

Heiko Obermüller

Managing Partner and Director · Duke Beach Hotel & SPA by Preferred, Maresias
Founder · Obermüller Hospitality Advisory

An operator who signed the P&L — and still signs it.

THE SPECIALISATION, DELIVERED FOUR TIMES

The question an owner pays to have answered is “**can we get the flag, and can we hold it?**” I have answered it four times — three of them outside the flag's home country, and once starting from the opening of the house itself.

HOUSE	FLAG	THE ROLE
Hotel Rafael, Munich 1990–1994	Leading Hotels	Opening team. Youngest concierge at a Leading Hotel of the World. The house is today the Mandarin Oriental Munich.
Gran Marquise, Fortaleza 2005–2010	Leading Hotels	Director of F&B. Five years holding the standard, and the first implementation of ISO 9001 and ISO 22000 in Brazilian luxury hospitality — in the year the standard was published.
Emiliano, São Paulo 2011–2012	Leading Hotels	Senior F&B Manager, responsible for the brand standard.
Duke Beach, Maresias	Preferred	Standard built from zero: 8th Preferred hotel in Brazil, after only two years of existence.

THE ASSET IN OPERATION — DUKE BEACH, UNDER MY DIRECTION

+36% ADR: R\$ 1,300 → R\$ 1,774. Best rate in the competitive set.	84% Direct bookings, with marketing and revenue 100% in-house.	+46% Revenue forecast for 2026: R\$ 11.9m → R\$ 17.4m.	1st Renata França SPA in a hotel worldwide, across 88 countries.
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I conceived the entire hotel from a feasibility study I wrote myself: concept, name, brand, architecture, kitchen design, procurement, systems, hiring, fit-out and opening, in November 2024. Brazil's first adults-only luxury beach hotel and the first heated lake in a Brazilian hotel. In-house training institute, in cooperation with ETC.

NINE AREAS, AND WHAT EACH ONE DELIVERS

Feasibility and model review

An opinion on CAPEX, yield, cap rate and assumptions — with both denominators, always.

Area programme and back of house

Area schedule, circulation, loading, cold rooms, utility sizing.

Affiliation and soft brands

Applying to Preferred, Relais & Châteaux, LHW and SLH: what each one actually requires.

Service architecture

Standards, management rituals, guest profile curation, team retention.

Automation and AI in operations

Systems audit, PMS/POS/inventory integration, and what is better left alone.

Full pre-opening

From concept to open door: name, brand, architecture, kitchen, systems, HR, SOPs, compliance.

Operator negotiation

Term sheet analysis — fee, term, exclusivity, performance — representing the owner.

Gastronomy and F&B

Outlet concepts, recipe costing, menu engineering, wine list, cost control.

Direct channel and revenue

The path to majority direct booking — done, not theorised.

MANDATES AND BACKGROUND

Hotel4you

Built **and sold** — the one mandate that ended in an exit.

Hotel Abriçó

Consulting and implementation, full cycle.

Casa di Sirena, Ilhabela

Concept and project development.

DPNY, Ilhabela

2012–2015

Repositioning as General Manager, on a 100% digital strategy: **ranked 1st in Brazil on TripAdvisor, first operating profit since the hotel opened**, occupancy from 65% to 77% in two years, and the region's largest trainee programme — payroll down 42% with no loss of standard.

Terra Manglar, Acaraú

Owner's hospitality advisor to a 1.37 million m² land bank at early stage: model audit, hotel programme, negotiation with an international operator.

Training

Vier Jahreszeiten Kempinski, 1983–1987 — the German hotel apprenticeship, and the start of the career.

Club Transatlântico

The German Chamber's business club in São Paulo. Joined as a **consultant in 1999**, then **General Manager from 2000 to 2005**. Brazil's first sous-vide kitchen.

Hotel Transamerica

F&B manager for the **return of Formula 1 to São Paulo in 1990**: all VIP boxes and the drivers' and teams' restaurant.

Paulaner, Bangkok

1994–1999

Running the restaurants. The first Oktoberfest in South-East Asia, up to **9,000 visitors a day**, and La Comedia, the city's first themed restaurant.

I have looked after artists on European tour and heads of state. The names stay with me.

MARKETS

Brazil · Portugal · Germany · Austria · Switzerland, and remote. Native German holding German citizenship: I work across the German-speaking markets as a European professional — no visa, contracting or language barrier. Fluent Portuguese and English for negotiation.

Working principle — barefoot luxury: authority without attitude, excellence without distance.

Obermüller Hospitality Advisory

Luxury hospitality and gastronomy consulting

heiko@obermullerhospitality.com

[obermullerhospitality.com](https://www.obermullerhospitality.com)

[linkedin.com/in/heikoobermuller](https://www.linkedin.com/in/heikoobermuller)

German · Portuguese · English