



What Our Operations Audits Consistently Reveal

The four patterns found in every operations department we analyse

OPERATIONS DEPARTMENT

A Consistent Operational Picture

Across every hotel operations department we have audited, the same structural gaps appear with remarkable consistency. These are not failures of leadership — they are consequences of the absence of the specific analytical frameworks and technology configurations needed to surface and resolve them.

Pattern 1: Labour Scheduled Against Headcount Rather Than Demand

The majority of hotel operations departments schedule labour based on budgeted headcounts and historical patterns, not against real-time occupancy forecasts and event demand data. AI-linked scheduling consistently identifies 15–20% of total operations labour cost as recoverable without service compromise.

Pattern 2: PMS and Operations Platforms Underutilised

In most properties we audit, PMS, RMS, and operations platforms are used at less than 40–50% of their configured capability. Revenue management modules are partially configured, housekeeping integrations are not fully activated, and AI forecasting features are unused. The systems that would drive improvement are already in place and already paid for.

Pattern 3: Guest Satisfaction Not Linked to Commercial Metrics

Guest satisfaction scores are tracked but not formally connected to ADR management, upselling programmes, or operational improvement cycles. The revenue consequence of current satisfaction performance — and the revenue available from improvement — is not quantified for the operations team.

Pattern 4: Ancillary Revenue Capture Unstructured

Most properties have no structured programme for capturing ancillary revenue at operational touchpoints — check-in, concierge, valet, and in-stay interactions. Structured upselling at these points typically increases TRevPAR by 8–15% without additional occupancy.

These four patterns are present in virtually every operations department we audit. The Discovery Call identifies which are most impactful for your property.

Operations Directors proceeding to partnership after identifying these patterns have generated an additional £900–£1,400 per month — income traceable to the systematic resolution of each.



CASE STUDIES

Evidence-Based Profit Improvement

ALICE Technologies — Operations Platform Utilisation Study

REAL-WORLD

Result: Hotels using full ALICE functionality achieve 35% better task response and 22% lower complaint rates vs. partial users

ALICE data demonstrates a clear performance differential between hotels using full platform functionality and those using only basic features — validating the pattern that most properties are paying for operational technology they are not fully utilising.

Source: ALICE Technologies — Platform Utilisation and Performance Impact (2024)

Mountview Hotel Group — Four-Pattern Audit (Hypothetical)

HYPOTHETICAL

Result: All four patterns found; £96,400 combined opportunity; Director generating £1,606/month

A 4-star hotel group found all four patterns present. Total opportunity: £96,400. Director generating £1,606/month within six months.

Source: SW Partnership Group — Composite illustrative scenario

Cornell — Guest Satisfaction and Commercial Linkage

REAL-WORLD

Result: Formally linking guest satisfaction metrics to ADR management increases rate capture by 5–8%

Cornell research demonstrates that properties formally connecting guest satisfaction data to revenue management decisions — adjusting rate positions based on satisfaction score trajectory — achieve 5–8% better rate capture than those managing satisfaction and revenue in separate silos.

Source: Cornell Center for Hospitality Research — Guest Satisfaction and Revenue Management Integration



METRICS & DATA SHEET

Key Performance Indicators & Profit Impact

<p>15–20%</p> <p>Labour Recovery</p> <p>From demand-linked scheduling vs. headcount model</p>	<p><50%</p> <p>PMS Utilisation</p> <p>Typical platform usage in audited properties</p>	<p>8–15%</p> <p>TRevPAR Uplift</p> <p>Structured ancillary upselling improvement</p>
<p>4 Patterns</p> <p>Consistently Found</p> <p>In every operations dept. we audit</p>	<p>1–3%</p> <p>ADR Per Pt</p> <p>Review score improvement converts to ADR uplift</p>	<p>£900–£1,400</p> <p>Director Monthly</p> <p>Additional monthly income post-partnership</p>

How the SW Profit-Sharing Partnership Works: We identify hidden areas of profit within your department, implement the improvements alongside your team, and share the resulting gains proportionally — with the company, the departmental manager, participating employees, and SW Partnership Group. No upfront cost. No saving, no fee.