Intended primarily for middle and upper-level managers who wish to strengthen their understanding of and their ability to contribute to the organization's strategic objectives. Also of interest to managers and directors who have direct responsibility for the design and implementation of corporate strategy. Participants will prepare themselves for financial, marketing and leadership functions that entail significant strategic responsibility.

Required Courses:

**Strategic Hospitality Management**  
June 25 - 27, 2018 Course Instructor: Cathy Enz

Develop skills in the formulation and implementation of strategies to create value and competitive advantage. Explore key strategic-management concepts and ideas, learn from case analysis of various hospitality firms and application exercises, and apply analytical tools to refine strategic direction and competitive positioning.

Topics Include:
- The strategic-management process
- Strategic planning and thinking
- Analyzing the industry and key stakeholders
- Competitor analysis and strategic groups
- Developing competitive advantage and the value chain
- Identifying key environmental influences

**Innovation and Change Management**  
June 28 - 30, 2018 Course Instructor: Cathy Enz

Improve your ability to develop innovations and build a sound change management strategy to implement new ideas. Explore the challenges and trends that are driving change, discuss the variety of innovation types available to firms, and explore the process of diffusing innovation.

Topics Include:
- Origins and sources of innovation
- Idea generation, types of innovation & the value of lead users
- Disruption and change
- Business model innovation
- Selling and exploiting innovation
- Building a change management process
- Handling resistance to change

**Strategic Financial Management for Hotels**  
July 5 - 7, 2018 Course Instructor: Steve Carvell

Learn how best to measure financial performance and value creation for hotels and how companies connect these metrics with the hotel's strategic goals and its managers’ performance.

Topics Include:
- Understand how value is created in a competitive market
- Identify strategies that can enhance profitability and value
- Improve financial performance by maximizing the use of working capital and long-term assets
- Assess the value of the hotel’s revenue management results from the owner’s perspective
- Identify specific cost-saving strategies to create value
- Assess the value of outsourcing and in-sourcing
Select ONE of the following courses:

**Managing Diversity and Inclusion to Drive Organizational Success**  
July 2 - 4, 2018 Course Instructor: Susan Fleming

Understand the ways in which stereotypes and biases limit both individual and organizational performance. Learn how to become a more inclusive leader, and how to create a team culture and climate that celebrates and exploits diversity for the benefit of all.

Topics Include:
- Recognize the true value of leveraging interpersonal differences (such as gender, race, ethnicity, culture, disability and sexuality), i.e. to drive organizational success, not just “because it is the right thing to do”
- Identify personal biases, where they come from, and how they affect your judgement, decisions and behavior
- Understanding the role of bias in preventing leaders and organizations from tapping the full potential of their teams, including your organization

- Defining inclusive leadership
- Learning strategies for overcoming barriers and creating an inclusive team culture and climate
- Developing skills to lead difficult conversations about diversity to enhance relationships
- Applying what you have learned to drive change within yourself and your organization

**Strategic Marketing for Hotels and Restaurants**  
July 2 - 4, 2018 Course Instructor: Rob Kwortnik

Take away new ideas to improve business practices. Explore strategic-marketing concepts and principles, learn from “best practice” examples of successful companies, and apply the ideas, concepts, and principles to develop innovative and profitable strategies. Gain a framework for understanding how to develop a sustainable competitive advantage.

Topics Include:
- How strategic planning guides marketing decisions
- How to understand consumer research
- The different activities firms undertake and how these “value chain activities” can be used to build competitive advantage
- Corporate strategy initiatives used to expand the brand

- The emerging role of customer experience management
- Communicating the brand promise
- Current practices and how to prepare to profit from change

**Strategic Leadership**  
July 2 - 4, 2018 Course Instructor: Ali Kasikci

By rethinking your approach to management, leadership, and strategy creation process, you will strengthen your individual capabilities, explore how to deliver superior value, link strategies with operations, create a sense of urgency, and sustain organizational performance

Topics Include:
- Gaining strategies for avoiding commoditization
- Exploring the best ways of leveraging human capital to foster strategic innovation
- Leading change within your organization to achieve superior customer value
- Aligning the management with leadership, culture with values, and strategy with vision

- Leading talent from a strategic perspective and creating a culture of leadership in order to build productive teams
- Increasing the effectiveness and maximizing creativity of your team
- Creating a personal vision