AVELIN COLLECTION / DETAILED PROPOSAL

A stay worth coming back for.

An eight-week guest-experience programme, from the first welcome to a practical pilot.



PREPARED FOR

The leadership team
Avelin Collection

PREPARED BY

Morrow & Field

Discussion proposal · November 2026

01 THE PROPOSED COMMISSION

Start with the welcome. Build a case for what follows.

Commission a focused programme to understand the arrival experience, design a better service and test it at one property before deciding on a wider rollout.

PROGRAMME

8 weeks

Understand, shape and prove, with three decision gates.

PROFESSIONAL FEE

£48,000

Fixed scope; VAT if applicable and approved travel are additional.

FIRST APPLICATION

1 pilot

One property, informed by an illustrative four-property group brief.

THE DECISION THIS PROPOSAL SUPPORTS

Approve a defined piece of work. Keep the rollout decision separate.

The outcome is a tested service concept, an operating playbook and a reasoned recommendation. Revenue growth or repeat bookings are not guaranteed.

What you would receive

Eight deliverable packs covering the brief, research, journey, concepts, prototypes, pilot readiness, pilot learning and handover.

What the team would contribute

An executive sponsor, one operations lead, access to staff and consenting guests, and a property team to run the pilot. Plan roughly two hours a week for the operations lead, plus interviews and workshops.

Inside the proposal

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Illustrative planning proposal. Avelin, its context, quantities, fees and commercial terms are fictional scenario assumptions or proposed choices. No client findings, approvals or past results are claimed.

02 THE ILLUSTRATIVE BRIEF

A shared welcome. Room for local character.

The starting question is how to make arrival feel clear, personal and consistent while allowing each property to retain its own personality.



Illustrative arrival detail. A designed scene, not a photograph of Avelin or an observed service problem.

The planning context

For this proposal, assume a UK boutique group with four properties, a central commercial team and local operating teams. One property would host the pilot. These assumptions must be confirmed before commissioning.

The experience boundary

From the pre-arrival message through reception and the first evening. We would examine what guests need to know, how staff recognise those needs and where information changes hands.

The questions to investigate

What makes arrival feel easy? Where do guests repeat information? Which behaviours should be shared across the group, and which should remain local? These are research questions, not established findings.

The decision at the end

Choose whether to extend, adapt or stop the service concept, using pilot observations, guest feedback and the practical demands on the team.

WORKING PRINCIPLE

Consistency should make care easier, not make every hotel feel the same.

03 APPROACH · 1 OF 3

How we would do the work.

A continuous programme of understanding, design and learning, with an explicit decision before the live trial.

Begin with the experience as it is.

We would begin by agreeing which decisions the programme needs to support. The opening session would confirm the pilot property, the boundaries of the guest journey and the operating constraints that any concept must respect. It would also identify what the team already knows and what is still an assumption. This prevents a broad ambition to improve the experience from becoming an unbounded redesign of the business.

The research would combine twelve guest interviews, eight staff interviews and two on-site observation days at the pilot property. Staff conversations would include perspectives from all four properties where access allows. Guests would be invited through an agreed process, with participation voluntary. The sample is intended to reveal needs, language and possible sources of friction; it would not establish statistically representative guest preferences.

We would map what guests see alongside the information, decisions and handoffs that support it. The resulting journey would distinguish direct observations, interview accounts and hypotheses. Where accounts differ, that disagreement would remain visible. The end-of-week-two review would select the priority moments to address, confirm the available baseline and agree the measures to use in the pilot.

Turn the learning into something people can try.

The design work would then develop two alternative welcome concepts, supported by a small set of experience principles. Each concept would show the guest-facing interaction, the staff behaviour behind it and the conditions needed to make it work. The comparison would consider clarity for guests, effort for the team, consistency and the practical cost of adoption, without assigning unsupported financial returns.

Continues on page 05 →

03 APPROACH · 2 OF 3

How we would do the work.

Continued from page 04

With the sponsor, we would choose one direction and make up to three touchpoint prototypes, such as a pre-arrival message, a reception conversation guide and a first-evening information card. The prototypes would be working materials for a trial, not a finished marketing campaign. At this point, the ideas remain testable proposals rather than new standards to roll out.

To turn those proposals into a fair pilot, we would work with the property team on a service blueprint: who does what, when information is needed and what happens when the expected interaction cannot take place. The blueprint would make operational dependencies visible before the team commits to a new routine. A concept that looks attractive on paper but adds avoidable work at a busy reception desk should be adapted before launch.

Prepare the people and the conditions.

The week-five readiness review would examine the prototype materials, staff briefing, measurement plan and fallback process together. The sponsor would decide whether the pilot is ready to run. If a required condition is missing, the next step would be to resolve it or agree a revised plan, rather than treat the calendar as permission to proceed. Any change to scope, timing or fees would be agreed in writing before the changed work starts.

Avelin's property team would operate the live pilot during weeks six and seven. Morrow & Field would provide four remote check-ins, maintain an issues-and-decisions log and help interpret what is happening. We would use guest feedback and operational measures alongside staff observations. Results would retain their denominators, time periods and relevant context, including busy periods or changes in staffing.

Continues on page 06 →

03 APPROACH · 3 OF 3

How we would do the work.

Continued from page 05

Make the learning useful beyond the pilot.

The final review would separate three questions: did the concept improve the experience we intended to change; could the team deliver it reliably; and what would be required to extend it? A short trial may provide useful directional learning without proving an effect on loyalty or revenue. Where the evidence is too limited, the recommendation could be a further test rather than a group-wide rollout.

The handover would include the service materials, a concise playbook and a decision paper setting out the options to extend, adapt or stop. Each option would identify its practical implications and unresolved questions. The purpose is to leave Avelin with a usable basis for its next decision, rather than a recommendation whose assumptions are hidden inside a presentation.

A DECISION FRAMEWORK FOR THE FINAL REVIEW

OPTION	WHEN TO CONSIDER IT	NEXT COMMITMENT
Extend	The experience appears useful and the team can deliver it; evidence limits are understood.	Cost a staged extension and confirm what needs adaptation at other properties.
Adapt	The concept has promise, but an interaction, workload or dependency needs revision.	Define a focused change and a further test before committing to rollout.
Stop	The concept is not useful enough, cannot be delivered reliably or has unacceptable trade-offs.	Retain the learning and close the trial without treating prior effort as a reason to continue.

WHAT THIS MEANS FOR THE COMMISSION

The fee buys the defined work and deliverables. The pilot informs a decision; it does not promise a commercial outcome or include a wider rollout.

04 SCOPE & DELIVERABLES · 1 OF 2

A clear scope. Something tangible at every stage.

The proposed commission comprises eight deliverable packs. This schedule continues on the following page.

SCHEDULE A / SCOPE & DELIVERABLES · PROPOSED COMMISSION

REF	WORK / TIMING	DELIVERABLE INCLUDED	REVIEW STANDARD
D01	**Brief & measurement** Week 1	One agreed programme brief and a draft measurement plan. One 60-minute kick-off with the sponsor and operations lead.	Journey boundary, pilot property, decision owners and data gaps are explicit. Baseline measures are confirmed at the week-two gate.
D02	**Research & evidence** Weeks 1–2	Twelve 45-minute guest interviews; eight 45-minute staff interviews; two on-site observation days at the pilot property. An anonymised evidence summary.	Recruitment and access are agreed. Findings distinguish observations, accounts and hypotheses; sample limits are stated.
D03	**Journey & priorities** Week 2	One current-state journey and supporting service map, plus a prioritised set of opportunity questions. A week-two sponsor review.	The guest journey connects to staff and information handoffs. Priorities include a reason, an evidence basis and unresolved questions.
D04	**Principles & concepts** Weeks 3–4	Up to five experience principles and two alternative welcome concepts. One 90-minute concept workshop to select a direction.	Each concept describes the guest benefit, staff actions, dependencies and trade-offs. The sponsor selects one direction for prototyping.

Schedule A / D01–D04 of D01–D08

Continues with D05 on page 08 →

04 SCOPE & DELIVERABLES · 2 OF 2

Scope & deliverables, continued.

Schedule A, continued from page 07. Column definitions and review standards are unchanged.

SCHEDULE A / SCOPE & DELIVERABLES · CONTINUED

REF	WORK / TIMING	DELIVERABLE INCLUDED	REVIEW STANDARD
D05	**Touchpoint prototypes** Weeks 4–5	Up to three prototypes for the chosen concept and one service blueprint. One 90-minute walkthrough with the property team.	The proposed interaction can be rehearsed. Ownership, handoffs and fallback behaviours are visible. Materials are suitable for a pilot, not a finished campaign.
D06	**Pilot readiness** Week 5	One pilot plan, a staff briefing pack, a measurement sheet and a readiness checklist. A sponsor go / revise decision before launch.	The team, materials, baseline, measures and fallback process are ready. Missing conditions are recorded and resolved or replanned.
D07	**Pilot support & learning** Weeks 6–7	A two-week, client-operated pilot at one property; four remote consultancy check-ins; an issues-and-decisions log and learning summary.	Observed results include sample counts, periods and context. Guest and team feedback are kept distinct from assumptions and wider claims.
D08	**Decision & handover** Week 8	One operating playbook, editable project materials and a final decision paper. One 60-minute leadership readout.	Options to extend, adapt or stop include practical implications and open questions. The handover index identifies the final files and owners.

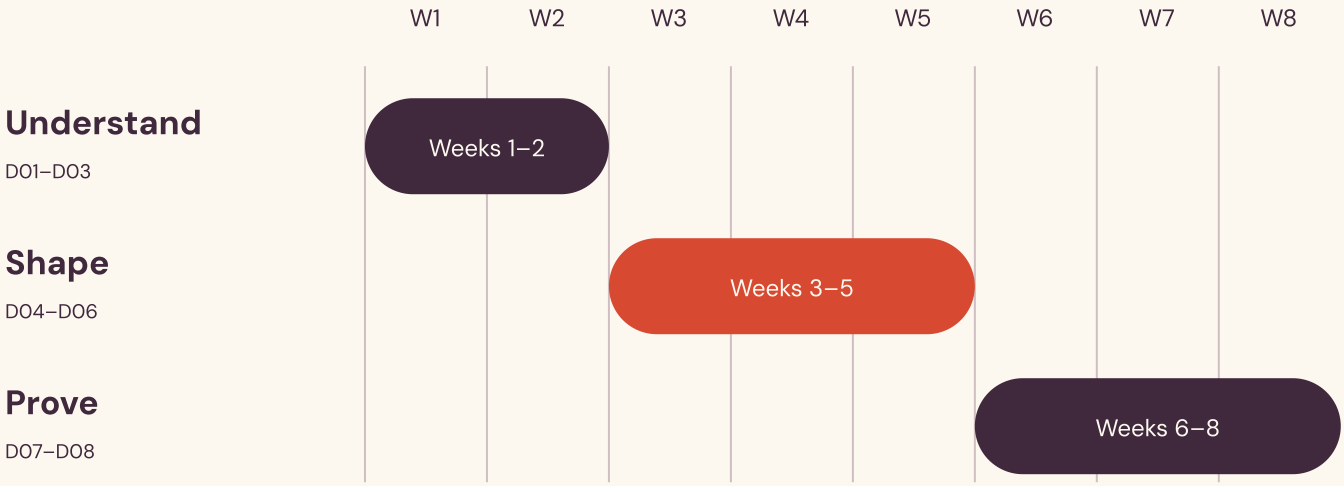
Review and handover. Two consolidated review rounds per deliverable pack are included. Feedback comes through one authorised sponsor. Review standards guide discussion; silence is not treated as acceptance. Final narrative files are supplied as PDF with editable source materials.

End of Schedule A. Dependencies, exclusions and change control apply across all eight packs; see page 12.

05 DELIVERY PLAN

Eight weeks. Three deliberate decisions.

The programme runs from an agreed start date, once the sponsor, site access and recruitment arrangements are in place.



01

END OF WEEK 2

Focus the design.

Review the evidence, select the priority moments and confirm the measurement baseline.

02

END OF WEEK 5

Authorise the pilot.

Review prototypes, staffing and readiness. Go, revise or replan before live activity.

03

END OF WEEK 8

Choose what follows.

Review pilot learning and the implications of extending, adapting or stopping.

A rhythm the team can work with.

A weekly 30-minute working check-in, one shared decision log and a consolidated action list. The three sponsor gates are supported by the relevant deliverable packs. The concept workshop and prototype walkthrough are included in the scope schedule.

Timing is a planning assumption. Late recruitment, unavailable data or delayed feedback may move the schedule. Work does not proceed through an unmet readiness gate automatically.

06 RESPONSIBILITIES & MEASURES

A shared programme. Clear ownership.

Morrow & Field designs and supports the work. Avelin provides access, makes the decisions and operates the live pilot.

PROPOSED WORKING RESPONSIBILITIES

ROLE	ACCOUNTABILITY
Avelin sponsor	Confirms priorities and budget; consolidates feedback; makes the week-two, week-five and week-eight decisions.
Avelin operations lead	Coordinates access, guest recruitment, staff availability and baseline data. Owns actions between the weekly check-ins.
Pilot property team	Rehearses the concept, delivers the live service, records agreed observations and escalates issues.
Morrow & Field	Provides strategy, research and service-design roles; produces D01–D08; supports the pilot remotely and presents the final options.

Agree what useful evidence looks like.

We would confirm the measures, collection approach and practical success thresholds at the week-two gate, before seeing pilot results. The following are candidate measures, not promised outcomes.

CANDIDATE MEASURE	HOW WE WOULD INTERPRET IT
Arrival effort	Time from joining reception to receiving the key, reported with sample counts and comparable periods. Use a median; add a percentile only when the sample supports it.
Guest clarity	A short voluntary feedback question about knowing what happens next, paired with comments and response counts.
Team practicality	Observed completion of agreed service steps, exceptions and staff feedback about workload and confidence.

Learning is not attribution. A short, single-property pilot can inform a decision. It cannot by itself establish that a concept caused higher loyalty or revenue. Deliverable review and payment are not conditional on an unproven performance uplift.

07 INVESTMENT

A defined fee.
A visible basis for commitment.

FIXED PROFESSIONAL FEE

£48,000

Eight weeks
Eight deliverable packs
VAT if applicable is additional

FEE ALLOCATION BY PHASE

PHASE	INCLUDED PACKS	FEE
Understand	D01–D03 / Brief, research and journey	£14,000
Shape	D04–D06 / Concepts, prototypes and readiness	£18,000
Prove	D07–D08 / Pilot support and handover	£16,000
Total professional fee		**£48,000**

PROPOSED INVOICE MILESTONES / 14-DAY PAYMENT TERMS

INVOICE TRIGGER	SHARE	AMOUNT
On commissioning, against the agreed start	30%	£14,400
Delivery of D04 and D05, planned for week 5	40%	£19,200
Delivery of D08 and the handover, planned for week 8	30%	£14,400

Expenses

Travel for the two on-site days would be charged at cost, with prior written approval and a £1,200 ceiling unless changed by agreement.

Planning envelope

Up to **£49,200** for the defined fee plus the full travel ceiling, before VAT if applicable. Recruitment incentives and production purchases are excluded.

All fees, allocations, quantities and terms are illustrative proposed commercial choices. No client agreement or invoice has been created.

08 CONDITIONS & BOUNDARIES

Protect the scope. Keep the work useful.

These proposed working conditions apply to all eight deliverable packs and would be confirmed in the final statement of work.

The planning assumptions

Four UK properties, one pilot site and work conducted in English. The scope covers pre-arrival through the first evening. Two on-site days are included at the pilot property; other activity is remote unless agreed.

Access and recruitment

Avelin supplies relevant existing materials, access to available operating data, eight staff participants and recruitment access for twelve consenting guests. If the planned sample cannot be reached, we agree whether to reschedule or revise the research before treating the evidence as complete.

Feedback and review

Two consolidated review rounds per pack, through one authorised sponsor, are included. We plan for feedback within three working days. Delays may move delivery dates; they do not create automatic acceptance or an automatic additional fee.

Research handling

Before recruitment, agree the invitation, consent process, access controls and retention plan. Use anonymised notes in deliverables. Record interviews only if separately agreed with participants and the client.

Outside this commission

A group-wide rollout; ongoing service operations; new technology or integrations; website development; a full brand redesign; finished campaign production; printing, translation and staff cover. Guest incentives and third-party purchases are also excluded and would need separate approval.

Change control

A request affecting deliverables, quantities, locations or timing is logged with its implications. We agree any revised fee and schedule in writing before starting changed work. Existing scope continues where practical; an unmet pilot gate requires a revised plan.

Commercial completion

The final statement of work should confirm confidentiality, data handling, rights to project materials, any third-party licences, cancellation or pause arrangements and other engagement terms. Those matters are not silently settled by this illustrative proposal.

A usable handover

PDF deliverables and editable project source are included. A handover index identifies what is final, who owns each next action and any third-party material with separate usage conditions.

The boundary is deliberate: this commission gets one service concept ready, tested and evaluated at one property. Extending it is a subsequent decision with its own resources and scope.

09 THE NEXT DECISION

Make the welcome worth remembering.

Begin with a focused commission. Leave with a practical service concept and a clearer decision about what to do next.



AI-generated illustrative scene. Not client evidence or an example of completed work.

01

Confirm the brief.

Agree the journey boundary, pilot property, sponsor and operating lead.

02

Confirm the commitment.

Review D01–D08, the £48,000 fee and the approved-expense ceiling.

03

Agree the start.

Finalise the statement of work, access and recruitment before scheduling week one.

PROPOSED NEXT CONVERSATION

A scope review with the executive sponsor and operations lead to resolve open questions and confirm whether to proceed to a final statement of work.

This is an internal reference proposal for a fictional engagement. It does not record acceptance, authorise expenditure or replace an executed agreement.