CORE CONCEPT

Hotel and Hospitality Management Course: Strategic Leadership and Operational Excellence

16 – 20 November 2026
London - Central London four-star

Hotel and Hospitality Management Course: Strategic Leadership and Operational Excellence

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Introduction:

Hotel and hospitality management, covering strategic leadership and operational excellence, is a 1-week course for hotel general managers, executive committee members, department heads and quality specialists, ending with a Hotel Strategic and Operational Excellence Plan for a case property. Hotels lose guests and profit when the executive committee works in silos, brand standards drift and cost cuts are made without reading flow-through or guest scores. Nominees already lead a hotel or a department, and teaching is by case study on hotel results, guest reviews and audit reports. CoreConcept Training Center delivers this hotel and hospitality management course.

Course Objectives:

- Position a hotel against its competitive set and translate owner and operator expectations into executive committee priorities
- Interpret USALI departmental results, GOP, GOPPAR and flow-through to judge the quality of hotel performance
- Lead service culture through brand standards, SOP ownership, guest journey design and service recovery rules
- Run mystery guest and internal quality audits and act on online reputation and guest satisfaction scores
- Raise labour productivity and control costs with Lean methods without eroding guest satisfaction
- Produce a Hotel Strategic and Operational Excellence Plan for a case property

Target Audience:

- Hotel general managers and resident managers responsible for the overall results of a single property
- Executive committee members responsible for rooms, food and beverage, sales, finance and people
- Department heads responsible for service standards, rotas and departmental results
- Quality and guest experience specialists responsible for audits, guest feedback and brand standards
- Hospitality operations specialists responsible for SOPs, productivity and improvement projects

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Course Outline:

Day 1: Hotel Strategy, Positioning and the General Manager Mandate

- Hotel Competitive Set Analysis and Market Positioning Review
- Owner, Operator and Asset Manager Expectations Mapping
- Management Agreement Performance Clauses and GM Accountabilities
- Executive Committee Roles, Meeting Rhythm and Decision Rights
- Hotel Strategic Baseline Using Guest, Revenue and Cost Data

Day 2: Performance Frameworks for Hotel Leadership

- USALI Departmental Statements and Undistributed Expense Structure
- GOP, GOPPAR and Flow-Through Performance Interpretation
- RevPAR, Occupancy and Average Daily Rate Driver Analysis
- Total Revenue Management Across Rooms, Food and Events
- Balanced Hotel Scorecard Linking Guests, People and Profit

Day 3: Service Culture, Guest Experience and Operating Standards

- Brand Standards and SOP Library Ownership by Department
- Guest Journey Mapping From Booking to Post-Stay Review
- Online Reputation and Guest Satisfaction Score Management
- Mystery Guest and Internal Quality Audit Cycle
- Service Recovery Protocols and Staff Empowerment Limits

Day 4: Operational Excellence, Productivity and Leadership Risks

- Lean Waste Review in Housekeeping, Front Office and Kitchens
- Labour Productivity Standards and Rota Planning Against Occupancy
- Cost Control Levers That Protect Guest Satisfaction
- Sustainability Initiatives for Energy, Water and Food Waste
- Leadership Failure Patterns in Silos, Turnover and Standard Drift

Day 5: Case Study and the Hotel Strategic and Operational Excellence Plan

- Case Hotel Results Diagnosis Using USALI and Guest Data
- Case Executive Committee Priority Setting and Ownership Matrix
- Case Service Standard and Productivity Improvement Roadmap
- Case Scorecard Targets and Monthly Review Cadence
- Hotel Strategic and Operational Excellence Plan Completion and Presentation

Skills You Will Gain:

- Hotel Competitive Positioning
- Hotel Financial Performance Analysis
- Executive Team Leadership
- Service Culture Building
- Quality Audit Management
- Online Reputation Management
- Labour Productivity Planning
- Hotel Scorecard Design

Why Attend This Course:

- Present a Hotel Strategic and Operational Excellence Plan to the owner's representative and the executive committee
- Decide which costs to cut and which to protect by reading flow-through alongside guest satisfaction
- Avoid falling guest scores, brand audit failures and margin erosion caused by drifting standards and silo working
- Equip department heads with the scorecard, SOP ownership matrix and audit routine built during the course

Conclusion:

Back at work, the participant presents the Hotel Strategic and Operational Excellence Plan to the owner's representative, the executive committee and department heads. They use it to agree the hotel's priorities, assign SOP and audit owners, set productivity standards and fix the monthly scorecard review. After the first quarter, the hotel should compare GOP flow-through, guest satisfaction scores and audit results with the baseline and reset the priorities that did not move.

Frequently Asked Questions FAQ:

What should participants know before a hotel and hospitality management course on strategic leadership?

Participants should already lead a hotel, a department or a quality function and read a monthly departmental P&L. Bringing anonymised results, guest review summaries or audit reports from their own property makes the case study work directly useful.

How does this hotel and hospitality management course differ from a departmental hotel operations course?

Departmental operations courses teach how each department runs. This course works at general manager and executive committee level: positioning, owner expectations, reading GOP and flow-through, leading service culture and setting priorities across the whole property.

Why does hotel and hospitality management need both strategic leadership and operational excellence?

Strategy without disciplined standards produces plans that guests never feel, while efficient operations without strategy cut costs that guests notice. Linking positioning, standards, productivity and profit lets the executive committee improve guest scores and margins together.

What do participants take back from the hotel and hospitality management course?

Participants take back a Hotel Strategic and Operational Excellence Plan with a results diagnosis, executive committee priorities and owners, a service standard and productivity roadmap, and scorecard targets with a monthly review routine.