

General Manager/Operations Manager, Brand Operations

Reporting To:	General Manager, Operations Support / VP, Operations
Functional:	General Administration
Scope:	Pan-India
Grade:	FM4/5/6
Supervises:	All Staff working at the Unit

Main internal contacts	<ul style="list-style-type: none"> Leadership Team at FPHL All Staff working at the Unit Various Teams at FPHL Headquarters Unit General Managers CHQ- Operations Support HODs
Main external contacts	<ul style="list-style-type: none"> Owning Board Vendors Business partners Industry and non-industry Associations / Forums Industry and non-industry publications Prospects- owners of existing hotels with competition or under development

Main objective / Context

The General manager is responsible for all aspects of operations at the hotel, to day-to-day staff management and guests. S/he should be an ambassador for the brand and hotel. Provide leadership and strategic planning to all departments in support of our service culture, maximized operations and guest satisfaction. Work Very closely with the hotel owners and other stake holders.

Responsible for managing the Hotels management team (HOD's) and overall hotel targets to deliver an excellent Guest experience. A General Manager would also be required to manage between profitability and guest satisfaction measures.

To anticipate the needs and exceed the expectations of our owners, customers and employees by achieving profitability, and customer service goals while providing the employees with a positive work environment. Achieves business objectives by communicating Fortune Hotels mission and culture.

Evaluate current business processes and systems; Plan and implement procedures & systems to maximize operating efficiency for the organization. Establish and maintain controls, Implement policies & practices for the individual units. Co-ordinate financial and budget activities for maximum operational efficiency; Facilitate the preparation and analysis of reports; Review performance data (financial, sales and activity reports) to monitor and measure productivity, goal progress and activity levels. Responsible for the achievement of organization's productivity and set goals.

Main responsibilities & duties

■ Anticipates the needs and exceeds the expectations of the owners by meeting and exceeding key owner indicators including profitability, REVPAR, and total revenue.

- ❑ A Establishes and communicates objectives which support achievement of Fortune Park Hotels 's mission
 - ❑ Develops and implements strategies to achieve objectives. Monitors achievement of strategies and revises as necessary
 - ❑ Achieves revenue goals for the hotel by developing and implementing the marketing plan and overseeing the sales effort
 - ❑ Develops owner's confidence in FPHL by creating and maintaining a positive relationship between hotel, owner, and FPHL
 - ❑ Maintains and builds the value of the business and asset by developing and implementing strategies which enhance profitability and maintain the physical condition of the hotel
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- ❑ Achieves profitability objectives by establishing and implementing operating and capital budget. Monitors actual operating results and forecasts against budget. Adjusts marketing and sales strategies and cost containment strategies as necessary to achieve profitability indicators
 - ❑ Maximizes revenue per available room through yield management and by achieving goal for Contribution to Revenue

■ Revenue through Acquisition from Competition and Yield Maximisation

- ▶ Capacity utilization (Space Revenue Management) of all available spaces in the hotel units.
- ▶ Optimizing the Revenues from Rooms, Restaurants, Bars, Banquets and other departments.
- ▶ Planning & Implementation of Food Promotions in all the units in conjunction with Corporate Chef.
- ▶ Ensure the Room & F&B pricings at all our hotels are benchmarked to our competition and priced accordingly.
- ▶ Using the available MIS data for strategizing corporate initiatives across units.
- ▶ Reviews Unit's financials periodic (Daily, Monthly & Quarterly) reports: Revenue / Expense (variable & non variable) / CAPEX / P&L statements to determine how Operations is performing against Budget.
- ▶ Guiding all departments to analyse their Market & Operating Environment conditions to ensure their unit lead over Competition.
- ▶ Coordination with the CHQ Marketing team for marketing of Room Promotions, F&B outlets and Food Promotions of all the units thru all online channels, Social Media and Print Media etc.
- ▶ Implement new F&B trends and service styles in our outlets and in Banquet Service.

■ Retention and Pull through Quality

- ▶ Engage all Departments focused on the critical components of operations to achieve guest satisfaction
- ▶ Establishes and communicates customer service objectives which support achievement of Fortune Park Hotels 's mission
- ▶ Maintaining standards as per the laid FOPs & FOMs across within the unit.
- ▶ Monitor QMS and NPS scores of the entire hotel and drive the team to desired targets.
- ▶ Identifying scope of improvement in services and ways to improve the Unit's' Financial Performance and maintain Profit Margins without compromising on Guest Satisfaction.
- ▶ Focus on improving service performance and liaise with support departments for smooth functioning.
- ▶ Reward and Recognize talent within the teams and provide platform for their continuous growth and development.
- ▶ Monitors customer service levels and counsels employees with alternative methods of responding to customer requests
- ▶ Ensures that employees receive the training necessary to provide service as per Fortune Standards.
- ▶ Determines customer satisfaction and needs by reviewing comment cards and talking to customers regularly
- ▶ Provides staff with the skills training to provide value added service to customers

■ Meets and exceeds the expectations of the employees by utilizing leadership skills and motivation techniques in order to maximize employee productivity and satisfaction of direct reports.

- ▶ Develops and implements strategies to achieve Employee Satisfaction Index goals
- ▶ Selects qualified employees and provides orientation and training
- ▶ Creates a positive work environment for all employees
- ▶ Determines and communicates standards of performance to employees. Evaluates employee performance on a regular basis and recommends salary increases as appropriate
- ▶ Develops employees to maximize potential and prepare for future promotional opportunities by conducting counselling sessions, determining developmental needs and allowing these needs to be met
- ▶ Ensures that disciplinary action is taken as required utilizing consistency, fairness and respect within framework of established Fortune Park Hotels guidelines

■ Returns through Cost Efficiencies

- ❑ Monitor and implement cost saving efficiencies in all areas across the hotel.
- ❑ Facilitate and cascade ITC ARC rates for all items to the unit procurement teams.
- ❑ Have regular meetings with Suppliers, Vendors and partners to drive cost efficiencies.
- ❑ Implement Best Practices on cost savings getting ideas from across all the hotels in the chain

■ Others Responsibilities.

- ❑ Keeps the Vice President Operations and key corporate staff informed of developments on a regular basis. Requests assistance as needed
- ❑ Utilizes corporate resources effectively by communicating with corporate resources on a regular basis
- ❑ Keeps the Regional Vice President and key corporate staff informed of developments on a regular basis. Requests assistance as needed
- ❑ Adheres to Fortune Park Hotels 's standards of operations
- ❑ Ensures that operation adheres to federal and state laws
- ❑ Increases visibility of the hotel by actively participating in community
- ❑ Monitors industry trends and recommends appropriate actions to be taken to maintain the competitive status and profitability of the hotel
- ❑ Utilizes leadership skills and motivation techniques in order to maximize employee productivity and satisfaction of direct reports
- ❑ Selects, orients, and trains qualified employees
- ❑ Conducts effective employee meetings and counselling sessions
- ❑ Determines, communicates, and monitors achievement of standards of performance on a timely basis
- ❑ Employs RESPECTFUL discipline as required
- ❑ Maintains safe and secure environment for customers and employees
- ❑ Ensures that all employees follow safety rules and procedures
- ❑ Takes corrective action where required to improve safety of work areas
- ❑ Keeps immediate supervisor promptly and fully informed of all problems or unusual matters of significance
- ❑ Performs all duties and responsibilities in a timely and efficient manner in accordance with established company policies and procedures to achieve the overall objectives of this position
- ❑ Maintains a favourable working relationship with all other company employees to foster and promote a cooperative and harmonious working climate
- ❑ At all times projects a favourable image of Fortune Park Hotels Ltd. to the public.
- ❑ Oversee the operations functions of the hotel, as per the Organizational chart.
- ❑ Hold regular briefings and meetings with all head of departments.
- ❑ Ensure full compliance to Hotel operating controls, SOP's, policies, procedures and service standards.
- ❑ Lead all key property issues including capital projects, customer service and refurbishment.
- ❑ Handling complaints, and oversee the service recovery procedures.
- ❑ Responsible for the preparation, presentation and subsequent achievement of the hotel's annual Operating Budget, Marketing & Sales Plan and Capital Budget.
- ❑ Manage on-going profitability of the hotel, ensuring revenue and guest satisfaction targets are met and exceeded.
- ❑ Ensure all decisions are made in the best interest of the hotels and management.
- ❑ Deliver hotel budget goals and set other short and long term strategic goals for the property.
- ❑ Developing improvement actions, carry out costs savings.
- ❑ A strong understanding of P&L statements and the ability to react with impactful strategies
- ❑ Closely monitor the hotels business reports on a daily basis and take decisions accordingly.
- ❑ Ensure that monthly financial outlooks for Rooms, Food & Beverage, Admin & General, on target and accurate.

- ▶ Maximizing room yield and hotels / resort revenue through innovative sales practices and yield management programs.
- ▶ Prepare a monthly financial reporting for the owners and stake holders.
- ▶ Draw up plans and budget (revenues, costs, etc.) for the owners.
- ▶ Helping in the procurement of operating supplies and equipment, and contracting with third-party vendors for essential equipments and services.
- ▶ Act as a final decision maker in hiring a key staffs.
- ▶ Coordination with HOD's for the execution of all activities and functions.
- ▶ Overseeing and managing all departments and working closely with department heads on a daily basis.
- ▶ Manage and develop the Hotel Executive team to ensure career progression and development.
- ▶ Be accountable for responsibilities of department heads and take ownership of all guest complaints.
- ▶ Provide effective leadership to hotel team members.
- ▶ Lead in all aspects of business planning.
- ▶ Respond to audits to ensure continual improvement is achieved.
- ▶ Corporate client handling and take part in new client acquisition along with the sales team whenever required.
- ▶ Assisting in residential sales as and when required and development with strong sales prospects.
- ▶ Responsible for safeguarding the quality of operations both (internal & external audits).
- ▶ Responsible for legalization, Occupational Health & Safety Act, fire regulations and other legal requirements.

■ Stake holder / Owner management

- ▶ Being in touch with owners / owning board / OB representative on regular basis.
- ▶ Ensuring that the FPHL Value Proposition to the OBs/ Units are delivered and also adequately marketed/ communicated to the OBs.
- ▶ Having regular informal conversations with the owners and handling their issues sensitively adopting a win-win approach.
- ▶ Encouraging OBs to adhere to the terms of the agreement.
- ▶ Ensuring that the Outstanding with the Units do not go beyond 40 days from the invoice date.
- ▶ Staying abreast with the developments in the market (Region) about topics such as development/ conversion of new properties, changes in the portfolios/ incumbents in competition, etc.

Technical skills

Business Skills	<p>Strong organization and time management skills, Excellent eye for detail and ability to work independently in tight deadlines, Innovative self-starter who is highly creative with excellent interpersonal skills, Ability to develop strong and influential relationships at all levels of the organization, Ability to work collaboratively and build relationships with owner / OB and other stakeholders.</p> <p>The ideal candidate is a seasoned and highly intelligent hotel professional with outstanding, management skills and extensive hands-on experience. Available to work when needed, including weekends, holidays, and nights.</p>
Computer Skills	<p>Advanced PC skills including Word, Excel, PowerPoint and Outlook.</p> <p>Should be able to independently create business case presentations, detailed excel reports/ analysis for the Owning Boards/ other stakeholders.</p>

Communication Skills	Excellent written and oral communication skills Knowledge (spoken) of regional languages for the Region being deputed would be a plus.
Business Travel	As and when required. Approximately 20% of the time.

Education/Experience

Education	Bachelor's in Hotel Management / Diploma (3 years) in Hotel Management from an institution of repute.
Experience	Should have successfully worked as a General Manager of a large Unit. At least 15 to 20 years' experience in the hospitality industry, with significant luxury and international experience, ideally including experience in remote locations. And 5 to 10 years of experience as a General Manager or Asst. General Manager

FPHL Leadership competencies

STRATEGIC MINDSET	<ul style="list-style-type: none"> • Has a holistic perspective; appreciates the role of each function and the interdependent nature of the various functions while taking decisions. • Displays capability to foresee trends, analyse and anticipate outcomes of subsequent developments in a situation, so as to pre-empt losses/ exploit opportunities. • Displays ability to ask insightful questions, identify the core of a problem or an issue and evaluate it from different perspectives. • Recognises differences and similarities between current and past situations and uses this understanding as a framework for future actions • Is able to appreciate the impact of day to day decisions and activities on medium and long term goals of the unit.
CUSTOMER FOCUS	<ul style="list-style-type: none"> • Has a good grasp of the total value chain, the key processes, technologies and infrastructure. • Listens to customers and assigns the highest priority to customer's satisfaction including internal customers. • Attends to customer feedback with zest and spontaneity. • Gather feedback on systems, practices and processes of competing organisations towards enhancement of focus on the customer. • Builds a strong network of partner relationships at the operational level. • Is technology savvy and comfortable with contemporary technical equipment/ software applications.

MAKING THINGS HAPPEN

- Display a positive “will do” approach and the desire to achieve. Spreads enthusiasm, excitement and a winning attitude.
- Displays the strong bias for action and to actively seize Opportunities. Prepares action plans and processes to achieve desired objectives.
- Makes decisions based on sound business logic
- Takes calculated risks.
- Copes effectively with constraints/ adversity.
- Sets high expectations of himself and others to continuously improve productivity quality and standards of excellence,
- Proactively creates systems to manage resources
- Creates new benchmarks in his /her work area.
- Provides innovative solutions to design or delivery problems.
- Is a relentless and versatile learner.
- Ensures required regulatory compliance with thought and speed and maintains good working relationship with concerned agencies.
- Maintains contact and formal work relationships with internal and external parties to achieve business objectives.
- Participates actively in company sponsored social and community development initiatives in his operating area.

LEADING CHANGE

- Understands the “why” of change, the origin and reasoning behind various policies and processes.
- Explores and identifies opportunities to navigate through times of change.
- Understands the explicit (e.g. voiced comments) and implicit (e.g. body language) cues and deduces their unspoken thoughts and feelings.
- Conveys an idea and opinion clearly and confidently by summarizing the essential point of information.
- Over a series of interactions with others, successfully reinforces others view of self as a valuable contributor.
- Copes effectively with the questions/challenges when presenting views.
- Is able to re-orient priorities when warranted.
- Experiments with the unconventional approaches. Comes up with unique and creative ideas and solutions in the course of the works.

PEOPLE LEADERSHIP

- Leads by personal examples and creates others the desire to excel.
- Energizes people to action with a sense of belonging and identity.
- Lends a helping hand to others and is always willing to share ideas that are beneficial for others' work.
- Helps others by helpful suggestions and providing a “how- to “approach.
- While being fair and sensitive to others, demands accountability and commitment to task.
- Generates a healthy in- group feeling. Mixes with peers/team members informally.

- Enjoys personal credibility among team/group members.
- Does not allow personalities to influence decisions.
- Takes ownership of decisions.

**STAKEHOLDER
MANAGEMENT**

- Understands the expectations and desires of various partners (property Owners and Owning Boards) and translates them effectively into business goals.
- Nurtures strong business partner relationships with key vendors/suppliers at a strategic level.
- Maintains a healthy and on-going professional relationship with OB representative and ensures open communication.
- Is able to safeguard company interest while managing Owner's tactfully.

Acceptance of Position Description

I, _____, have read and understood the contents of this document and have gotten my questions pertaining to the role answered.

Signed: _____

Date: _____