Hospitality Concept Strategy and Development Training Course

7 – 11 December 2026
Vienna

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Training Center

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Ref: 1575_216092 **Date:** 7 – 11 December 2026 **Location:** Vienna **Fees:** 5700 Euro

Overview

Hospitality Concept Strategy and Development Training Course is a one-week advanced programme for professionals shaping new or repositioned hospitality offerings. Participants turn market evidence into a coherent guest proposition, concept narrative, positioning choice, service model, development logic, and test plan. The course connects creative direction with operating realities, revenue assumptions, partner alignment, and risk decisions before detailed design or underwriting. Each participant leaves with a Hospitality Concept Strategy Brief. Agile Leaders Training Center provides this course to strengthen evidence-led concept decisions.

Who Should Attend

- Hospitality developers and owners defining new concepts
- Brand managers and concept teams guiding positioning decisions
- Consultants supporting hospitality development or repositioning
- Senior operators translating concepts into workable service models
- Project stakeholders aligning guest, commercial, spatial, and operational priorities

Departments and Industries

- Hospitality development and investment teams
- Hotels, resorts, serviced accommodation, and mixed-use destinations
- Brand strategy, guest experience, and commercial departments
- Design management, operations, and asset management functions
- Tourism, leisure, food and beverage, and destination businesses

Learning Objectives

- Assess market evidence and demand drivers to define a credible concept opportunity
- Formulate a target guest proposition, concept narrative, and differentiated positioning
- Design a service model aligned with spatial, staffing, and operating implications
- Evaluate revenue logic, feasibility assumptions, partner choices, and concept risks
- Test concept coherence and produce an integrated Hospitality Concept Strategy Brief

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Course Agenda

Day 1: Market Evidence and Concept Opportunity

1. Map market conditions with a Market Evidence Canvas
2. Identify demand drivers using an Opportunity Signal Matrix
3. Segment target guests with evidence-based guest profiles
4. Compare competitive concepts through a Positioning Map
5. Frame the concept opportunity in an Opportunity Statement

Day 2: Guest Proposition and Positioning

1. Define priority guest needs with a Jobs and Needs Profile
2. Build the guest value proposition using a Value Proposition Canvas
3. Develop a clear concept narrative and experience promise
4. Select positioning dimensions and strategic trade-offs
5. Draft a Concept Proposition and Positioning Statement

Day 3: Service Model and Development Implications

1. Translate the proposition into a Guest Journey Blueprint
2. Define the service model and signature experience moments
3. Map facilities and spatial implications with a Programme Logic Map
4. Assess staffing, capabilities, technology, and operating dependencies
5. Align brand, operator, and partner requirements through an Alignment Matrix

Day 4: Revenue Logic, Assumptions, and Risk

1. Structure revenue streams with a Revenue Logic Model
2. Identify cost and operating assumptions in an Assumption Register
3. Test scale, programme, and service choices through scenarios
4. Evaluate concept risks with a Risk and Dependency Matrix
5. Set decision gates and evidence requirements for further feasibility work

Day 5: Concept Testing and Development Brief

1. Test concept coherence with a Concept Fit Scorecard
2. Run guest, operator, and investor challenge reviews
3. Prioritise revisions using an Evidence and Impact Matrix
4. Integrate positioning, service, spatial, commercial, and risk decisions
5. Present the Hospitality Concept Strategy Brief and development roadmap

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Practical Exercises

- Build a market evidence canvas for a proposed hospitality opportunity
- Create a guest proposition and positioning map
- Develop a guest journey and service model blueprint
- Challenge revenue assumptions and dependencies through scenarios
- Present and defend an integrated Hospitality Concept Strategy Brief

Frequently Asked Questions

Does the course produce a full feasibility study?

No. It prepares the concept logic, assumptions, risks, and evidence requirements that inform later feasibility and underwriting work.

Is the course limited to new hotels?

No. The methods apply to new developments, repositioning projects, resorts, serviced accommodation, food and beverage concepts, and mixed-use hospitality components.

Do participants need a finance or design background?

No. Participants use structured tools to connect guest, commercial, spatial, and operational decisions across disciplines.

Conclusion

Participants leave able to convert a hospitality idea into a testable strategic concept, align stakeholders around its operating and commercial logic, and guide the next stage of development with a clear evidence-led brief.