of UHR PLC with evidence-based information on the strengths and future prospects, especially in the cost efficiency, marketing, and financial management. Furthermore, the study connects academic study with practical aspects and hence provides practical information to managers, policymakers, and stakeholders. Additionally, digital transformation is becoming an essential feature of the hospitality industry in Bangladesh, as tourists more frequently plan their trips, book their flights, and review their experiences online, showing that they begin to be technology-oriented consumers (Rahman & Saima, 2021). This shows why firms such as UHR PLC need to implement financial policies and business models in line with the changing digital behavior to ensure they are competitive.

3.1.4 Scope of the Study

This research is limited to the financial and operational performance of UHR PLC between fiscal year 2019-20 and 2023-24. The financial analysis concentrates on major performance ratios including the profitability, liquidity, solvency, efficiency, and shareholder returns with the help of trend analysis. Operational analysis reflects on the accounting, marketing and the use of information system. Additionally, the secondary data on the main competitors like Sea Pearl Beach Resort & Spa Ltd. and The Peninsula Chittagong are used to draw comparative perspectives. Though the availability of competitor data is restricted and not all peers in the industry are publicly listed thus limiting the scope. Moreover, primary knowledge is complemented by internship experience in the Finance and Accounts Department of UHR PLC, which provides an opportunity to be exposed to organizational practice.

3.2 Literature Review

Financial performance of hotels has long been known to be a major determinant of organizational sustainability, competitiveness, and resilience especially in emerging economies. Researchers have highlighted that financial performance analysis which is primarily done by ratio-based methodology offers information on liquidity, profitability, leverage, and efficiency of a company, which in turn helps stakeholders to determine short and long-term feasibility (Arif et al., 2016). Ratio analysis has become a necessity in the hospitality sector as it is a capital-intensive and fixed operating cost industry where hotels need to determine whether hotels are earning enough in relation to investments and how they manage resources (Mulet-Forteza et al., 2024).

Profitability, liquidity, and efficiency ratios are widely used to indicate financial performance in the hospitality industry, but in Bangladesh this industry is under-studied in comparison to manufacturing or banking. Industry reports indicate that a volatile revenue has been a common problem among the leading hotels. For example, researchers have reported that luxury hotels in Bangladesh experienced high revenue losses during civil unrest and environmental disturbance, in Jul-Sep 2024, The Westin Dhaka, Sheraton and Sea Pearl experienced a revenue drop of more than 30% (The Business Standard, 2024). On the same note, Unique Hotel & Resorts PLC has reported a 20% decrease in profit in FY24, with no extraordinary income due to share sales other than business operations (The Financial Express, 2024).

The operational performance is also important. International hotel chains prioritize uniformity of service quality, efficiency of resources and customer satisfaction, and the UHR PLC of Bangladesh implements the international standards of Marriott in all its hotels. According to Bhowmik et al. (2024), star-ranking hotels in Bangladesh reveals that guest satisfaction is strongly associated with the quality of services, contemporary facilities, staff attitude, and security and safety level, and hotels with high scores in these operation aspects are smoother and more reliable in retaining customers. But these standards are expensive to uphold in terms of investments in staff training and infrastructure, which could put pressure on financial margins in emerging economy.

COVID-19 became the turning point of both international and domestic hotel sectors as it significantly changed the course of financial performance. Research in Bangladesh also revealed a rapid decrease in hotel revenues in the year 2020 since mobility, and travel restrictions significantly lower international and domestic arrivals due to health risks (Bagchi, 2021). It was also reported that since many operating expenses incurred by hotels are fixed (salaries, utilities, repairs and maintenance of the premises), most of the establishments ended up in liquidity crisis, which forced them to layoff or borrow money to make ends meet. According to Babajee et al (2023), hotels with less debt would be more resilient during the crisis periods and the high long-term debt would lead to proportionately bigger losses and lack of stability. Furthermore, reports indicated that over 1 lakh individuals relied on this industry for their livelihoods, and the pandemic threatened their employment and increased unemployment rates (Khan et al., 2024). The current conclusion the researchers came to is that the pandemic revealed the structural weaknesses of the hotel industry, particularly its reliance on external demand fluctuations and its inadequate financial reserves.

Financial sustainability is a very important issue in the hotel sector particularly the firms that had a high level of debt. Studies have shown that higher debt financing may harm the return on equity and net profit because the interest costs will be high and, as a result, the turnover of equity and net profits will decrease (Ahmed et al., 2024). Listed companies in the Bangladesh context are usually under pressure to pay out a constant dividend which can restrict their capacity to re-invest earnings in growth opportunities. This situation makes it hard for UHR PLC to meet the needs of investors while also making sure the company will be financially sustainable in the long run. Another very important factor is operational efficiency. Research points out that gaps in service quality, especially in the aspect of staff response and amenities are considerable problems in Bangladeshi hotels, which point to flaws in training, communication, and operational quality (Rahman and Islam, 2018). Moreover, the hospitality industry is experiencing a severe skilled manpower crisis as a significant number of workers do not have the necessary skills to provide customers with the required services and communication, which lowers the level of consistency in services and raises expenses (The Business Standard, 2025). Additionally, according to Alvesson and Berg (2025), supportive work environment, recognition and good leadership will lower turnover rates and increase loyalty of hotel employees.

Another topic covered in the research relates to the strategic tactics used by hotels to reduce risks and improve performance. Research indicates that management contracts, collaborations, or franchising with global brands often mitigate risks better and minimize the capital load on local business owners (Mulet-Forteza et al., 2024). This matches how UHR PLC operates as its hotel's functions under Marriott International, allowing it to benefit from international standards and connections while distributing a portion of operational risks. But studies also suggest that franchising and management contracts can restrict local decision-making power, thus limiting flexibility in times of crisis. Furthermore, partnership with Marriott provides reputational advantage and an entry to foreign markets. However, it has been revealed that most Bangladesh hotels are still using manual or obsolete ways of operation, have poor digital presence, ineffective online booking/payment systems, and insufficient IT staff capacity, which create gaps in customer targeting and engagement (The Business Standard, 2023). So, the current discussion is about whether strategic partnerships make financial stability better or establish new dependencies that result in less resilience.

3.3 Methodology

The research applies both analytical and descriptive framework, comprising qualitative and quantitative methods. The descriptive part is employed to show the general performance of UHR PLC in terms of functioning and finances, whereas the analytical part is aimed at the interpretation of ratios, trends of operations, and efficiency aspects. This dual method is crucial for comprehending the interactions of financial, strategic, and managerial components within the hospitality organizations. As a result, the mixed method allows the numerical information under financial statements to be cross-verified with the qualitative observations of secondary studies. Furthermore, finance research, which relies on quantitative methodology and proxy variables, can be further justified using mixed methodology and therefore enhance the validity, completeness, and confirmation of results and reduce the inherent weaknesses of mono-method research (Dewasiri et al., 2018).

Two categories of data were used in this study. Secondary data and qualitative data. The study relies heavily on secondary data extracted from Unique Hotel & Resorts PLC's, Sea Pearl Beach Resort & Spa Ltd.'s, and The Peninsula Chittagong's Annual Reports (2019-24), audited financial statements, Dhaka Stock Exchange, and industry publications. These sources are also reliable in terms of financial and operational data, which enhances consistency and comparability overtime. On the other hand, qualitative data were based on the available literature, policy reports, news articles, and journal articles on hospitality management, financial performance and operational efficiency within the Bangladeshi context. This covers scholarly reviews on ERP implementation, quality of the service, and human resource practices in the hotel industry.

The analysis is based on financial ratios analysis, trend analysis, and comparative analysis to assess the performance of the hotel's between FY2019-2024. The liquidity, solvency, profitability, efficiency and valuation were measured using key ratios like Current ratio, Quick ratio, ROA, ROE, ROI, EPS, Debt-to-equity ratio, Dividend Payout, and Asset turnover ratios. Trend and comparative analysis defined growth trends and compared results to industry norms such as Sea Pearl Beach Resort & Spa Ltd. and The Peninsula Chittagong. Furthermore, the financial information was supplemented by qualitative information on operational and managerial efficiency to provide a comprehensive picture of financial and operational sustainability of the company. Besides, the qualitative data were collected using reliable online databases such as Google Scholar, ResearchGate, and the company websites in order to be able to access confirmed and up-to-date information. Besides, mixed methods were used to cross-verify information of various sources and retain consistency.

Moreover, to compare them, the research will involve Sea Pearl Beach Resort & Spa Ltd. and The Peninsula Chittagong in addition to Unique Hotel & Resorts PLC. The companies are both in the same hospitality and tourism business in Bangladesh, and they are listed on the Dhaka Stock Exchange, which makes them the appropriate standards of performance analysis. Sea Pearl is in the luxury resort segment, that targets the coastal tourism business in Cox's Bazar and Peninsula is in the urban business hotel segment. These selections enable a balanced comparison on both the operational and financial levels, showing how performance of UHR PLC compares or deviates against major industry players.

However, though the study presents in-depth information about the performance of UHR PLC, there are some limitations. To start with, the use of secondary data limits access to management views or internal process data that may have added value to the analysis. Second, the financial information is historical and might not be able to fully explain the recent operational changes. Lastly, external macroeconomic variables like inflation and exchange rate fluctuations may have an impact on comparability in the long-term. But, even with these limitations, the methodology provides credible findings applicable in academic and managerial use.

3.4 Findings and Analysis

In this chapter, the financial and operating performance of Unique Hotel & Resorts PLC has been critically analyzed against two leading competitors within the hospitality sector in Bangladesh, the Sea Pearl Beach Resort & Spa Ltd., and The Peninsula Chittagong. The analysis is conducted on the period between 2019 and 2024, and includes the major financial ratios associated with liquidity, solvency, profitability, efficiency, and valuation. These ratios give information about the financial wellbeing, stability and effectiveness of each company. The purpose of the comparison is to assess the performance of UHR PLC against industry competitors and determine its strengths, weaknesses, and strategic implications. Moreover, operational issues, including technology use, human resource management, and marketing effectiveness are analyzed to determine the consistency of financial performance with organizational directions. These findings give a clear picture of the competitive position of UHR PLC and its capacity to continue developing in the changing hospitality environment of Bangladesh.

3.4.1 Financial Ratio Analysis

I. Liquidity Ratio:

Company	Particulars	2023 - 24	2022 - 23	2021 - 22	2020 - 21	2019 - 20
UHR PLC	Current Ratio	1.24	1.12	1.09	1.01	1.25
	Quick Ratio	1.10	1.08	1.01	1.24	1.29
	Cash Ratio	0.03	0.14	0.12	0.02	0.03
Sea Pearl	Current Ratio	0.31	0.44	0.39	0.44	0.42
	Quick Ratio	0.26	0.37	0.35	0.41	0.38

	Cash Ratio	0.05	0.03	0.06	0.15	0.04
Peninsula	**Current Ratio**	1.29	0.91	1.53	2.03	2.67
	Quick Ratio	1.21	0.86	1.47	1.96	2.55
	Cash Ratio	0.22	0.40	0.80	1.27	1.68

Table 9: Liquidity Ratio's Comparison

Liquidity ratios show the short-term capability of each company to pay off short-term obligations. UHR PLC demonstrates a stable liquidity, where the current ratio increased as compared to 1.09 in 2021-22 improving to 1.24 in 2023-24, indicating balance in the asset's management. Sea Pearl has a poor liquidity situation as the current ratio does not exceed 0.5 in all its years indicating high dependence on outside financing. On the other hand, Peninsula is very liquid as it increased to 1.29 in 2023-24, although it remains below the levels of before the pandemic. In short, UHR PLC is stable on short-term solvency, Peninsula has potential to recover, but Sea Pearl is in a risky liquidity position.

II. Solvency Ratio:

Company	Particulars	2023 - 24	2022 - 23	2021 - 22	2020 - 21	2019 - 20
UHR PLC	**Debt-to-Equity Ratio**	0.68	0.59	0.57	0.53	0.44
	Equity Ratio	0.60	0.59	0.63	0.64	0.65
	Debt-to-asset ratio	0.40	0.41	0.37	0.36	0.35
Sea Pearl	**Debt-to-Equity Ratio**	2.92	2.91	3.56	3.70	3.62
	Equity Ratio	0.25	0.26	0.22	0.21	0.22
	Debt-to-asset ratio	0.75	0.74	0.78	0.79	0.78
Peninsula	**Debt-to-Equity Ratio**	0.62	0.24	0.23	0.16	0.13
	Equity Ratio	0.62	0.81	0.82	0.86	0.88
	Debt-to-asset ratio	0.38	0.19	0.18	0.14	0.12

Table 10: Solvency Ratio's Comparison

The solvency ratios show that UHR PLC has a balanced capital structure with a moderate debt-to-equity ratio of 0.68 in FY 2023-24 indicating controlled leverage and a consistent upward trend over time. The debt-to-equity ratio of Sea Pearl is consistently high at 2.9 and above, which indicates a high dependence on borrowed capital and lower long-term solvency. Peninsula, on the other hand, has a good equity position, having a low debt-to-equity ratio of 0.62 and an improving equity ratio, which reflects conservative financing and sound financial stability. Therefore, UHR PLC and Peninsula are sustainable in terms of solvency, but Sea Pearl is highly leveraged.

III. Profitability Ratio:

Company	Particulars	2023 - 24	2022 - 23	2021 - 22	2020 - 21	2019 - 20
UHR PLC	**Net Profit Margin**	51.68%	64.40%	51.76%	57.39%	15.35%
	Operating Profit Margin	45.09%	47.02%	38.42%	21.37%	48.16%
	Return on Assets (ROA)	7%	7%	5%	2%	5%
	Return on Equity (ROE)	5.79%	7.25%	3.93%	1.62%	1.03%
	Return on Investment (ROI)	3%	4%	2%	1%	1%
	Earnings per Share (EPS)	5.14	6.42	3.2	1.41	0.95
Sea Pearl	**Net Profit Margin**	16.90%	35.40%	17.41%	11.44%	-2.41%
	Operating Profit Margin	54.41%	58.53%	58.36%	47.56%	42.59%
	Return on Assets (ROA)	3.20%	8.83%	2.49%	1.22%	-0.20%
	Return on Equity (ROE)	12.55%	34.52%	11.36%	5.74%	-0.91%
	Return on Investment (ROI)	3.20%	8.83%	2.49%	1.22%	-0.20%
	Earnings per Share (EPS)	2.32	5.81	1.34	0.61	-0.09
Peninsula	**Net Profit Margin**	-29.48%	-10.57%	7.42%	19.18%	2.30%
	Operating Profit Margin	4.95%	11.99%	10.82%	22.81%	6.80%
	Return on Assets (ROA)	-2.30%	-0.95%	0.54%	1.17%	0.16%
	Return on Equity (ROE)	-3.72%	-1.17%	0.66%	1.36%	0.18%
	Return on Investment (ROI)	-267.73%	-37.51%	15.01%	78.83%	11.74%
	Earnings per Share (EPS)	-1.04	-0.34	0.19	0.41	0.05

Table 11: Profitability Ratio's Comparison

The profitability analysis indicates that UHR PLC has the best financial performance of the three with a constant net profit margin of over 50% and steady operating profit margin indicating effective cost management. It had a growing ROA and ROE, but it experienced some challenges in FY2023-24. Sea Pearl exhibits a moderate profitability which has fluctuating margins and decreasing ROE reflecting difficulties in ensuring efficiency although the revenue is increasing. But its EPS is positive, which indicates stable income to shareholders. On the other hand, Peninsula shows poor profitability that is characterized by negative margins and negative ROA and ROE over the last few years which indicates inefficiencies in its operations and lower returns. Furthermore, its negative ROI is very high, which is an indicator of poor performance of investments.

In conclusion, UHR PLC is the most profitable and stable, Sea Pearl is average with a potential to improve, and Peninsula suffers because of the inability to sustain profits.

IV. Efficiency Ratio:

Company	Particulars	2023 - 24	2022 - 23	2021 - 22	2020 - 21	2019 - 20
UHR PLC	**Asset Turnover Ratio**	0.07	0.07	0.05	0.02	0.04
	Inventory Turnover Ratio	6.21	7.57	7.86	4.62	8.46
Sea Pearl	**Asset Turnover Ratio**	0.19	0.25	0.14	0.11	0.08
	Inventory Turnover Ratio	3.51	5.76	3.19	3.51	3.15
Peninsula	**Asset Turnover Ratio**	0.08	0.09	0.07	0.06	0.07
	Inventory Turnover Ratio	8.78	7.40	6.65	3.90	5.27

Table 12: Efficiency Ratio's Comparison

Efficiency ratios show that Peninsula is the most efficient in its inventory management, with the highest turnover ratio of 8.78 in FY2023-24, indicating that the company manages its stock and sales efficiently. UHR PLC has consistent yet low asset turnover (0.07) implying the business structure is capital-intensive as is seen in the hospitality industry. On the other hand, the asset efficiency of Sea Pearl is better compared to the others but it has inefficient inventory management. To conclude, Peninsula shows high efficiency in operations, UHR PLC showing potential growth in its operations, and Sea pearl focusing on generating revenue with slight weakness in inventory management.

V. Valuation Ratio:

Company	Particulars	2023 - 24	2022 - 23	2021 - 22	2020 - 21	2019 - 20
UHR PLC	**Dividend Payout Ratio**	31.13%	31.15%	46.88%	38.46%	50.35%
	Dividend Cover Ratio	3.21	3.21	2.13	2.60	1.99
	Price/Earnings (P/E) Ratio	10.53	11.26	19.65	30.75	41.58
	Net Asset Value (NAV) per Share	88.75	88.51	84.91	81.27	79.67
Sea Pearl	**Dividend Payout Ratio**	30.17%	29.26%	111.94%	16.39%	-111.11%
	Dividend Cover Ratio	3.31	3.42	0.89	6.10	-0.90
	Price/Earnings (P/E) Ratio	39.40	36.33	32.61	70.00	-284.44
	Net Asset Value (NAV) per Share	18.49	16.82	11.77	10.63	10.06
Peninsula	**Dividend Payout Ratio**	0.00%	0.00%	131.58%	243.90%	2000.00%

	Dividend Cover Ratio	Nil	Nil	0.76	0.41	0.05
	Price/Earnings (P/E) Ratio	-15.38	-80.59	159.47	51.22	342.00
	Net Asset Value (NAV) per Share	27.84	28.88	29.47	30.28	30.87

Table 13: Valuation Ratio's Comparison

The valuation ratios indicate that UHR PLC is financially stable with a healthy dividend payout ratio of around 31% and moderate P/E ratio of 10.53tk in FY2023-24, indicating strong investor confidence. Its Net Asset Value (NAV) per share rose steadily to 88.75tk, which indicated strong asset support and financial growth. Sea Pearl had a fluctuating dividend payout but a higher P/E ratio (39.40tk), which shows market optimism. Its NAV per share increased to 18.49tk, showing a moderate growth in assets. On the other hand, Peninsula has 0% dividend payout and Nil dividend cover due to losses and a decreasing NAV of 27.84tk, which indicates reduced asset value and shareholder returns.

Comparative analysis of Unique Hotel & Resorts PLC, Sea Pearl Beach Resort & Spa Ltd. and The Peninsula Chittagong shows that these companies have significant differences in terms of financial strength and operational performance. UHR PLC is steady in all categories, with a moderate level of liquidity, balanced solvency, and good profitability. Its current and quick ratios show that it has a good short-term financial position, with a stable debt-to-equity ratio that signifies efficient capital management. The profitability ratios, including net profit margin (51.68%), operating margin (45.09%), and the increase in the NAV per share (88.75) and a consistent dividend payout, make UHR PLC the most financially efficient of the three. Alternatively, Sea Pearl Beach Resort & Spa Ltd. shows moderate financial results with higher returns in some years but has more leverage. The debt-to-equity ratio is very high, showing reliance on borrowed capital. But the company is profitable and possesses market confidence as reflected in its increased P/E ratio and improving NAV per share. However, The Peninsula Chittagong is financially unstable, especially on profitability and valuation ratios. Several years of negative net profit margin and the lack of dividends distribution indicate the inefficiency of operations. Its NAV per share has also decreased showing a decrease in asset value. This shows UHR PLC is more financially stable and sustainable in performance as compared to the two.

3.4.2 Operational Performance Analysis

The operational performance of the Unique Hotel & Resorts PLC, Sea Pearl Beach Resort & Spa Ltd., and The Peninsula Chittagong indicates some of the fundamental differences in efficiency, service delivery and strategic management. UHR PLC exhibits a highly organized and technologically driven system of operations. Enterprise resource planning tools like SAP and others like ITSM, Empress, and Inntel Hotels are also integrated in the company to facilitate smooth coordination between various departments, including the finance, HR, IT, and operations departments. According to Samarasinghe et al. (2021), hotels implementation of ERP tools has been reported to result in significant improvement of employee performance and operation. Furthermore, Customer Intelligence/Technology (CI/TY) platform is also utilized by the hotels in data analytics to enhance operations and personalize the experience of the guests. Moreover, its partnership with such international hotel brand like Marriott guarantees the compliance with the international standards of service delivery, staff training, and quality control systems. International brand affiliated hotels are regularly audited and checked in compliance with brand standards to maintain uniform service delivery and operational conformity across hotels (Daninhirsch, 2024). Therefore, UHR PLC has operational excellence and high guest satisfaction due to its emphasis on process automation, digital booking system, and customer relationship management.

The Sea Pearl Beach Resort & Spa Ltd., based in Cox’s Bazar, has the advantage of its resort-based model and specializes in leisure tourism. Most of the operations of Sea Pearl are seasonal and the performance is associated with the peaks in tourism. It is also good at handling major events and group hospitality services, which is adaptable in terms of resource allocation. But still reliance on manual operations and low levels of digitalization hampers its efficiency. Though additional investment into online booking systems, development of staff skills, and the continuous maintenance of facilities might boost the stability of the services and cost management. On the contrary, The Peninsula Chittagong mainly focuses on business and corporate travelers and has issues with optimization of the operations. As it is stuck on traditional management model, it experiences inefficiency in the use of staff, marketing reaches out and technology use. Additionally, lack of innovation on the guest experience and service automation has impacted its competitiveness in the changing hospitality market. Research has shown that hotels with manual operations and fragmented systems experience notable bottlenecks in their operations, on the other hand, automation and integration of systems enhance efficiency in workflow and cost management (Kumar, 2024).

In conclusion, UHR PLC is unique due to its organized operations, integration technology, and brand-based service model. Sea Pearl has the potential in the event-based and resort business but needs to modernize and have better control of processes. Lastly, Peninsula requires a significant amount of operational reform like focusing on training, technology, and quality assurance to restore efficiency and be aligned with the industry best practices.

3.4.3 Discussion

The financial and operational analysis results demonstrate that Unique Hotel & Resorts PLC, Sea Pearl Beach Resort & Spa Ltd., and The Peninsula Chittagong have distinct differences in efficiency, profitability, and strategic management. UHR PLC has shown financial stability, as indicated by a consistent liquidity position, cost management, and profitability ratios. Its adoption of modern management systems and brand relationships with the international partners strengthens its operational discipline and service quality. According to Marriott International (2023), international brand partnerships involve franchisees to comply with recommended brand standards and audit procedures to maintain similar global levels of operations and service delivery at all properties. Alternatively, Sea Pearl performs moderately with high tourist revenue but poor profitability because of high operational expenses and seasonal changes in demand. Although its resort-oriented model generates high number of guests, the lack of automation and efficiency in workforce limits the overall effectiveness. Lastly, Peninsula possesses a well-established urban presence, but it is behind in terms of profitability and operational productivity. Besides, poor technological integration and service innovativeness make it hard to be competitive.

Therefore, the results indicate that the use of technology, digital transformation and human resource development are some of the major contributors to financial and operational success.

3.5 Summary and Conclusions

The case study of Unique Hotel & Resorts PLC reveals that the company has been managing its finances and operations well to stay on the top of the competitive luxury hospitality market in Bangladesh. The sound liquidity, average leverage, and high profitability ratios of UHR PLC are a sign of stability and sound management. Moreover, its use of global brand partnerships, organized HR practices, and implementation of ERP systems in its operations support consistency in its service and cost control. On the other hand, competitors like Sea Pearls have a potential of growth but are limited by seasonal demand and high leverage, whereas Peninsula had operational and financial problems as it has low profitability and no dividend payments. In conclusion, the strength of UHR PLC is in its ability to match financial strategy and operational implementation and meet global brand standards. However, to maintain its competitive advantage and become more sustainable, the company will need to intensify its digital transformation and expand geographically, which will also enable it to secure its long-term presence and become a pioneer in the hospitality sector.

3.6 Recommendations/Implications

Unique Hotel & Resorts PLC needs to target three main strategic directions in order to enhance its long-term sustainability and competitiveness. Firstly, the digital transformation has to be increased to improve efficiency and customer experience. The adoption of high-tech CRM software, built-in ERP, and guest insights based on data analytics can facilitate operations and decision-making (Al-Rahahlah, 2023). Moreover, improved digital marketing and mobile booking apps will also assist in the company in attracting younger, technology-oriented travelers and boosting brand recognition. Secondly, the sustainability efforts should be prioritized. Renewable energy, water conservation systems, and eco-certification programs will help to decrease the cost of operations and position the company on the rising global trend of sustainable tourism (Freedman, 2025; Kumar, 2024a). This will not only improve the reputation of its brand, but will attract environmental tourists. Thirdly, UHR PLC should diversify geographically through expansion into new tourist destinations like Cox's Bazar, Sylhet, and Chittagong. This would reduce the dependence on the corporate market at Dhaka and access the growing domestic tourism market. These can enable UHR PLC to strengthen its market leadership, enhance profitability, and establish a standard of operational excellence and responsible growth in the hospitality sector of Bangladesh.

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