

STACHS & WRAXX

The Operations Opportunity

Where recoverable profit sits — the evidence, the levers and the numbers

Hotel operations sits between every department and every guest, which makes it both the largest source of recoverable cost and the hardest place to see it. External operations benchmarking identifies 25–35% more actionable opportunity than internal review.

25–35%

MORE OPPORTUNITY FOUND
EXTERNALLY

35%

FASTER TASK RESPONSE,
PLATFORM-LED

1.42%

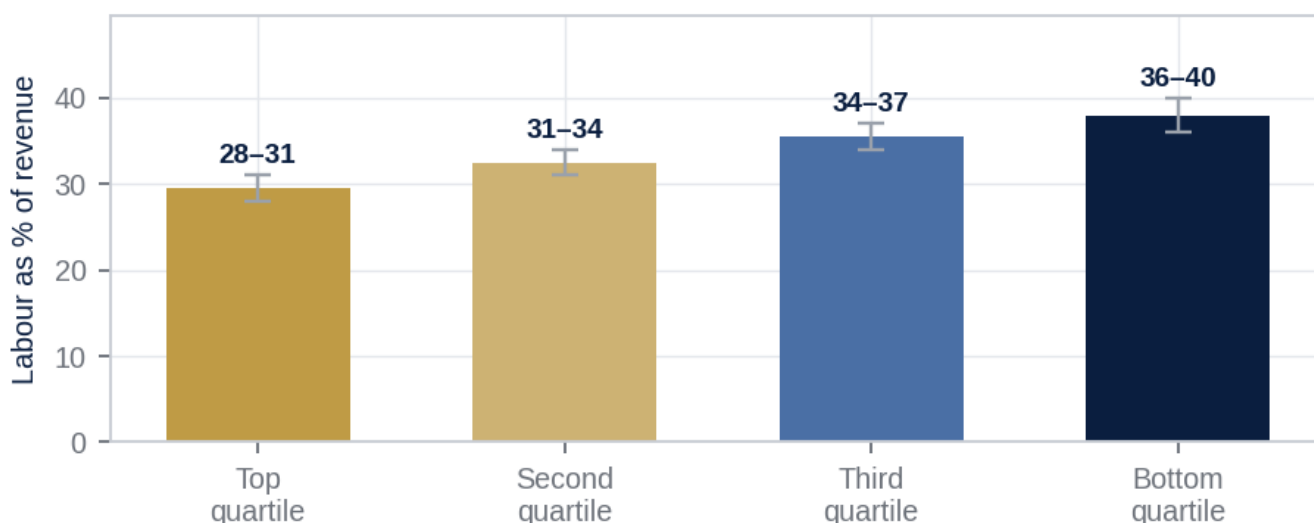
ADR UPLIFT PER REVIEW
POINT

£0

PAYABLE UNLESS VERIFIED

THE SIZE OF THE GAP

Operations — performance by quartile



Benchmark spread between performance quartiles. The differential is operational, not structural — which is what makes it recoverable.

REAL-WORLD ALICE Technologies — hotel operations platform impact

Result: Platform-implemented properties reduce operational task response time by 35% and improve guest satisfaction measurably.

The gain is not the software; it is that task ownership and escalation become visible. Properties see most of the benefit before any headcount change.

Source: ALICE Technologies — Operations Platform Study

REAL-WORLD Cornell — operations benchmarking value

Result: External operations analysis identifies 25–35% more actionable opportunities than internal review.

Internal review reliably finds the problems the team already discusses. External benchmarking finds the ones that have become normal.

Source: Cornell Center for Hospitality Research

REAL-WORLD AHLA — operational quality and revenue performance

Result: A one-point OTA review score increase enables an ADR increase of up to 1.42%; operations is the primary driver of that score.

This is the clearest commercial link in hospitality operations and the one least often managed as a financial lever.

Source: American Hotel & Lodging Association

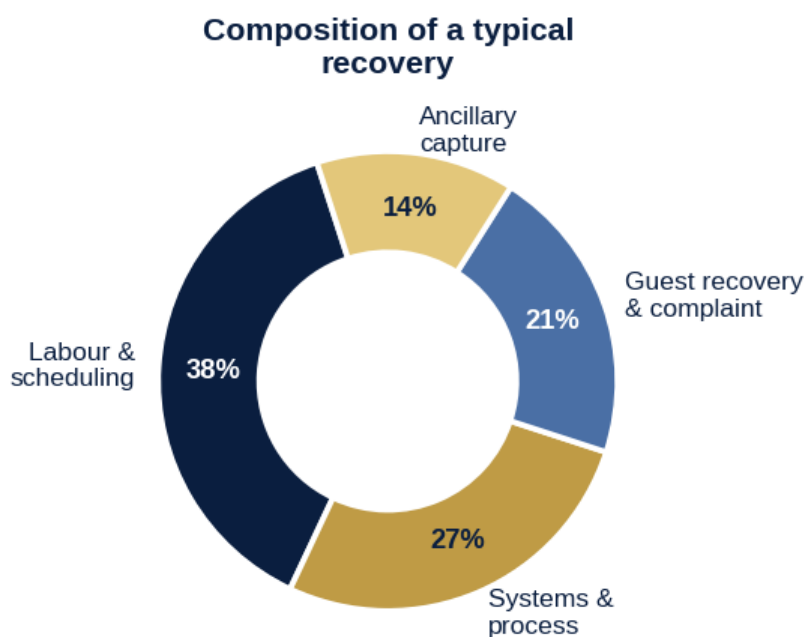
REAL-WORLD AHLEI — CHA certification and progression

Result: CHA-certified hotel leaders earn 20–30% more and progress to Director-level roles significantly faster.

Documented commercial competence is materially more portable than operational reputation alone.

Source: AHLEI — Certification Outcomes Data

WHERE THE MONEY ACTUALLY SITS



Composition of a typical recovery. Proportions vary by property.

Labour and scheduling

- **Demand-linked rotas** built against forecast rather than last week's pattern.
- **Cross-department flexing** — capability that moves between areas as demand moves.
- **Overtime and agency** as exception rather than routine — typically 15–25% recoverable.

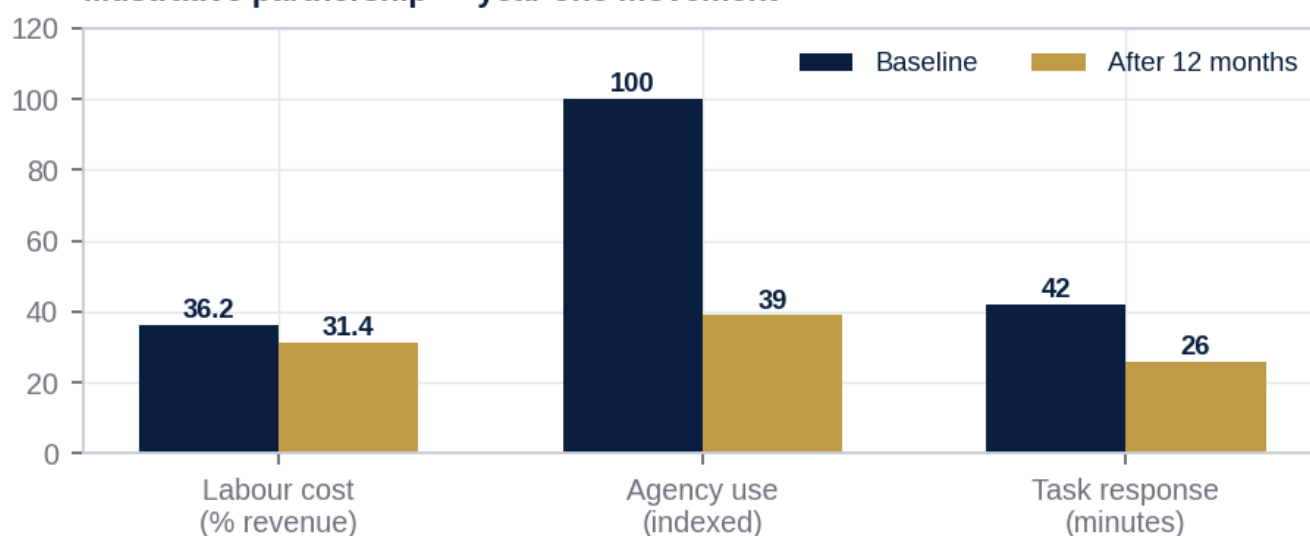
Systems and process

- **Task management** — platform-led operations reduce task response time by 35% and lift guest scores measurably.
- **Handover and escalation** — where most operational cost quietly accumulates.
- **Standard operating discipline** documented rather than held in people's heads.

Guest and revenue

- **Review score as a commercial lever** — one point supports up to 1.42% ADR.
- **Complaint and recovery cost** — rarely measured, frequently significant.
- **Upsell and ancillary capture** at the operational touchpoints that already exist.

Illustrative partnership — year one movement



Illustrative twelve-month movement across the three levers.

ILLUSTRATIVE The Marchwood — labour and scheduling

Result: £58,200 annual saving; agency use down 61%; no reduction in service standard.

A 190-room property rebuilt rotas against forecast demand and introduced cross-department flexing across front office, housekeeping and F&B.

Source: Stachs & Wraxx — illustrative partnership

ILLUSTRATIVE Ridgemont House — systems and process

Result: Task response down 38%; review score up 0.6; £41,000 verified across labour and recovery cost.

Operational task management was moved from paper and radio to a single system, and escalation was defined for the first time.

Source: Stachs & Wraxx — illustrative partnership

ILLUSTRATIVE The Calloway — full operations programme

Result: £97,500 verified in year one across labour, process and guest recovery.

The largest single component was not labour but the cost of service recovery, which had never been measured.

Source: Stachs & Wraxx — illustrative partnership

BENCHMARK REFERENCE

METRIC	TOP QUARTILE	TYPICAL	WHERE THE MOVEMENT COMES FROM
Labour as % revenue	28–31%	34–40%	Demand-linked rotas, cross-training
Agency dependency	Exception only	Routine	Forecast-built scheduling
Task response time	Under 15 min	40+ min	Platform-led task management
Review score	4.5+	3.8–4.2	Operational consistency
Recovery cost	Measured	Invisible	Complaint cost tracked as a line

Ranges drawn from the sources cited above. Individual properties vary — which is precisely what the audit establishes.

THE COMMERCIAL POSITION IN ONE LINE

Recoverable profit here requires no capital, carries no fee unless it is realised, and the systems built to capture it remain the property’s asset at the end of the term.

We find the cost that need not be there, implement the changes with your operations team, and are paid only from a share of what is actually recovered.