



## **The 12 Operational Standards Every Hospitality Business Must Have — Or It Will Drift Into Chaos**

**Most hospitality businesses don't collapse because of one big mistake.**

**They collapse slowly — because the daily standards are missing.**

**After 25+ years inside bars, cafés, restaurants, boutique hotels and campgrounds, I've learned that every stable operation has the same 12 fundamental standards.**

**If even three are missing, the business starts drifting into chaos.**

**Here they are:**

### **1. Daily Briefing Standard**

**3 minutes.**

**Clear goals.**

**Clear roles.**

**Clear expectations.**

**Without this, the day begins with guesswork**



## **2. Handover Standard**

Structured.

Consistent.

Non-negotiable.

A business without handovers lives in confusion.

## **3. Opening Procedure Standard**

Visual, simple, repeatable.

When opening is chaotic, the entire day follows the same pattern.

## **4. Closing Procedure Standard**

Consistent resets ➤ predictable days.

Strong operations end the day for tomorrow, not for yesterday.

## **5. Cleaning & Hygiene Standard**

Not “clean enough”.

Clear zones, clear responsibilities, clear frequency.

Any decline here spreads everywhere.



## 6. Workflow & Role Clarity Standard

Every role must know:

- what they own
- what they decide
- what they escalate

Structure reduces 80% of internal conflict.

## 7. Communication Standard

Short, frequent, structured.

Unstructured communication is the #1 cause of escalation.

## 8. Stock & Prep Standard

Portioning, par levels, prep lists.

When this breaks, costs explode silently.

## 9. Customer Experience Standard

Not scripts — consistency.

Predictability is what makes service feel professional.

## 10. Financial Control Standard

Waste logs. Daily reports. Weekly KPI review.

What you don't measure, you pay for.



## **11. Leadership Interaction Standard**

Leaders must show up the same way every day.  
Inconsistent leadership ➤ inconsistent results.

## **12. Conflict & Issue Resolution Standard**

Small issues become big ones when there is no rule for handling them.

Operations collapse not from problems, but from unmanaged problems

## **THE STRONGHOLD VIEW**

If you want a stable, scalable, low-stress operation, you don't need magic.

You need 12 non-negotiable standards.

Businesses drift into chaos when the standards drift.

Businesses stabilize when the standards strengthen.

This is the system I rebuild with Stronghold.

If you want help assessing which standards are missing,

I'm here.