City Shift Finance

Resort-Wide Cost Savings Program

Case study

A resort with more than 4,000 rooms

$15M
in savings identified

$7M
realized in 11 months

The Entire Resort Became Part of the Savings Program

Across a resort with more than 4,000 rooms, operating expenditure accumulates through thousands of decisions made throughout the property. The people responsible for those decisions encounter costs that consolidated financial reporting cannot fully explain. Some expenses are visible in departmental results while the reasons they persist remain embedded in daily work. Across an entire resort, the combined value of those opportunities can extend well beyond what senior management sees in routine reporting.

City Shift Finance designed and ran a cost savings program covering every department without exception. Participation extended from line employees to the executive suite, bringing the knowledge of people performing daily work together with managers and executives responsible for the property's financial performance. The entire resort took part in the same program, irrespective of departmental responsibilities or position within the organization.

Those who identified savings shared in the savings their contributions produced. The program gave participants across the resort a financial interest in the results, while City Shift Finance retained responsibility for its design, operation and financial accountability. The participation of the executive suite placed the program within the property's overall financial priorities, alongside the knowledge held by employees working throughout its departments.

City Shift Finance assigned a financial value to every identified opportunity and tracked savings through to the P&L as they were achieved. The program connected opportunities arising throughout the property with recorded financial results, allowing the total identified savings to be distinguished from the amount already booked.

Within 11 months, the program booked $7 million in recurring cost savings against $15 million in identified opportunities. The rooms operation contributed $5 million of the achieved total, while departments across the rest of the property contributed another $2 million. The result reflected participation across the entire resort, with its largest individual contribution coming from one operating area and the remaining savings distributed across other departments.

The achieved savings reduced the resort's operating expenditure and contributed to GOP. City Shift Finance's responsibility extended across the program rather than individual departmental initiatives, connecting participation throughout the property with financial results that reached the P&L.

Beyond the $7 million already booked, the program identified another $8 million in savings still to be realized. The amount represents further opportunities within the same resort, following an engagement that had already produced a recorded financial result within 11 months. At a property of this size, the remaining $8 million provides a defined source of further potential GOP improvement beyond the savings already achieved.

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