CONCEPT

Hotel Pre-Opening Management Course: Critical Path, OS&E and Opening Day

14 – 18 December 2026
London - Central London four-star



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Ref: 1434_23762 **Date:** 14 – 18 December 2026 **Location:** London - Central London four-star **Fees:** 23000 SAR

Introduction:

Hotel pre-opening management, from the critical path and OS&E procurement to opening day, is a 1-week course for pre-opening leadership teams, owners' representatives and hotel project teams that ends with a Pre-Opening Critical Path and Budget for a case resort. New hotels open late, over budget or with unfinished rooms when recruitment, procurement, systems set-up and building handover are planned apart from the construction schedule. Nominees already lead hospitality departments or hotel projects and work through a modelling build of countdown schedules and pre-opening budgets. CoreConcept Training Center delivers this hotel pre-opening management course.

Course Objectives:

- Build a pre-opening critical path and countdown schedule that links construction milestones, recruitment waves, procurement lead times and the opening date
- Prepare a pre-opening budget and P&L covering payroll ramp-up, training, sales and marketing, OS&E and opening expenses, and track it against owner approvals
- Coordinate the management agreement, technical services and owner interfaces so that design, brand standards and handover decisions are made on time
- Plan OS&E and FF&E procurement, freight, customs clearance, warehousing and installation alongside IT and property systems set-up
- Manage snagging, contractor handover, operating licences, inspections, training and SOP sign-off before the soft opening
- Lead the soft opening, hard opening and stabilisation period using ramp-up KPIs and a lessons learned review

Target Audience:

- Leaders appointed to direct a new hotel or resort from task force stage through to stabilised trading
- Executive committee members and department heads responsible for opening their division on time and within the pre-opening budget
- Owners' representatives who approve pre-opening budgets, technical decisions and building handover on behalf of investors
- Project and development managers who align construction completion with the operator's opening requirements
- Purchasing, finance and IT managers responsible for OS&E buying, opening cost control and property systems go-live
- Sales and marketing managers who launch a new hotel and build its base of business before opening

Course Outline:

Day 1: Pre-Opening Landscape, Roles and Project Baseline

- Pre-Opening Phases From Task Force Appointment to Stabilisation
- Owner, Operator and Technical Services Roles in Openings
- Management Agreement Pre-Opening Clauses and Owner Approval Points
- Construction Programme Review and Realistic Opening Date Assessment
- Pre-Opening Baseline Checklist for New Build and Rebrand Projects

Day 2: Critical Path, Countdown Schedule and Pre-Opening Budget

- Critical Path Method With Pre-Opening Task Dependencies and Float
- T-Minus Countdown Schedule by Department and Milestone
- Pre-Opening Budget Lines for Payroll, Training and Marketing
- Pre-Opening P&L Phasing, Owner Funding Calls and Cash Flow
- Organisation Chart Design and Recruitment Wave Planning by Department

Day 3: OS&E Procurement, Systems Set-Up and Training Readiness

- OS&E Master List Build From Brand Standards and Concept
- OS&E and FF&E Tendering, Lead Times and Purchase Orders
- Incoterms Rules, Freight Consolidation, Customs Clearance and Warehousing
- PMS, POS and Interface Set-Up With Data Build Checklist
- SOP Library Development and Departmental Training Calendar Before Opening

Day 4: Building Handover, Snagging, Licences and Opening Risks

- Snag List Management and Contractor Defect Close-Out Tracking
- Building Handover Sequence by Floor, Zone and Back of House
- Operating Licence and Safety Inspection Tracker for Opening
- Pre-Launch Sales and Marketing Plan With Base Business Targets
- Opening Risk Register for Delays, Budget Overruns and Partial Openings

Day 5: Modelling Build on the Case Resort Critical Path and Budget

- Soft Opening Rehearsal Plan With Friends and Family Stays
- Hard Opening Readiness Review and Stabilisation KPI Dashboard
- Case Resort Critical Path Build From Handover Dates
- Case Resort Pre-Opening Budget and Funding Schedule Model
- Pre-Opening Critical Path and Budget Completion With Lessons Learned

Skills You Will Gain:

- Critical Path Scheduling
- Pre-Opening Budget Control
- OS&E Specification and Sourcing
- Import Logistics Coordination
- Contractor Handover Management
- Systems Go-Live Planning
- Opening Risk Management
- Stabilisation Performance Tracking

Why Attend This Course:

- Deliver a Pre-Opening Critical Path and Budget for a case resort to the owner's representative and the general manager for approval
- Decide whether a proposed opening date is realistic given construction progress, procurement lead times and recruitment waves
- Avoid partial openings, unbudgeted overtime and guest complaints caused by late OS&E deliveries, open snags and untested systems
- Share countdown schedules, OS&E master list templates and snag tracking sheets with the pre-opening task force

Conclusion:

Back at work, the participant gives the owner's representative and the general manager a Pre-Opening Critical Path and Budget that ties the opening date to construction handover, recruitment waves, OS&E deliveries, systems go-live and training sign-off. Owners use it to release pre-opening funds by phase, and the executive committee uses it to decide whether to hold or move the soft opening date. After the soft opening, the team should compare actual spend, open snags, staffing levels and guest feedback against the plan and update it before the hard opening.

Frequently Asked Questions FAQ:

What should participants know before the hotel pre-opening management course?

Participants should already lead a hotel department, a hospitality project or an owner's interest in a hotel, and read schedules and budgets. Bringing an anonymised construction programme, organisation chart or pre-opening budget helps them apply the modelling build to a project they know.

How does hotel pre-opening management differ from a hotel operations course?

Hotel pre-opening management covers the months before and just after opening: critical path, pre-opening budget, procurement, handover and launch. A hotel operations course covers the daily running of departments in a hotel that is already trading, such as rosters, room status and monthly results.

Why do hotel pre-opening management teams hold a soft opening before the hard opening?

A soft opening lets the hotel receive a limited number of guests with little marketing, so staff practise service and systems are tested. Faults found are fixed before the hard opening, when the hotel launches to the public with full marketing.

What do participants take back from the hotel pre-opening management course?

Participants take back a Pre-Opening Critical Path and Budget for a case resort, plus templates for countdown schedules, OS&E master lists, snag tracking, systems go-live checklists and stabilisation KPIs they can adapt to their own opening.