

The ten phases of a hotel opening, *in order*.

The contractor has a schedule. The business does not. Walk these in order, the name before the budget, the budget before the systems, the systems before the hiring, and tick each one only when you hold what it should leave you with.

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- ☐ **I Concept and positioning**
- The name, the guest you are building for, the hotels you will be compared with, the rate you are building toward.
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| <small>WHEN IT IS SKIPPED</small> | <small>DONE WHEN YOU HOLD</small> |
| The design gets chosen before the guest, and the rate the budget needs never shows up. | The written opening plan: the market, the concept and the positioning in one document. |
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- ☐ **II Brand identity and creative direction**
- Logo, brand book, the photo brief, names for every room and space.
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| <small>WHEN IT IS SKIPPED</small> | <small>DONE WHEN YOU HOLD</small> |
| The signs, the website and the photos get redone after opening, at full price. | The brand book and the photo brief. |
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- ☐ **III Pre-opening budget and year-one model**
- Build cost, furniture and equipment, the ramp to a steady year, the first year's profit and loss.
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| <small>WHEN IT IS SKIPPED</small> | <small>DONE WHEN YOU HOLD</small> |
| The money runs out between the last contractor and the first guest. | The opening budget and a live financial model, line by line. |
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- ☐ **IV Systems selection and setup**
- Reservations, pricing, channel manager, booking engine, guest list, point of sale, keys. Chosen so they talk to each other.
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| <small>WHEN IT IS SKIPPED</small> | <small>DONE WHEN YOU HOLD</small> |
| Five systems that do not talk to each other, and a front desk that types everything twice. | Every system set up in your name, with the logins in your hands. |
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- ☐ **V Sales and distribution build**
- Booking-site contracts, the Google hotel listing, group and corporate channels, live early.
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| <small>WHEN IT IS SKIPPED</small> | <small>DONE WHEN YOU HOLD</small> |
| The doors open to an empty calendar, because the booking sites went live the week of opening. | Booking sites, Google and group channels selling before the first night. |

☐	<i>VI</i>	Hiring plan and org chart	Leadership first, then the line, then training.	
			WHEN IT IS SKIPPED	DONE WHEN YOU HOLD
			The team meets the hotel and the guests on the same day.	The labor budget and the org chart: every position, hours, wage and taxes.

☐	<i>VII</i>	Standards and training	Front-desk manuals, service standards, brand standards, food and beverage.	
			WHEN IT IS SKIPPED	DONE WHEN YOU HOLD
			Every shift does it a different way, and the reviews say so.	Manuals and service standards written for your hotel.

☐	<i>VIII</i>	Marketing launch	Press, paid media, the website and booking engine, the first email list.	
			WHEN IT IS SKIPPED	DONE WHEN YOU HOLD
			Opening day is a secret.	The launch plan: press, paid media and the first email list.

☐	<i>IX</i>	Soft opening	Guests in the rooms, a short meeting every day, fixes made before the public sees them.	
			WHEN IT IS SKIPPED	DONE WHEN YOU HOLD
			The first paying guests find the problems, and write about them.	A daily fix list, closed before the public opening.

☐	<i>X</i>	Public opening and handoff	The ribbon, then the handoff to your general manager and to the daily pricing work.	
			WHEN IT IS SKIPPED	DONE WHEN YOU HOLD
			The pricing stops the day the consultant leaves.	Everything documented in your name, handed to your manager.

A typical opening runs 90 to 270 days from contract to ribbon-cutting. Treat it as a planning range, not a promise.

The Modern Hotel Launch
ramirezhospitality.com/openings
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