Multi-Property Hotel Management Training Course: Shared Services and Owner Reporting

23 – 27 November 2026
Amsterdam

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Programme Summary

Multi-property hotel management is the subject of this one-week training course for cluster general managers, regional operations directors and owners' asset managers, taught at managerial level and ending in a cluster operating model. One leader often directs several hotels or serviced apartments, yet finance, sales, engineering and people functions are still run property by property. The programme moves from span of control to shared services, common standards and cluster budgeting, working on prepared cases. Mars Training Centre UK delivers this programme on multi-property hotel management to cohorts from different organisations.

The Business Case

Leaders who can decide what to share, what to keep on site and how to report to owners run groups of hotels with steadier service and clearer accountability across city and resort settings. Multi-property hotel management also gives owners and brand teams one account of results across the portfolio, so that decisions on staffing, capital and standards rest on the same facts. The programme works on the measures below.

- Overhead Cost: Falls when shared services replace duplicated property functions.
- Service Consistency: Improves when one standard is audited the same way at every hotel.
- Owner Confidence: Rises when budgets and variances are reported in one pack.

Principles and Evidence Base

- ISO 9001: The international standard for quality management systems, applied in Sessions 1 and 3 to review performance and corrective action across properties.
- ISO 22483: The international standard for hotel service requirements, applied in Session 3 to build a common service checklist.
- ISO 31000: The international standard for risk management, applied in Session 3 to build a cluster risk register and escalation route.

Intended Participants

- Cluster general managers who answer for results at several hotels at once.
- Regional operations directors who set common routines for operating departments.
- Owners' asset managers who judge whether a cluster is run for the owner's purposes.
- Heads of shared functions who serve more than one property.

Typical settings include hotel groups, serviced apartment operators, resort developers and hotel owning companies.

Learning Outcomes

1. Participants will be able to evaluate the span of control of a cluster leader against property size and distance.
2. Participants will be able to select the functions that suit sharing and justify the choice.
3. Participants will be able to construct a service level agreement between a shared team and its hotels.
4. Participants will be able to compare properties against one audited service standard.
5. Participants will be able to design a cluster budget and an owner report pack.
6. Participants will be able to formulate a cluster operating model for approval by owners.

Programme Structure

Day 1: Multi-Property Hotel Management Foundations and Span of Control

How many properties and functions can one leader direct before standards slip?

- Cluster Structure Options Map
- Span of Control Assessment Grid
- Property Performance Baseline Sheet
- Management Review Routine Under ISO 9001
- Owner and Brand Obligation Register

Day 2: Shared Services Design and Staffing

Which functions gain from being shared across hotels, and which must stay on site?

- Shared Service Candidate Screen
- Cluster Organisation Chart Draft
- Cross-Property Staffing Pool Rule
- Service Level Agreement Template
- Shared Cost Allocation Table

Day 3: Common Standards, Service Quality and Risk

How is one service standard kept consistent across hotels of different size and type?

- Hotel Service Requirements Checklist Under ISO 22483
- Standards Audit Routine
- Guest Feedback Comparison Dashboard
- Cluster Risk Register Under ISO 31000
- Incident Escalation Ladder

Day 4: Cluster Budgeting and Owner Reporting

How are budgets, results and variances presented for a group of hotels?

- Cluster Budget Build Template
- Revenue and Cost Comparison by Property
- Capital Spending Priority Ranking
- Owner Report Pack Layout
- Variance Explanation Note

Day 5: Cluster Operating Model for One Group of Hotels

Do the earlier tools join into a model that owners can approve?

- Applying the Session 1 Span of Control Grid
- Testing the Session 2 Shared Service Screen
- Checking the Session 3 Standards Audit
- Reviewing the Session 4 Owner Report Pack
- Completing the Cluster Operating Model

Methodology

The programme is a structured exercise built on prepared cases from a city hotel group and a resort operator: organisation charts, departmental costs, audit sheets and monthly results. Participants test options for sharing, set common standards and cost the cluster in small groups, then present the operating model to peers acting as an owners' committee.

- Suggested activity: Screening ten functions for sharing across four hotels.
- Suggested activity: Auditing two properties against one service checklist.
- Suggested activity: Drafting a variance note for an owners' meeting.

Capstone Output

Each participant completes a cluster operating model for one group of hotels. It holds a span of control assessment, a shared service map, a standards audit routine, a cluster budget and an owner report pack. At work it goes to the owners for approval and sets the monthly reporting routine.

Frequently Asked Questions

Is multi-property hotel management training suitable for leaders who have run only one hotel?

Yes. Multi-property hotel management is taught through prepared cases and templates; you need experience of a hotel department or general management, not of a group.

Which standards does multi-property hotel management rest on in this training?

Multi-property hotel management here rests on ISO 9001 for quality management, ISO 22483 for hotel service requirements and ISO 31000 for risk management.

How is the operating model from multi-property hotel management training used at work?

You take the operating model to the owners, use its audit routine to compare hotels, and keep its report pack as the monthly format.

How does multi-property hotel management differ from a programme on hotel revenue management?

Multi-property hotel management concentrates on structure, shared services, standards and reporting across several hotels, while a programme on hotel revenue management concentrates on pricing and demand.