CONCEPT

# Cluster General Manager: Multi-Property Hotel Operations Leadership

3 – 7 May 2027
Paris - Right Bank business hotel



# Cluster General Manager: Multi-Property Hotel Operations Leadership

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## Introduction:

When a hotel company places several properties under one cluster general manager, savings and service gains are expected but often lost: duplicated back offices survive, property general managers compete for the same guests, brand audits vary from site to site and owners receive reports they cannot compare. This Core Concept course equips cluster and area leaders to design the cluster, centralise the right functions, capture sales, distribution and procurement synergies, lead property GMs at a distance and report portfolio results to owners. Participants build a Cluster Design Plan and Synergy Business Case for a case group of hotels.

## Course Objectives:

- Define the cluster general manager's decision rights, accountabilities and reporting lines toward property GMs, regional leadership and owners
- Select a clustering model and decide which finance, sales, reservations, HR, procurement and engineering functions to centralise under service level agreements
- Quantify revenue, distribution, labour and purchasing synergies across a portfolio of hotels and set a realistic capture timeline
- Design a multi-site KPI dashboard and quality audit cycle that compares properties fairly and drives corrective action
- Lead remote property general managers through goal cascades, talent pooling and cross-property deployment
- Build and defend a Cluster Design Plan and Synergy Business Case before owners and executive sponsors

## Target Audience:

- Leaders accountable for the combined results of two or more hotels under one cluster or area structure
- Property general managers preparing to take charge of neighbouring hotels or a pooled leadership team
- Heads of cluster finance, sales, revenue or human resources who run services shared across properties
- Regional operations leaders who set brand, quality and performance expectations for a hotel portfolio
- Asset and owner-side leaders who review operator performance across several managed or franchised hotels

## Course Outline:

### Day 1: The Cluster General Manager Role and Portfolio Diagnosis

- Cluster GM Mandate Charter: Decision Rights, Accountabilities and Escalation Routes
- Hotel Clustering Drivers: Geographic Proximity, Brand Tier, Ownership Mix and Scale
- Single-Brand, Multi-Brand and Mixed-Ownership Cluster Archetypes
- Portfolio Diagnostic Scorecard: Duplicated Roles, Cost Base and Service Gaps per Property
- Stakeholder Map Across Owners, Operator, Brand and Property GMs

### Day 2: Clustering Models, Shared Services and Governance

- Hub-and-Spoke, Lead-Hotel and Virtual Cluster Office Structures
- Shared Services Model: Simplify, Standardise, Then Centralise
- Centralisation Decision Matrix for Finance, Reservations, HR, Procurement and Engineering
- Service Level Agreements and Internal Recharge Methods Between Cluster Office and Hotels
- Cluster Governance Calendar: Operating Reviews, Owner Meetings and Steering Committees

### Day 3: Commercial, Cost and People Synergies Across Properties

- Cluster Sales Office: Shared Account Ownership, Lead Routing and Cross-Selling Rules
- Cluster Revenue Desk and Distribution Contract Consolidation Without Cannibalisation
- Group Purchasing: Consolidated Supplier Tenders, Contract Catalogues and Spend Cubes
- Labour Pooling: Multi-Skilled Teams, Floating Staff and Cross-Property Rostering Rules
- Talent Pool and Succession Bench for Department Heads Across the Cluster

### Day 4: Multi-Site Performance, Brand Consistency and Clustering Risks

- Multi-Site KPI Dashboard: Like-for-Like Comparisons, Indexing and Exception Flags
- Cross-Property Brand Standards Audit Cycle and Calibration of Auditors
- Remote Leadership of Property GMs: Goal Cascades, One-to-Ones and Site Visit Protocols
- Owner Reporting Pack: Portfolio Commentary, Cost Allocation Transparency and Variance Narratives
- Clustering Change Risks: Role Redundancy, Service Dilution, Staff Resistance and Owner Objections

### Day 5: Case Study: Cluster Design Plan and Synergy Business Case

- Case Portfolio Brief: Four Hotels of Mixed Brand, Size and Ownership
- Target Operating Model Drafting for the Case Cluster Office
- Synergy Quantification Workbook: One-Off Costs, Recurring Savings and Revenue Uplift
- Change and Communication Roadmap for Property Teams and Owners
- Cluster Design Plan and Synergy Business Case Defence Before a Mock Owner Panel

## Skills You Will Gain:

- Cluster Operating Model Design
- Shared Services Governance
- Synergy Quantification
- Portfolio Performance Benchmarking
- Brand Audit Calibration
- Remote Executive Leadership
- Owner Stakeholder Management
- Organisational Change Leadership

## Why Attend This Course:

- Leave with a Cluster Design Plan and Synergy Business Case for a case hotel portfolio, tested before a mock owner panel
- Know which back-office and commercial roles to pool and which to keep inside each hotel
- Hold property GMs to comparable targets using one dashboard and one audit calibration
- Exchange clustering experience with leaders from city, resort, serviced apartment and mixed-ownership portfolios

## Conclusion:

A hotel cluster pays off only when its structure, shared services and leadership routines are designed on purpose rather than inherited. The course moves from the cluster general manager mandate and portfolio diagnosis, through clustering models, shared services and governance, to sales, distribution, purchasing and labour synergies, then to multi-site dashboards, brand audits, remote leadership, owner reporting and change risks. The final day applies these methods to a four-hotel case and produces a Cluster Design Plan and Synergy Business Case.