

# Hospitality Financial Leadership Workshop Series Outline & FAQ's



**David Lund**  
*The Hotel Financial Coach*



Hospitality Financial Leadership Training Program

# Hospitality Financial Leadership Workshop Menu

1. Financial Leadership
2. Business Principles
3. Financial Statements
4. How to Read a Hotel P&L Statement
5. Managing Labor & Productivity
6. Managing Expenses
7. Cost of Goods & F&B Controls
8. Hotel Business Strategy
9. Financial Analysis
10. Effective Leadership With the Numbers

Hire me to teach your management team Hospitality Financial Leadership. If you do this your hotel will be more profitable. Your leaders will thank you for helping them and contribute more tomorrow. Invest in your future and your people with skills and knowledge today.

**AN INVESTMENT  
IN KNOWLEDGE  
ALWAYS PAYS  
THE BEST INTEREST.**  
- BENJAMIN FRANKLIN

Book David Lund To Create Hotel Teams  
That Know How to Increase Profit  
Call 415-696-9593 or  
Email [david@hotelfinancialcoach.com](mailto:david@hotelfinancialcoach.com)

 **SCOPE, REACH AND EXPERIENCE**

 **YOUR TEAM NEEDS PROVEN TECHNIQUES**

 **YOU NEED PROGRAMS THAT WORK AND LAST**

 **YOU NEED A PROGRAM CUSTOMIZED FOR YOUR BUSINESS**

 **YOU NEED SUBSTANCE AND RELEVANCE - NOT JUST "MOTIVATION"**

**HOTEL**  
★ ★ ★ ★ ★  
**FINANCIAL COACH**

## Why Hire David Lund

You Need a Return on Your Training  
Investment and Real Expertise



Hospitality Financial Leadership Training Program

# Training Series Outcomes

1. Operational teams will complete training in all essential facets of financial leadership
2. Be financially confident and ready for more financial success in their hotel and career
3. Feel the limitless possibilities that comes with the sense of knowing your numbers and being prepared



## Module One – Financial Leadership

- Shift your thinking
- Welcoming imperfection
- The best career advice
- Born without the financial gene
- What is financial leadership
- Engage their hearts and minds
  - What's in it for me
  - How to vs. Want to



## Module Two – Business Principles

- Accrual vs cash
- Principles of business
  - Business types
- Why we do what we do – the way we do it
- Who uses the information and why
  - Terms & definitions



## Module Three – Financial Statements

- Income statement
  - Assets
  - Liabilities
- Balance sheet
- Fundamental business equation
  - GAAP
  - USALI
  - Cash Flow
- Terms & definitions



## Module Four – P&L Statement

- How to read a P&L
- Market segmentation
- Operating vs non-operating departments
  - F&B direct & allocated
  - Group and local business
    - Allocations
- Payroll, supplemental and benefits
  - Every line means something



## Module Five – Managing Labor & Productivity

- EFTE's
  - Calculating rooms productivity
  - Calculating F&B productivity
- Financial statement productivity
  - Benchmarking
- Continuous improvement measures
  - Staffing guides
  - Payroll dictionary





## Module Six – Managing Expenses

- Zero based expenses
- Budgets and forecasts
  - Check books
- Every line needs an owner
  - Expense dictionary
  - Purchasing controls



## Module Seven – Cost of Goods & F&B Controls

- Calculating food cost
- Calculating beverage cost
- Contribution margin
  - Potentials
  - 80/20 rule
- Internal controls



## Module Eight – Hotel Business Strategy

- STR
  - RevPAR Index
- Management agreements
  - Contra
  - Capital reserves
  - The three pillars
- The monthly financial circle
  - F TAR W
- Management incentive plans



## Module Nine – Financial Analysis

- Calculating ROI
- Understanding Cap Rates
  - Flow thru
  - PIP's
  - Dashboards
- Benchmarking and key business indicators



## Module Ten – Leading With the Numbers

- Give the numbers the right voice
  - Agreements vs Expectations
- The three degrees of delegation
  - The owner victim distinction
- Management commentaries
  - Preparing budgets
  - Budget presentations



## Training Series FAQ's

1. Workshops are available online or in person at your hotel
2. Workshops can be delivered each week based on a weekly fixed or free flow schedule – times 50 -60 min
3. Workshop copies are supplied to each participant after each session plus homework to help reinforce the lessons
4. Each workshop session is live, and participants have the opportunity for contribution & questions
5. Pricing – available upon request based on the content and duration requested

# Why Hire David Lund

## You Need a Return on Your Training Investment and Real Expertise



**David Lund**  
Author and Hotel  
Financial Coach

**Your investment will pay off right away because you will be able to show your managers how they can increase their effectiveness** with their departmental finances in your hotel. David will make it easier for your team's managers to engage in the financial piece by getting them to see what's in it for them. Greater career prosperity and success is directly linked to their financial leadership abilities. It's not accounting, it's business thinking! Your managers will see that developing a deeper interest and responsibility for their department finances will take them on the fast track to greater hotel profits and individual career success.

David is not just a speaker, coach and workshop facilitator, **he has over 30 years of hands-on experience including hotel operations, finance, corporate and executive leadership in more than 10 different hotels throughout North America.** In addition to his hotel expertise, he has held regional and corporate positions that have given him enormous exposure to hundreds of hotels and their financial processes.



### YOU NEED A PROGRAM CUSTOMIZED FOR YOUR BUSINESS

Even though David has given hundreds of programs he has never delivered the same one twice. **He always customizes his talks and strategic working sessions to match the customer's needs,** including using their financial information so participants see and feel how this applies to their role. This makes a huge impact and benefits the learning process to your team. There is no cookie-cutter. YOU are no cookie!

For example, David gives each client a workshop menu to select their event content, and like any great server, **he provides guidance and explanation to create a unique and profound experience for each one of his events for all his guests.**



### YOUR TEAM NEEDS PROVEN TECHNIQUES

For many people in our industry, they see the numbers as the hard part of hospitality, and they really don't want to feel embarrassed by their lack of understanding. It doesn't need to be that way. **David presents relevant information and tailors it for non-financial people. It is accessible to anyone who wants to learn.**

David slows things down and creates a knowledge base for his audience. Once this foundation is in place, he puts relevant and hotel specific concepts to work. Doing this gives your team the confidence to get more involved. **With a more empowered attitude, your team will see that the numbers are approachable and that financial control over their department is achievable.**



### YOU NEED SUBSTANCE AND RELEVANCE – NOT JUST “MOTIVATION”

Your managers want to be confident and master their finances because they know it's the **fast track to higher earnings and career success.** Being a leader and master of your numbers is not a cliché, it is a proven strategy for career growth. You can earn more for your business by investing in your manager's financial education.

When you invest in your team you will earn their respect because it shows that you value them. You see their potential for success. With David's proven method of teaching you forward-looking enterprise and leadership skills, your managers will feel more fulfilled in their role and have more pride in their performance. **All of which makes you more profit.**



### SCOPE, REACH AND EXPERIENCE

You're busy. David gets that and **he works tirelessly to deliver the results you need.** With his experience, he knows how business levels, turnover and the never-ending to-do's affect both your time and that of your leadership team. His financial leadership system is designed to keep everyone on track with a simple 5 step formula that repeats month after month. A simple to follow routine and a straightforward system are the key to getting your team on board.

David knows the challenges you face in running your hotel and partners with you to deliver superior operating results. **He knows that creating engagement with the financials at the departmental manager level is the key to financial stability.**



### YOU NEED PROGRAMS THAT WORK AND LAST

You want to make sure your teams implement the tools and systems that David delivers. You won't be left without support for the program. Hotels don't easily change their financial culture so David is there to reinforce those changes, month after month. **His system is specifically designed to address the challenges of hotel department managers and the finance leaders face.** His no-nonsense approach takes into account the service they provide and business levels that department managers experience every month.

**How can he continue to help you? First, you have access to David via email or phone to answer any questions your team might have after the event.** He also adds all your leaders onto his weekly financial leadership blog so they can be updated when new educational content is produced. If you haven't seen the blog than you've got to check it out, it's a wealth of information.

**Second, David has a series of workshops that compound the learning and the impact.** Each month the window opens and closes for your team and he helps you focus on exactly what each member needs to do with 1-1 coaching and follow up. Each member has their own actionable plan. No blanket approach here. No one gets excused from their financial responsibilities! He also has available a series of over 120 video classes for self and team learning.

**Third, he helps the team establish a system to measure and communicate the effectiveness at each level of the system.** This ensures that no one gets left behind. Month by month you will see permanent financial progress and results.

**HOTEL**  
★ ★ ★ ★ ★  
FINANCIAL COACH

Book David Lund To Create Hotel Teams  
That Know How to Increase Profit

Call 415-696-9593 or  
Email [david@hotelfinancialcoach.com](mailto:david@hotelfinancialcoach.com)

I cannot recommend working with David enough! I was at a pivotal time in my career and knew that I needed to improve my financial knowledge when I came across one of David's articles online. It turned out that one of my colleagues on the West coast had coincidentally been recently coached by David and raved about the success she had working with him. David is patient and adaptable and is able to translate numbers in a way that was approachable and understandable to me. He really offers a 'safe' space to ask the questions and dig into reports to a level that I was never comfortable doing in the work place. I found that working one on one with a coach like David is so much more productive and much easier than taking a more formal class especially while working full-time in Hospitality. Not only did I learn so much in 10 weeks of working with David, but he also gave me the confidence that I actually did already have a strong foundation of knowledge that I had just not connected the dots to. Having always worked in operations, within a short amount of time working with David, I felt as though my financial literacy in the Hospitality world finally took a giant step forward.

I just wanted to say thank you soooooo much for the opportunity to be a part of these on-line workshops! I feel happy and excited! I loved the information – David Lund was very well spoken and clear. His insights were a breath of fresh air. Sometimes as a sales team member I can find it hard to find where my place is in the big machine of operations – I know we are vital like an organ – but how involved we need to be in some things can get muddy. Each piece of the body makes an impact that can effect the whole. I can respect the lines but having an understanding of the components makes it easier sometimes to find my direction.

I also love seeing the engagement of the GM's. And to understand their world a bit better. I'm very excited FOR THEM as well! I can't wait for the next ones! AND to see the impact this learning opportunity will have on our hotels. So pumped!!!!

Hugs All!!



I came across David from an article he wrote. He wrote me back and as they say the rest is history. His insight in the financial world is 2nd to none when it comes to Hospitality. He is a master of his craft and great trainer. He takes the time to explain things carefully always being patient to make sure you understand. Sometimes as owners we are much to close to the product and having a fresh set of eyes that is looking at the spider's nest is exactly what is needed. David is also great of seeing that nugget of critical information that has been staring at you right int he face this whole time or perhaps you saw it and were just stuck on stuck but David has an ability to un-stick it and get things moving. I could not recommend David enough

David customized and facilitated his Financially Fearless workshop for 24 middle and senior hospitality operations managers in my region. Although I have attended different financial training for non-financial mangers courses over my career, this workshop is the most effective and I highly recommend it. I