# EXECUTIVE HOSPITALITY PLAYBOOK

# PROGRAM

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# OVERVIEW OF THE EXECUTIVE HOSPITALITY PLAYBOOK

# PURPOSE AND TARGET AUDIENCE

## Executive Hospitality Focus

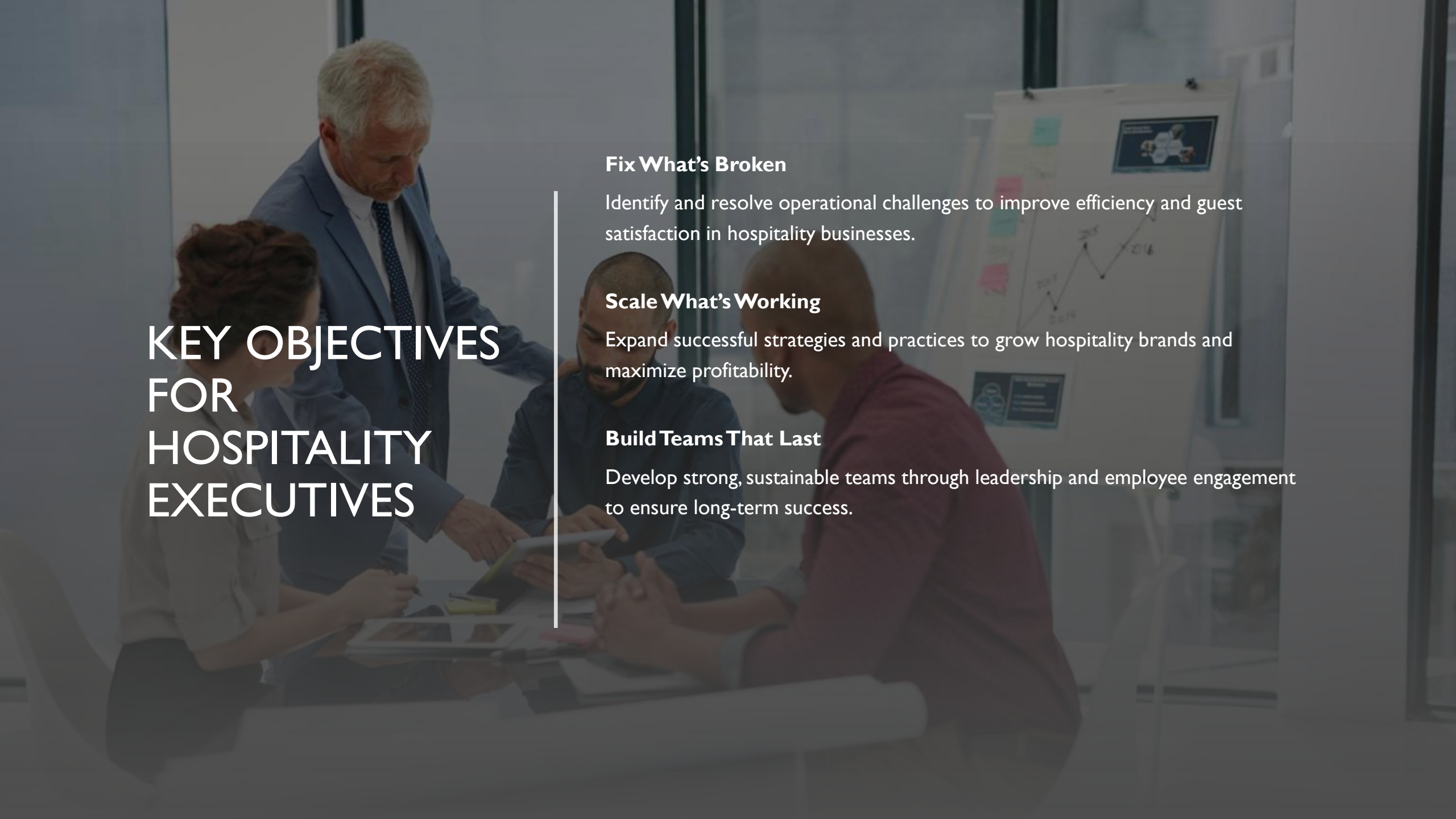
The playbook targets executives in hospitality aiming to improve performance, profit, and people management.

## Consulting and Recruiting

The content supports consulting and recruiting efforts tailored for executive hospitality offices.

## First Five Strategic Moves

It outlines the initial five strategic moves to drive business growth and team development.



# KEY OBJECTIVES FOR HOSPITALITY EXECUTIVES

**Fix What's Broken**

Identify and resolve operational challenges to improve efficiency and guest satisfaction in hospitality businesses.

**Scale What's Working**

Expand successful strategies and practices to grow hospitality brands and maximize profitability.

**Build Teams That Last**

Develop strong, sustainable teams through leadership and employee engagement to ensure long-term success.

# MOVE 1: AUDITING THE GUEST EXPERIENCE

# IMPORTANCE OF TOP-DOWN GUEST EXPERIENCE AUDITS

**Top-Down Audit Approach**

Auditing guest experience from the top down uncovers hidden gaps missed by property-level reports.

**Hidden Guest Experience Gaps**

Real guest experience issues often remain unnoticed without thorough top-level analysis.

# MYSTERY GUEST AUDIT STEPS AND SCORING CRITERIA

**Audit Process Overview**

Conduct mystery guest audits at three properties using trusted third parties or internal executives for unbiased insights.

**Arrival Experience**

Evaluate the guest's initial arrival experience to assess first impressions and service quality.

**Staff Engagement**

Score staff friendliness, responsiveness, and professionalism during guest interactions.

**Cleanliness & Maintenance**

Assess the cleanliness and upkeep of facilities to ensure high standards are maintained.

**Brand Consistency**

Check if all properties maintain consistent brand standards and guest experience.

# IDENTIFYING BLIND SPOTS THROUGH FEEDBACK AND KPIS

**Guest Feedback Analysis**

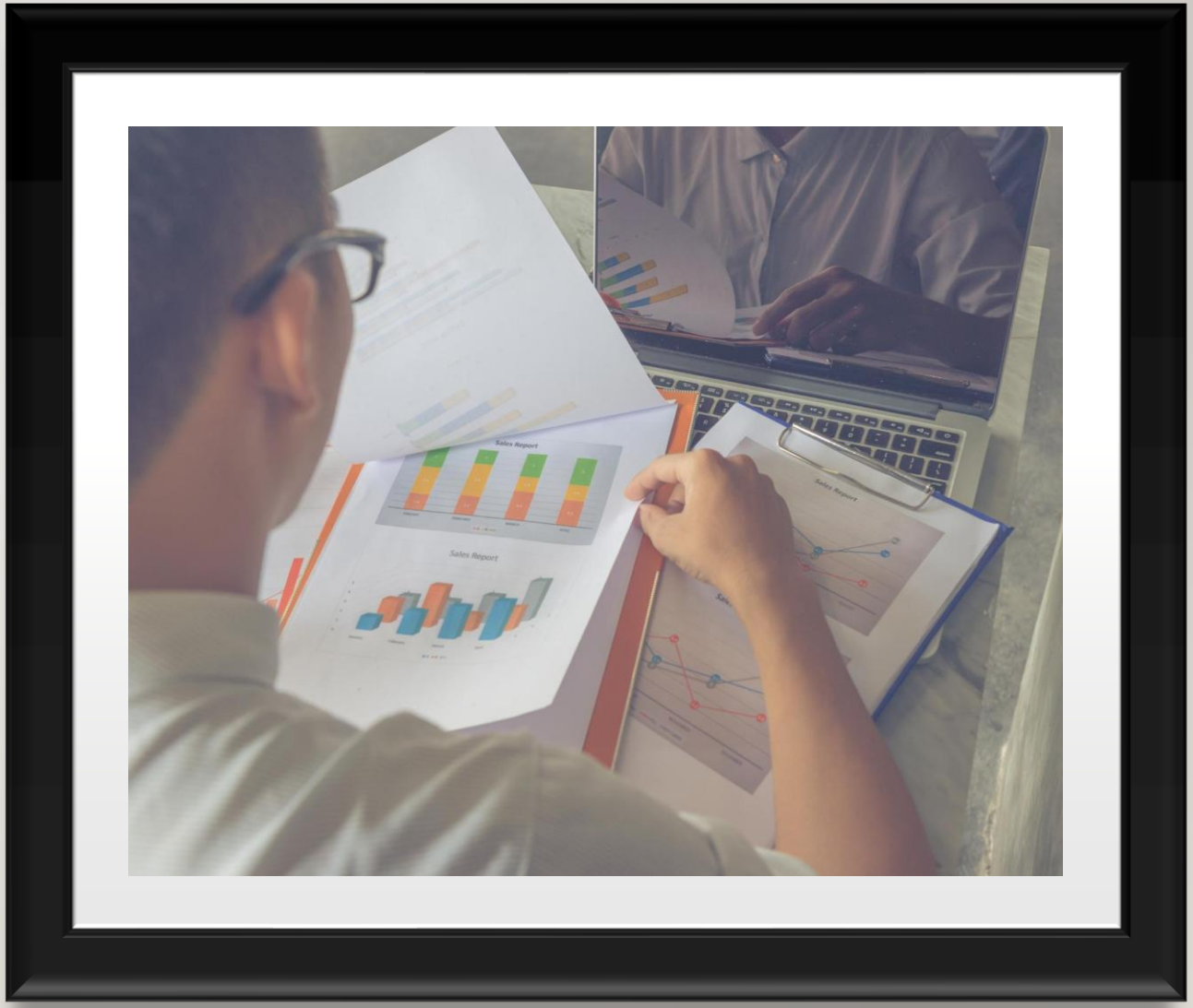
Review guest feedback carefully to understand customer perspective and experience insights.

**Internal KPI Monitoring**

Track internal Key Performance Indicators to gauge operational efficiency and business goals.

**Identifying Blind Spots**

Compare feedback with KPIs to spot discrepancies indicating blind spots in performance.



# MOVE 2: PRESSURE-TESTING FINANCIAL ASSUMPTIONS

# REEVALUATING PROFIT AND REVENUE BENCHMARKS

**Pressure-Test P&L Assumptions**

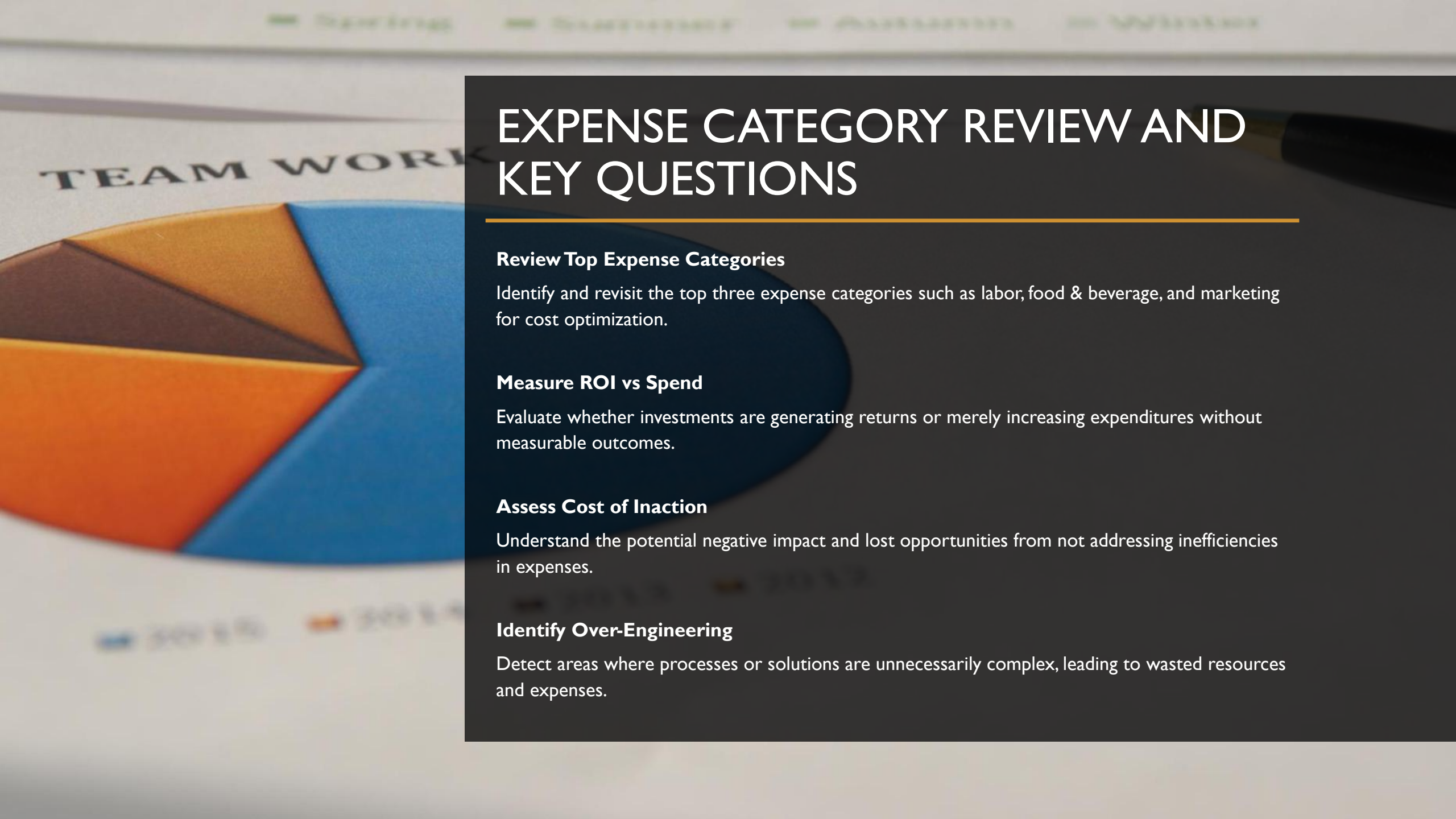
Executives must critically evaluate profit and loss assumptions to ensure financial accuracy and relevance.

**Revenue vs Profit Focus**

Focusing solely on revenue can be misleading; profit metrics provide a true measure of business health.

**Updating Benchmarks**

Many executive teams still rely on outdated benchmarks, necessitating modern financial evaluation techniques.




# EXPENSE CATEGORY REVIEW AND KEY QUESTIONS

**Review Top Expense Categories**

Identify and revisit the top three expense categories such as labor, food & beverage, and marketing for cost optimization.

**Measure ROI vs Spend**

Evaluate whether investments are generating returns or merely increasing expenditures without measurable outcomes.

**Assess Cost of Inaction**

Understand the potential negative impact and lost opportunities from not addressing inefficiencies in expenses.

**Identify Over-Engineering**

Detect areas where processes or solutions are unnecessarily complex, leading to wasted resources and expenses.


# UNCOVERING OPPORTUNITIES WITH FINANCIAL DEEP DIVES

**Third-Party Perspective**

Using an external expert provides unbiased insights and fresh analysis on financial data.

**30-Day Deep Dive**

Conducting a thorough financial review over 30 days helps reveal hidden opportunities and risks.

**Discovering Hidden Opportunities**

In-depth financial analysis uncovers at least one valuable opportunity for growth or savings.

# MOVE 3: REBUILDING THE LEADERSHIP BENCH

# IMPACT OF LEADERSHIP TURNOVER AND PROMOTION DECISIONS

**Leadership Turnover Effects**

Frequent top-level turnover disrupts organizational momentum and hinders long-term success.

**Cost of Wrong Promotions**

Promoting an unsuitable leader leads to higher costs than hiring the right candidate externally.

**Rebuilding Leadership Bench**

Developing a strong leadership pipeline ensures continuity and sustained organizational growth.

# CREATING AND USING A LEADERSHIP HEAT MAP

**Identify Top Performers**

Pinpoint your top 10% leaders to recognize high performers driving success in your organization.

**Spot Burnout Risks**

Detect leaders at risk of burnout or exit to proactively provide support and retain talent.

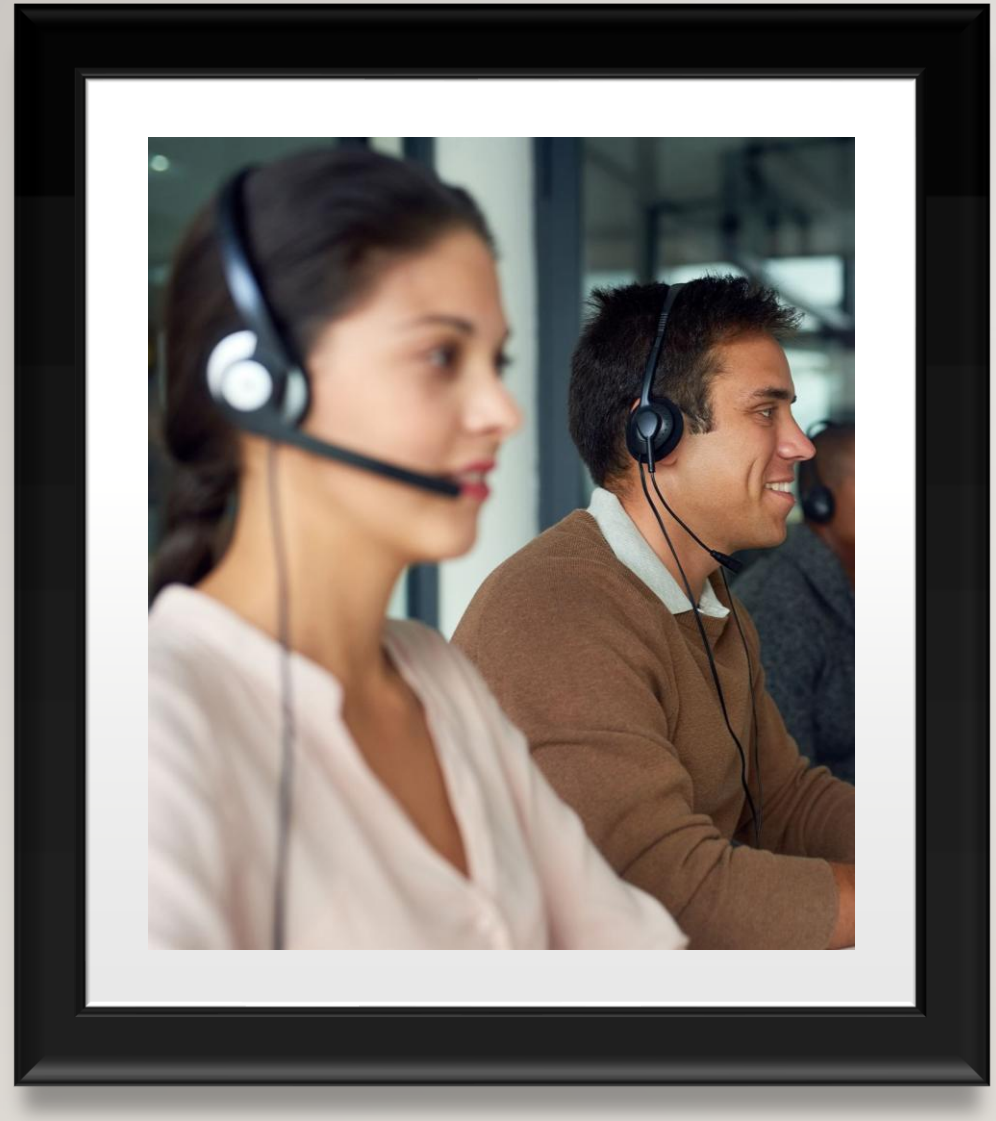
**Recognize Growth Potential**

Identify leaders ready for advancement to tailor coaching and succession planning effectively.

**Guide Strategic Decisions**

Use the heat map to inform recruiting, coaching, and succession planning strategies for leadership development.

# MOVE 4: ALIGNING OPERATIONS WITH BRAND PROMISE



# DEFINING BRAND EXPERIENCE THROUGH FRONTLINE OPERATIONS

**Align Operations and Brand**

Aligning frontline operations with the brand promise ensures consistent and authentic customer experiences.

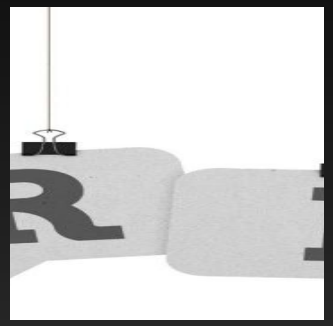
**Guest Experience Focus**

Brand value is defined by what guests actually experience, not just by marketing messages.

# ASSESSING BRAND CONSISTENCY VIA GM INSIGHTS

## Gather GM Perspectives

Asking the top 5 general managers about brand perception uncovers varied insights.



## Identify Brand Execution Gap

Diverse answers indicate inconsistency in brand messaging and execution.

## Quick Win Strategy

Simple questioning helps reveal deep insights into brand consistency issues quickly.

# IMPLEMENTING A BRAND BEHAVIOR BLUEPRINT

**Create Concise Blueprint**

Develop a clear, one-page brand behavior blueprint that outlines key actions and values.

**Leadership Rollout**

Introduce the blueprint during leadership meetings to ensure understanding and commitment.

# MOVE 5: LAUNCHING A 90-DAY EXECUTIVE SPRINT

# FOCUSING CHANGE INITIATIVES FOR IMPACT

**90-Day Executive Sprint**

A focused 90-day sprint accelerates change by creating urgency and clear milestones.

**Importance of Focus**

Big change requires concentrated effort rather than extended timelines for impactful results.

# SETTING OUTCOMES AND ACCOUNTABILITY FOR SPRINTS

**Selecting a Focus Initiative**

Choose one key initiative like guest experience, labor optimization, or leadership development for the sprint.

**Setting Clear Outcomes**

Define three specific and measurable outcomes to guide the 90-day sprint efforts.

**Assigning Accountability**

Designate a single leader responsible for driving the sprint and ensuring success.

**Regular Progress Review**

Conduct progress reviews every 30 days to assess performance and adjust plans.

# ACCELERATING RESULTS WITH CONSULTING PARTNERS

**Engage Expert Partners**

Consulting partners bring specialized expertise to enhance project outcomes and efficiency.

**Accelerate Project Results**

Partnering with consultants helps speed up delivery and achieve goals faster.

**Maintain Team Alignment**

Consultants help keep teams aligned and focused on common objectives throughout projects.

# NEXT STEPS AND CONSULTING OFFERS

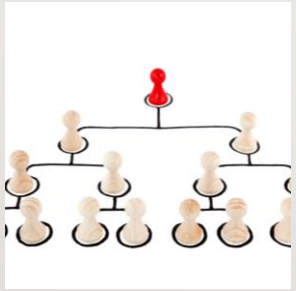
# PLANNING THE NEXT MOVE

## Evaluate Current Progress

Review achievements so far and pinpoint the most important goals for the next phase.

## Data-Driven Decision Making

Collect relevant data and feedback to guide informed and strategic decisions.



## Collaborative Action Planning

Work with stakeholders to set a clear plan, timeline, and allocate resources aligned with objectives.

# HIRE FOR GOOD INITIATIVE

# CHARITABLE COMPONENT OF CONSULTING ENGAGEMENTS

**Inclusive Donations**

Each consulting or recruitment engagement includes a donation to a chosen not-for-profit organization.

**Building Better Communities**

The mission integrates business growth with community improvement through charitable contributions.

# CONCLUSION

### Enhancing Guest Experiences

Strategic moves help hospitality leaders improve the quality and personalization of guest services.

### Optimizing Financial Performance

Focused strategies enable better financial management and increased profitability in hospitality operations.

### Strengthening Leadership

Effective leadership is cultivated by applying strategic insights and fostering strong teams.

### Aligning Operations and Brand

Aligning operational processes with brand promise ensures consistent customer experiences and brand integrity.

# I AM HERE TO HELP

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