



SENIOR TEAM

Initially, we believe there is no requirement for a senior team. Our CEO will be responsible for creating the business structure, the operational guidelines, procurement contracts, design and property development and will outsource support functions such as HR, health & safety, financial support, marketing & PR, IT and digital. He will always be responsible for our direction of travel but we have budgeted for a Head office support team from the beginning of year 3:

THE DIRECTOR OF OPERATIONS will be responsible for maintaining all standards throughout all properties. They will live and breath the TOWNHOUSE beliefs, know every area of the business like it was their own and consistently challenge our teams on their knowledge and performance. They will work closely with our outsourced mystery guest partners to ensure gripes and niggles are dealt with quickly.

THE FINANCE DIRECTOR will oversee all our numbers, ensuring a continued accurate reporting model is maintained as we grow. Initially liaising with our outsourced finance function and the General Managers they will maintain a healthy flow of figures and support the CEO in the relationship with business stakeholders. They will additionally take responsibility for maintaining our cost of sales margins by constantly evaluating our procurement policies. We anticipate a small support team by year 4 in order to bring all book-keeping resource in house.

THE MARKETING DIRECTOR will be responsible for ensuring our vision is an ever present in the marketplace. They'll be a good storyteller and know what audiences engage with. They will control and develop our marketing strategy ensuring it remains relevant and the scope of appeal remains targeted at our demographic.

THE PROPERTY AND PROJECTS DIRECTOR will enable our aggressive growth strategy, They will liaise with property consultants helping in the search for the next TOWNHOUSE. They will be at the forefront of property negotiations, concept and design of each property and ultimately responsible for the smooth handover of each new acquisition to our Director of Operations.

THE REVENUES DIRECTOR will ensure all properties religiously stick to our pricing model, maximising occupancy and ARR. They will continually develop our Rooms strategy in line with the ever evolving marketplace and competitor analysis set.

THE DIRECTOR OF DIGITAL will be responsible for keeping us plugged in and productive. They will maintain relationships with all third party drivers of IT, from hotel hardware, website, Hotel App services provider & voice and data networks and always ensure we are getting the most out of our guest data.

The key to operational success at TOWNHOUSE will be exceeding guest expectations at every stage of their journey with us. Our aim is to offer an enhanced and integrated experience which unites all aspects of the business around a central view of the guests and their needs. We believe the key markers to friction free customer service are:



## PRE-BOOKING

Our website will be content rich with great images and video and a very clearly identifiable booking button. It must remain true to our brand and therefore be as simple as our product.



## BOOKING PROCESS

The Booking process will be slick, quick and trustworthy. We will partner with industry leaders such as TripTease to ensure that our rates are clear and competitive & our channel manager is intuitive with clearly defined booking steps & abandoned booking triggers to ensure we don't lose the sale.



## PRE-ARRIVAL

Our pre-arrival communication should be clear, concise with a specific aim of improving our guest experience and enabling additional spend at TOWNHOUSE, either through commission sales on partnerships or retail sales within the property.



## STAY

Our training will be focused on the guest experience. It will empower our hosts with confidence and ensure they're armed with all the details our discerning guests require. We will frequently use tailored mystery guest visits to ensure we are meeting our operational KPI's within each department.



## POST STAY

Our reputation management tool is our final opportunity for us to exceed expectations, build the brand and ensure loyalty. For the few guests that do experience the odd hiccup we will ensure we respond with honesty & humility and for everyone else we will encourage them to tell their story across all digital platforms.





A man with a beard and long hair, wearing a white shirt, is looking down at a smartphone. The background is a soft, out-of-focus indoor setting.

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