# Hotel Operations Analysis and Performance Training Course

11 – 15 July 2027
Lagos

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**Ref:** 1589_217189 **Date:** 11 – 15 July 2027 **Location:** Lagos **Fees:** 4100 Euro

## Overview

Hotel Operations Analysis and Performance Training Course is a one-week intermediate course for hotel managers, operations leaders, department heads, analysts, and asset-management teams who leave with a Hotel Operations Analysis Report. Participants organize operating evidence, define departmental measures, examine workload and service capacity, trace variances, combine guest feedback with process data, and present findings for management action. The course separates operational diagnosis from revenue optimization, investment appraisal, and daily supervision. Agile Leaders Training Center develops hotel operations analysis and performance capability.

## Who Should Attend

- Teams responsible for property-wide operating performance
- Departments responsible for rooms, housekeeping, food service, and engineering results
- Analysts responsible for turning hotel data into management information
- Asset-management teams responsible for monitoring operator performance
- Quality teams responsible for guest feedback and service consistency

The course assumes participants can read routine hotel reports and use basic spreadsheets, and it leaves revenue pricing, investment valuation, and advanced statistical modeling outside its scope.

## Departments and Industries

The course supports operating analysis across hospitality properties and related service organizations.

- Hotels, resorts, serviced residences, and lodging groups
- Operations, rooms division, housekeeping, and food service
- Engineering, facilities, security, and quality assurance
- Asset management, management companies, and ownership teams
- Healthcare accommodation, visitor services, and managed facilities

## Learning Objectives

By the end of this course, participants will be able to:

- Build a controlled hotel operating data set
- Use departmental productivity and service capacity measures
- Analyze cost, revenue, workload, and service variances
- Diagnose process bottlenecks and root causes
- Evaluate guest feedback beside operating evidence
- Build a Hotel Operations Analysis Report

## Course Agenda

## Day 1: Operating Evidence and Measures

- Hotel Operating Data Source Map
- Department Metric Definition Register
- Data Quality and Reconciliation Checklist
- Operating Baseline Comparison Table
- Management Question and Evidence Canvas

## Day 2: Workload, Productivity, and Capacity

- Department Workload Driver Matrix
- Labor Productivity Measure Sheet
- Service Capacity and Utilization Profile
- Shift Coverage and Demand Overlay
- Cross-Department Dependency Map

## Day 3: Variance and Driver Analysis

- Operating Cost Driver Tree
- Department Revenue Driver Bridge
- Plan-to-Actual Variance Table
- Trend and Exception Review Method
- Root Cause Evidence Worksheet

## Day 4: Service Signals and Reporting

- Guest Feedback Coding Matrix
- Service Failure and Process Link Map
- Operational Bottleneck Analysis Board
- Hotel KPI Dashboard Wireframe
- Management Finding Prioritization Grid

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## Day 5: Operations Analysis Practice

- Data Reconciliation Exercise
- Department Productivity Diagnosis Exercise
- Variance and Root Cause Review Exercise
- Guest Feedback Triangulation Exercise
- Hotel Operations Analysis Report Capstone

## Practical Exercises

The course uses suggested activities to turn hotel operating evidence into management findings.

- Suggested activity: reconcile departmental records and document metric definitions
- Suggested activity: compare workload, staffing, capacity, and productivity across operating periods
- Suggested activity: trace a service variance through process data and guest feedback
- Suggested activity: present a Hotel Operations Analysis Report with prioritized actions

## FAQs

### Who suits Hotel Operations Analysis and Performance Training?

Hotel managers, department heads, analysts, quality teams, and asset-management teams suit the course when they can read routine operating reports and use basic spreadsheets.

### How does hotel operations analysis differ from hotel revenue management?

Hotel operations analysis diagnoses workload, productivity, capacity, service processes, costs, and guest signals, while revenue management concentrates on demand, inventory, distribution, and pricing decisions.

### Which measures support hotel operational performance analysis?

Useful measures connect workload, labor input, service capacity, utilization, unit cost, process time, service defects, guest feedback, and departmental outputs to a defined management question.

### How does guest feedback support hotel operations analysis?

Guest feedback supports hotel operations analysis when comments and ratings are coded, linked to process evidence, compared with operating periods, and tested before a cause is assigned.

### What is a Hotel Operations Analysis Report?

A Hotel Operations Analysis Report records the management question, data controls, measures, trends, variances, root causes, guest signals, bottlenecks, priorities, and recommended operating actions.

## Conclusion

Participants take back a Hotel Operations Analysis Report that connects departmental evidence with management decisions. The report creates a repeatable view of workload, productivity, capacity, variances, service signals, and process constraints. It helps operating teams prioritize findings, assign action owners, and review whether corrective actions change performance.