STRATEGY | HOSPITALITY OPERATING SYSTEM

BUILDING A HOSPITALITY OPERATING SYSTEM: THE CLIENT OWNS THE STANDARD

Large organizations buy hospitality site by site from many suppliers, each with its own idea of good. 4xi designs a Hospitality Operating System (HoS): one supplier agnostic framework the client owns, that every partner plugs into.

APPLIED FOR
3 global organizations

TYPICAL SCALE
Hundreds of sites, up to ~2,000 suppliers

4XI ROLE
Design and standards

OUTCOME
Client owns the standard

THE CHALLENGE

- Fragmented supply, each supplier with its own scope.
- Reporting in different formats, cycles and measures.
- Replacing a poor partner means rebuilding the scope.

WHERE 4XI APPLIED IT

- A global financial services organization, five regions.
- A global manufacturer: sourcing scored on a 480 point framework.
- A global professional services firm (for its bidder): 50+ countries.

THE HOS COMPONENTS

01 Services and standards
One menu and one standard, by location type and tier.

02 Success measures, KPIs and VPIs
Outcomes agreed before any contract is signed.

03 Common financial reporting
One format, cadence and set of definitions.

04 Governance, wiring and charter
Decision rights, relationships and shared commitments.

05 Reporting and accountability
The right data to the right people, with owners.

06 Benchmarking
Sites, regions and partners compared fairly.

07 Quality control (Elevate)
Crowd sourced audits, one 360 degree view.

08 Partner swap ready
Any partner plugs in; any can be replaced.

RESULTS

Greater control: the client, not the supply chain, defines services, standards and success.

Greater visibility: one financial framework and one set of KPIs across the global footprint.

Freedom to change partners: swap in high performers and out low performers, without rebuilding.

Whoever owns the standard owns the program. The HoS turns a collection of vendor contracts into one system the client controls.