



WE realise our business operation is where we can really leave a positive lasting impression upon our guests and complement the technology that improves their experience. Each property will follow a strident set of Standard Operating Procedures (SOP's) which will be the crux of all our day to day business functions. Our small team will be knowledgable on the local area and what makes our guests tick.

## GENERAL MANAGER

Our GM's will be responsible for all daily financial reporting. Initially, working closely with our outsource finance resource, the managers would be responsible for delivering sales, payroll and cost of sale information every day. We will make finance reporting easy - they will not be responsible for budget setting or P&L reporting ensuring ethic focus remains on the day to day operations. They will also take overall responsibility for property recruitment, training & people development.

Ultimately, they will be responsible for ensuring we remain constantly passionate about service and committed to the TOWNHOUSE core values and behaviours.

## REVENUE MANAGER

Our second in command will have responsibility for the management of our 'HOSTS' team and the daily management of the TOWNHOUSE hotel pricing model ensuring daily reporting on revenue, occupancy, trend analysis and competitor pricing.

## SENIOR HOST

The day to day face of the business, our Senior Host and their team will be responsible for delivery outstanding, limitless service for our guests. They will be experts of the local area, embrace our use of technology and always be able to call in a favour to get our guests ahead of the crowd.

The team will be supported by efficient housekeeping and maintenance teams, who would also follow a strict SOP approach in order to maintain consistency and standards.



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.

# 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.





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