

Bridgeway to Success™

February 2008

**LUXURY
REDEFINED AS
SERVICE AND
CONVENIENCE.**

A Man for All Seasons

Think of your last hotel stay. Was there shampoo in the room? Of course. How about a hair dryer? Sure. A two-line phone? Make-up mirror? Pillow-top bed? Bathrobe? Twenty-four hour room service? Each of these amenities can be found in countless hotels around the world. Yet they all share a common origin.

When Isadore Sharp opened his first hotel in 1961 he decided to put shampoo in each room. Since then his Four Seasons Hotels have blazed the trail of service, convenience and luxury for travelers around the world. How?

- 1) **Truly understand customers and markets.** When many hotels viewed luxury as architecture and décor, Four Seasons studied, surveyed and listened to customers. As a result, they redefined luxury as service and convenience. They also learned that adapting their physical appearance and service standards to the local “color and culture” would establish a deeper connection with each market.
- 2) **Optimize the business model.** It used to be that owning and operating a hotel went together. Four Seasons became the first major hotel company to focus exclusively on operating, not owning, their branded properties.
- 3) **Intensely value people and performance.** Hire for attitude. Provide industry-leading training. Pay in the top quartile. Promote from within. Set high expectations. Reward the right performance and results. Hold people accountable. Adhere to the Golden Rule.

Isadore Sharp created the top luxury hotel company in the world. Will this year be your season to shine?

Michael Canic