

LODGING

Ahead of the **GAME**

The lodging industry's
top innovators
for **2007**

SUE BRUSH
SENIOR VICE PRESIDENT
WESTIN HOTELS & RESORTS

IN THIS ISSUE

INNOVATIONS: 34 | Green Lodging 38 | City Within a City 41 | Labor Management

DECEMBER 2007



SUE**Brush**

STANLEY**Selengut**

JAMES**Simpkins**

RAJIV**Trivedi**

KIRK**Kinsell**

KRISTIN**Kahle**

ILAN**Waisbrod**

CINDY**EstisGreen**

BONNIE**Buckhiester**

CITY**Center**

GEORGE**Neeson**

BETH**Steucek**

STEVE**Bartolin**

DAN**Musser**

A.J.**Singh**

DAVID**Heath**

200**7**

INNOVATORS

DAVID Heath

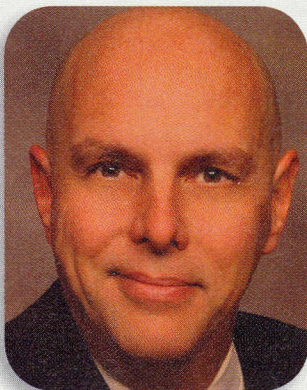
Customizing solutions to client challenges

TITLE: Principal

COMPANY: Heath & Company—Hospitality Advisors, LLC

When David Heath started his own Atlanta-based labor management firm in 1995, he knew he wanted the company to stand out from the huge corporations in the field. He says his professional services firm thrives on experience—each consultant has a minimum of 10 years in hospitality operations. He also says that starting out in the restaurant industry proved to be excellent training ground for hotel labor management.

“My early years growing up in the restaurant business gave me a deep appreciation for hard work and a sense of empathy for those who make their living directly serving guests,” he says. “Before starting Heath & Company, I worked for a couple of the huge international public accounting and consulting firms. I was frustrated because the operating structure of these behemoths forced us to use staff just out of school on client consulting assignments. Clients were paying top dollar for consultants that didn’t have the experience to fundamentally understand their business.”



That experience has given Heath the insight to develop a unique firm. Heath works to develop tailored solutions to client challenges, focusing on customization. “Hotels tend to have unique features in terms of physical facilities, customer demand patterns and local labor market constraints. Our consultants work with the client’s management personnel to tailor custom staffing models to ensure guest satisfaction

while achieving desired financial results,” he says.

To step out in front of the competition, Heath focused on developing a forecasting methodology in labor management. “If you don’t know how many guests to expect, you can’t possibly plan effectively. We’ve developed a forecasting methodology enabling department managers to accurately forecast upcoming volume in their areas,” he explains. The process focuses on rooms, food and beverage, spa, golf and retail.

■ **Heath’s industry outlook:** “We expect that hotel owners will likely be disappointed with the 2008 budget projections they are currently receiving from their operators. Softening lodging demand may help to ease our industry’s current labor shortage, but only in the short term. In the longer term, we can expect to see a growing, long-term, worldwide labor shortage.” ■