



Pinnacle Hospitality

Metrics for Success

In our pursuit of providing enhanced service, satisfaction and value, Pinnacle Hospitality's business philosophy focuses on four key initiatives: ***Success Factors***, ***Business Strategy***, ***Business Processes***, and our **Scorecard**.

I. Success Factors

- **Customer Satisfaction**
We seek to build loyalty among our customers by anticipating, satisfying and delighting their ever-changing needs. Guidelines insure continued consistency to enhance customer satisfaction and return intent.
- **Team Satisfaction**
We seek to build loyalty among our team-members by providing training, career opportunities, and a sense of pride in their jobs. We encourage an entrepreneurial spirit, empowerment and job satisfaction.
- **Strategic Partners**
We will work with our vendors, suppliers and contractors to provide the best possible products and services.
- **Quality Standards**
Our stakeholders shall find our facilities to be well-maintained, fully functional, pleasant, clean, and comfortable. Operating programs and policies insure that the product will always be contemporary.
- **Brand Management**
We will maintain consistency in brand standards. We monitor the brand performance by consistently interacting with reservations, marketing, quality assurance, etc.
- **Administrative Standards**
Internal control measures insure high administrative standards. An audit review process insures compliance with regulatory requirements, company policies and standard operating procedures.
- **Profit Standards**
We will provide guidance to exceed profit expectations by revenue maximization techniques and cost-control actions. A comprehensive review process insures proactive steps that assist business management.

II. Business Strategy

- **Research**
We gather and disseminate market and competitive data to form business strategies for each property. Careful monitoring of these strategies help managers anticipate the changing needs of our stakeholders.
- **Education**
Education and training acknowledges the importance of today's information-based environment by communicating operating standards and using team-member knowledge.
- **Brand Standards**
There is an importance of adhering to brand standards, for the price of failing to do so involves unnecessary expense for service recovery and lost revenue. Therefore, all team-members are trained in the brand standards that our properties are expected to deliver.

III. Business Processes

We use a thorough annual business planning process that links our business strategy with tactical actions. This process includes the development of: an Annual Business Plan; Department Business Plan; Individual Performance Management; and Recognition and Awards.

Each team-member is consistently exposed to the hotel's operating strategies. This strategy is reinforced in all communications throughout the year, and at monthly performance review meetings as team-members manage actions and measure results.



Pinnacle Hospitality

Metrics for Success

IV. Pinnacle Scorecard

Standard	Benchmark
Customer Satisfaction	> Overall Product Score > Overall Service Score > Intent to Return
Team Satisfaction	> Team Satisfaction Survey Score
Product Quality Standards	> Brand QA Score > Pinnacle QA Score > PinnacleCare Program
Brand Management	> Brand Compliance > Business Performance
Administrative Standards	> Internal Audit Score
Profit Standards	> STR Performance > Manager Controlled Profit (GOP)