

CITY & GUILDS

# GLOBAL HOSPITALITY CERTIFICATION

HANDBOOK



A central graphic for the Multi-Site Director certification. It consists of a large, orange, rounded hexagonal shape with a dark blue border. Inside the hexagon, at the top, is a dark blue silhouette of a person's head and shoulders. Below the silhouette are three small, dark blue squares arranged horizontally. In the center of the hexagon, the text "MULTI-SITE DIRECTOR" is written in a dark blue, sans-serif font. At the bottom of the hexagon, the City &amp; Guilds logo is displayed in a smaller size. The background of the entire page is white with various geometric shapes in shades of grey, black, and orange, including circles, hexagons, and octagons, some of which are connected by thin grey lines.

# CITY & GUILDS GLOBAL HOSPITALITY CERTIFICATION

## MULTI-SITE DIRECTOR



The holder of this badge is an executive level professional in a leadership role with an overall accountability for the strategic direction and business performance of a group of restaurants or hospitality establishments with multiple sites. This individual has an in-depth knowledge of the hospitality industry and a proven track record in managing large scale hospitality operations to deliver against a corporate vision as well as short- and long-term targets and goals.

THIS DOCUMENT SHOULD BE READ IN CONJUNCTION WITH THE  
**CITY & GUILDS GLOBAL CERTIFICATION INTRODUCTION HANDBOOK**

### WHAT THE DIFFERENT COLOURS MEAN

**Skills required:** Skills required to achieve a badge are shown in black colour.

**Examples:** For each skill required, a range of examples are provided to illustrate how the relevant skill can be demonstrated. Examples are shown in blue colour.

Examples are a list of activities which are likely to be carried out when undertaking the role the badge relates to. The list of examples is **not** exhaustive. Individuals are **not** required to demonstrate every skill listed and there may be other relevant skills which are not listed, but can be accepted.

**Definitions:** Key terms, which are used to illustrate the skills required and/or the examples, are explained in light blue colour.

	Multi-site Director
	<b>Establishments</b> refers to the individual sites the Multi-site Director is responsible for managing.
	<b>CORE SKILLS</b>
C1	<b>Create and drive a cluster business strategy</b>
	Communicate the <b>corporate vision</b> to the establishments
	Ensure that strategic priorities and objectives, set out in the establishment <b>business strategies</b> , are consistent with the <b>corporate vision</b>
	Oversee the implementation of the establishment <b>business strategies</b> and provide coaching and strategic support to direct reports, as required
	Ensure that targets set out in the establishment <b>revenue strategies</b> are stretching yet achievable
	Oversee the implementation of the <b>revenue strategies</b> and work with direct reports to take corrective actions if individual establishments' performance is
	Ensure the individual establishments select and prioritise key projects in line with their <b>business strategies</b>
	Support direct reports with the delivery of the key project, as required
	<p><b>Corporate vision</b> refers to the strategic direction of the holding company (<b>corporate organisation</b>). It is a statement regarding the holding company's goal on what it wants to become / where it wants to be in the future. For large corporates with multiple sites, corporate vision may be set centrally (at corporate level) and translated for individual establishments by the General Manager.</p> <p><b>Corporate organisation</b> refers to a holding company with multiple sites or establishments which are operated following common standard operating procedures and service delivery standards.</p> <p><b>Business strategy</b> refers to an overarching plan of strategic initiatives, including the revenue strategy, which will help achieve the strategic vision of the establishment.</p> <p><b>Revenue strategy</b> refers to a plan of strategic actions, including sales and marketing activities, which will contribute to short and long term financial goals of the establishment.</p>

<b>C2</b>	<b>Create and maintain a reputation as an authentic leader</b>
	Act as an ambassador for the <b>corporate organisation</b>
	Demonstrate leadership which can unite the establishments
	Lead by example, as a role model for direct reports by:
	- Being self-aware
	- Encouraging an open way of working
	- Putting the organisation's interests first
	- Taking calculated business risks to deliver results
	- Communicating difficult decisions in a transparent and clear manner, with empathy
	- Being focused on the long-term goals
	Set stretching objectives for self and direct reports
	Empower direct reports to run their establishments, while being available to provide support and advice, as required
	<b>Corporate organisation</b> refers to a holding company with multiple sites or establishments which are operated following common standard operating procedures and service delivery standards.
<b>C3</b>	<b>Evaluate performance against targets and goals</b>
	Establish a clear set of measurements which enable the review of own performance and the performance of direct reports
	Work with direct reports to monitor, compare and evaluate the performance of the establishments against corporate targets
	Support direct reports to develop and implement strategies to improve their own performance and the performance of the establishments they manage
	Continuously evaluate own performance to make improvements
<b>C4</b>	<b>Develop leaders and create effective leadership teams</b>
	Work with direct reports to review skill sets across the establishments to spot talent and to recognise future leaders
	Continuously monitor the performance of individual establishments to identify high performing general managers
	Establish a coaching and mentoring programme to enable the focused development of future leaders
	Develop and implement a succession plan for own role
	Oversee talent management and succession planning across the establishments

C5	Lead, motivate and manage a team of general managers to deliver targets and goals
	Work with direct reports to set objectives for the establishments and to align the establishment <b>business strategies</b> to corporate priorities
	Oversee the work of direct reports to ensure that each establishment:
	- Achieves its financial targets
	- Completes operational projects within budget and on time
	- Delivers guest experience to <b>establishment standards</b>
	Conduct senior leadership meetings
	Look for opportunities to involve direct reports in corporate level projects
	Mentor direct reports to help them improve their establishment and their own performance
	Develop and maintain effective working relationship with direct reports, peers and line manager
	Conduct performance reviews for direct reports
	Recognise and celebrate success for the establishments
	<b>Business strategy</b> refers to an overarching plan of strategic initiatives, including the revenue strategy, which will help achieve the strategic vision of the establishment.
	<b>Establishment standards</b> refers to standards set for establishment by the General Manager, head office and/or owners etc.
C6	Solve problems and deal with pressure to ensure the sustainability of the establishments
	Continuously monitor internal and external reviews, guest feedback and complaints for the establishments
	Oversee the implementation of strategies put in place by direct reports to address guest feedback and complaints received for the establishment they are responsible for
	Advise direct reports on managing <b>serious complaints</b> and any other <b>circumstances</b> which have been escalated due to potential to impact on the reputation and/or the commercial viability of the establishment concerned
	Ensure all <b>serious complaints</b> have been resolved following procedures and standards set by the <b>corporate organisation</b>
	Develop and implement audit activities for the establishments to maintain profitability and the delivery of service standards set by the <b>corporate organisation</b>
	<b>Serious complaint</b> refers to a situation where a guest raised their dissatisfaction with the service received and/or the establishment and which can create a reputational or commercial risk for the business. A serious complaint requires senior or executive management level and/or external intervention.
	<b>Circumstances</b> refers to situations, conditions, hazards, guest requests and/or complaints.
	<b>Corporate organisation</b> refers to a holding company with multiple sites or establishments which are operated following common standard operating procedures and service delivery standards.

<b>C7</b>	<b>Manage people strategy</b>
	Screen applicants for direct report positions
	Conduct interviews for direct report positions
	Select and appoint direct reports
	Ensure staffing needs of the establishments are met, within budget
	Review training and development strategies of the establishments
	Audit training and performance management within the establishments
	Monitor staff turnover across the establishments
	Review strategies in place within the establishments to retain staff and to ensure effective succession planning for business continuity
	Monitor staff satisfaction across the establishments and strategies in place to improve satisfaction levels
	Manage staff complaints which have been escalated
<b>C8</b>	<b>Manage finances</b>
	Lead the revenue strategy for the establishments, as part of the corporate business strategy
	Oversee and analyse the financial performance of the establishments
	Monitor sales and revenue figures for the establishments and work with direct reports to make adjustments to the operations, as necessary, to achieve targets
	Approve budgets for strategic projects and contracts within the establishments which require senior level sign-off
	Oversee cost control across the establishments
	Report on the financial performance of the establishments to the senior executive team
<b>C9</b>	<b>Oversee resource management strategy</b>
	Oversee the planning, purchasing and deployment of the internal and external resources required to operate the establishments to maximise efficiencies
	Work with direct reports to identify new ways to improve profitability when procuring and utilising physical resources
	Oversee the staff resourcing strategies within the individual establishments to ensure skills and expertise are deployed effectively, in line with business needs
	Proactively look for outsourcing opportunities to reduce spend while achieving and exceeding targets
	<i>[Outsourcing opportunities may include staff, physical resources and guest service]</i>
<b>C10</b>	<b>Drive sustainable strategy</b>
	Ensure sustainable practices are applied in the establishments. Sustainable practices may include, but are not limited to:
	- Reducing waste
	- Recycling waste/packaging
	- Economic use of power and electricity
	- Consideration of carbon footprint: the environmental impact of getting goods to the establishment (eg food miles)
	- Community engagement to help disadvantaged communities as part of the establishment's corporate social responsibility

Multi-site Director	
	<b>ROLE SPECIFIC SKILLS</b>
<b>R1</b>	<b>Oversee the management of the establishments</b>
	Demonstrate in-depth knowledge of <b>establishment standards</b> and the corporate direction on how these standards need to be implemented across different establishments
	Take full responsibility for the strategic management of the establishments
	Provide a physical presence by visiting the establishments on a regular basis and by engaging with staff and guests during these visits
	Carry out regular audits to ensure standard operating procedures are met across the establishments
	Demonstrate in-depth knowledge of all departments
	Be available to provide advice and guidance to direct reports to help address any challenges and/or issues that are escalated
	<b>Establishment standards</b> refers to standards set for establishment by the General Manager, head office and/or the owners and include standard operating policies and procedures, establishment operating controls and service standards.
<b>R2</b>	<b>Manage corporate relations</b>
	Agree revenue strategy for the establishments with the senior executive team
	Provide regular reports on the performance of the establishments to the senior executive team
	Monitor reports provided by the general managers to owners/management company(ies)
	If the establishment is owned, monitor queries and requests received from the owners and how the queries and requests have been responded to
	Support direct reports with managing owner/management company relations, as required
<b>R3</b>	<b>Build and manage strategic relationships to drive business and manage reputation</b>
	Network with owners, management company(ies) and the senior executive team to ensure they are satisfied with the performance of the establishments
	Pro-actively build relationships with key influencers within the hotel industry to promote the establishments and the corporate organisation
	Continuously monitor and evaluate guest feedback from the establishments and work with direct reports to develop strategies to drive revenue and to enhance reputation
	Review strategies in place to manage reputational and commercial risks for the establishments
	Monitor situations which have created a reputational or commercial risk for any of the establishments and be available to provide advice or guidance to help resolve these, as necessary
	Support direct reports to develop and implement strategies to continuously improve guest service and service efficiency
	Celebrate good performance and success with the establishments

<b>R4</b>	<b>Create competitive value/differentiation by driving new business and new ideas</b>
	Demonstrate a strong knowledge of key USPs of the corporate organisation and the individual establishments
	Use <b>guest profiling</b> for the establishments to look for synergies in business
	Identify opportunities to create USPs which can help drive sales across establishments
	Analyse guest feedback from the establishments to come up with new concepts to improve guest experience and brand reputation
	Consider wider issues such as sustainability (under-utilised products, local product, local trends, event, seasonality etc) to improve competitive positioning of the establishments
	<p><b>Guest profiling</b> refers to the process of analysing the characteristics which describe the type of customers who visit the establishment and the characteristics of the establishment to make decisions concerning guest service.</p> <p>Customer characteristics may include information such as demographics, gender, age, ethnicity, religion, location, social background, income, buying patterns and the purpose of the visit.</p> <p>Establishment characteristics may include location, guest profile, style of décor and service.</p>
<b>R5</b>	<b>Ensure full compliance of the establishments with legislation, health and safety requirements and relevant by-laws</b>
	Demonstrate in-depth knowledge of relevant legislation and regulations
	Ensure the establishments comply with legal, regulatory, quality and other relevant requirements including establishment standards
	Support direct reports in their liaison with regulatory authorities to ensure compliance, as necessary
	Carry out audits across the establishments to check for compliance and to identify any potential non-compliance issues
	Oversee the development and implementation of action plans across the establishments, in response to internal and external audits
<b>R6</b>	<b>Demonstrate a working knowledge of technology, appropriate for own role</b>
	Use technology enabled devices to run management reports for the establishments including financial and management reports, reservations, staff costs, inventories, social media
	Use a combination of reports to inform senior executives and to review and approve strategic decisions for the establishments
	Deliver electronic presentations
	Demonstrate a competent use of IT systems related to key areas of operations
	Use social media to monitor and respond to guest feedback
	Use digital communication devices to carry out research to find out about new trends, ideas, techniques and styles

	Multi-site Director
	<b>PROFESSIONAL DEVELOPMENT</b>
P1	Demonstrate in-depth knowledge of career pathways within the hospitality industry, including progression opportunities for current role
	Describe opportunities to progress from current role and potential pathway(s) to get to those opportunities
P2	Undertake a range of training or learning activities to acquire new or update existing skills and knowledge
	Identify <b>training or learning needs</b> specific to own role
	Participate in <b>training and learning activities</b>
	Provide evidence of training or learning undertaken
	<b>Training or learning activities</b> refers to on-the-job training, workshops, seminars, conferences, courses, competitions and mentoring.
	<b>Training or learning needs</b> refers to the development of skills and knowledge related to hospitality which may include: <ul style="list-style-type: none"> <li>- Product knowledge</li> <li>- Understanding of new developments, trends, IT systems and equipment</li> <li>- Changes to legal or industry regulations such as health and safety and food safety</li> <li>- Changes to establishment standards</li> <li>- Development of soft skills such as communication and teamwork.</li> </ul>
P3	Apply knowledge gained from the professional development activities to:
	- Improve own working practices
	- Improve working practices across the establishments
	Identify opportunities to apply new knowledge/skills learnt
	Describe how new knowledge/skills learnt have been put into practice:
	- Changes made to operating in own role and the impact of the changes
	Make changes to the way in which the establishments operate and measure the impact of the changes