

# JACK

 HOSPITALITY

Connect. Collaborate. Create.

# Meet JACK.

JACK is Australia's first, majority Indigenous owned, female led Food & Beverage Hotel Advisory and Hospitality Consultancy firm.

As pioneers within the hospitality industry, we embody a wealth of combined expertise exceeding 100 years in venue consultancy, restaurant feasibility, concept creation & development and brand Identity; venue operations, strategic HR, marketing, retail and events. Our passion for our work is ingrained in our very essence.

Harnessing industry insights and an intimate comprehension of consumer behaviour that shapes our every move, we collaborate with venue owners, operators, and developers to discern the exceptional opportunities that will set them apart.

From there, we cultivate, innovate, elevate, and infuse timeless brands with newfound vitality, resonating with present and future guests.

While many consultants come and go, we remain steadfast partners from inception to implementation and beyond.

## We start with you.

Our approach is centred on delivering unique and personalised solutions that truly reflect your needs. We refrain from relying on others' answers, valuing our ability to think independently and provide tailor-made results.

By engaging in continuous and thorough discussions, we aim to understand the core motivations behind your goals, enabling us to devise effective solutions.

We strive for excellence in all aspects and spare no effort in our pursuit. Our commitment to authenticity, feasibility, and integrity remains unwavering at every stage of our collaboration.

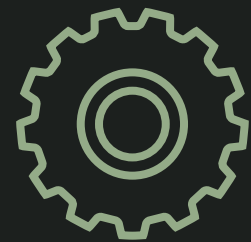
Recognising the significance of a strong community, we understand that the success of a brand is closely tied to its supporters. Therefore, genuine hospitality lies at the core of our endeavours.

Our focus revolves around enhancing the guest experience, leveraging insightful analysis and data to drive immediate growth in your business.



### Concept Development.

Also known as the “fun part”, this is where the insight from our first two phases comes together to inform the creative brief for the project. This is where we present our answer to both your needs as a business, and what the local market is asking for. It’s guaranteed to be fun.



### Execution & Operations.

This is where we get into the nitty gritty, ensuring that all of our planning comes to life, and your systems are set up to support you from day one. We pride ourself on delivering on time, and in budget - every time.



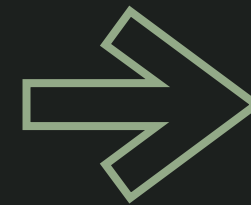
### People and Culture.

We provide Indigenous-led, HR consulting for organisational success. With 20+ years HR Executive HR Leadership experience, we bring a unique combination of operational HR expertise alongside strategic transformational experience to provide tailored solutions that align your people with your organisation's vision. We support inclusive leadership and drive sustainable change with a collaborative, flexible approach.



### Masterplanning.

*The ability to stand back and look at the bigger picture is one thing, but orchestrating all the little components is another. Luckily, we’ve got both. We’ll collaborate with the best in market, from design brief to construction, making sure that no stone is left unturned, and that we achieve the most efficient operational design, without compromising on customer experience.*



### Placemaking & Wayfinding.

To create a successful venue, you must be in tune with what your community wants. We like this philosophy to guide everything from supplier selection through to the way your venue presents itself to the world. We’ll always put your best foot forward.



### First Nations Advisory.

We are committed to increasing Indigenous participation in Hospitality. We empower clients to identify opportunities for Indigenous business and create pathways for sustainable employment and advancement of First Nations Australians. We provide culturally appropriate advice and solutions to foster inclusivity and cultural competence in your business and empower Indigenous success.



### Food & Beverage.

Working with a team of experts, we help you to conceptualise and plan an approach to food and beverage that is always of a premium standard. We believe that hospitality starts in the kitchen so we work with your teams to ensure this warmth then makes its way into the rest of your venue.



### Asset Management.

We act as the Owner’s representative across all aspects of hotel development, pre-opening, and operational readiness, fulfilling the role of Asset Manager/Owner Representative. With extensive experience, we manage operational implementation from start to finish, enhancing property value through qualitative growth by optimising revenue and reducing expenses.



### Business Coaching.

JACK provides bespoke, performance-driven mentorship and strategic support to hospitality operators, elevating operations, guest experiences, and commercial results. Offerings include one-on-one coaching, real-time advisory, and focused guidance across leadership, operational efficiency, and business optimisation.

# Our Services.

# Discovery Workshop.

## Discovering your opportunity

We are committed to discovering your unique opportunity and getting the concept right, which is why we start with a Discovery Workshop to really get under the hood of your business.

Based on insights and learnings from venue consulting and our own venues, we know that F&B concepts, in particular for hotels, can be complex, with many stakeholders and interconnecting pieces of the puzzle to factor in, and key milestones to meet. Our collaborative approach allows us to arrive at the right solution, faster, and more strategically.

A facilitated workshop tailored to the specifics of your brief is our recommended way to kick-off the project and accelerate the concept development phase. We come armed with context from global and local trends and your team takes us through the facts that will lead us to find the simple strategic

solution to the problem the F&B concept needs to solve. Our process allows for active listening of client and all stakeholder needs, leading to rapid decision making and consensus building, an earlier start date, faster on-boarding process and cohesive interaction with stakeholders to understand current and future positioning.

This workshop then informs our market assessment, concept development and all future phases of working together.

# Our Services.

# Market Analysis.

The foundation for success

We know that a solid understanding of what's driving the market is the key to a unique and lasting concept and brand. Through years of experience we know that the way we are able to synthesise the trends and statistics driving the market conditions is the best in the market, and becomes the foundation for success.

Our all hands on deck approach to this assessment is what sets us apart.

Our team use this research to firstly understand the state of play, and then to discover the opportunity for you. Not only do we understand the market, we also understand how quickly the market can change. We source data from the most trusted sources across hospitality, lifestyle, culture and government, conduct field research of our own, and ensure our recommendations meet current and future market demands.

Key considerations in the market analysis include:

- Robust industry state of play
- Key trends and data defining the market and identified audiences
- Competitor analysis (current and future supply), including SWOT analysis of key competitors
- The market mix of guests and how they impact the demand profile (current and future supply)
- The impact of the hotel in the market
- Initial recommendations and considerations

# Our Services.

# Concept Development.

The opportunity

Our robust market analysis, drills down into conclusions that then provide a framework to inform our strategic direction and concept development. This is the creative brief for the project, where all of our research and insights come together to give the local market what it's asking for.

Key considerations in the concept development include:

- Key cultural and strategic considerations to inform concept
- Development of bespoke concepts/concept storylines/music curation
- Identify service style; its hallmarks, retail positioning and culture
- Nature of offer/pricing; food and beverage
- Service rituals
- Product positioning and service model
- Day-part programming
- Name ideation

# Our Services.

# Forecast Modelling.

The pillars for success

Key considerations in the forecast modelling include:

- Budget parameters for the F&B areas; (F&B Positioning Pyramid)
- Optimum venue populations and proposed profitability by Concept
- Optimal operating model including an assessment of different models
- Strategic commercial business case
- Ongoing maintenance and upkeep costs
- Estimate of venue expenditure including payroll
- Indicative revenue/profit modelling for concepts

# Our Services.

# Master Planning.

## Functional design

We bring years of knowledge to this process, imparting our recommendations and thinking of all the details so you don't have to. We'll collaborate with the best in market, from design brief to construction, making sure that no stone is left unturned, and that we achieve the most efficient operational design, without compromising on customer experience.

Key considerations in our Master Planning approach include:

- Internal space zoning, blocking of venues and services requirement
- Review planning and provide commentary to achieve optimum operational flow/guest experience
- Identify key activation and engagement areas to draw people into spaces
- Explore and advise on best positioning of restaurant and bar venues within the property
- Consult and liaise on functionality within kitchen and bar equipment and design scope
- Hospitality kitchen and bar design

# Our Services.

# Placemaking & Wayfinding.

Become part of the community

To create a successful venue, you must be in tune with what your community wants. We like this philosophy to guide everything from supplier selection through to the way your venue presents itself to the world. We'll always put your best foot forward.

- Stakeholder & community management
- Environmental design
- Signage
- Installations
- Art curation
- Strategic partnerships

# Our Services.

# Naming and Branding.

Create the identity

Give your venue a distinctive identity through brand application

- Naming & nomenclature
- Create a brand & logo
- Style brand guide
- Signage guidelines & design
- Uniform designs (indication only)
- Collateral designs & artwork for all aspects of the F&B offerings
- Branding & visual Identifies

# Our Services.

# Amplification.

Let your brand be heard

We want your brand to be successful for its lifetime. We love to work on “what’s next?” with you, providing a strategy for tactics can be deployed to demonstrate the vision and values of your brand to increase brand awareness and prosper community.

- PR & marketing strategy
- Campaign development
- Launch
- Events
- Ongoing consultancy and training

# Our Services.

# IT Discovery, Consultation, Install.

Prepare and upload

Make a change for the future today. Support and undertake a detailed site analysis with key stakeholders on the venues hospitality functioning IT requirements and complete an IT Systems Research Report which incorporates solutions available to optimise and support your business. JACK can arrange an assessment across Table Management Systems (TMS) Point Of Sale (POS), Workforce Management, Order at Table platforms and other requirements as advised, including recommendations on system integration opportunities.

Deliverables can include:

- Hospitality IT discovery
- Hospitality IT consultation
- Guest journey mapping
- Configuration and integration reviews
- Installation liaison and support
- Training implementation assistance
- Ongoing health checks

# Our Services.

# Food & Beverage.

The good stuff

Working with a team of experts, we help you to conceptualise and plan an approach to food and beverage that is always of a premium standard. We believe that hospitality starts in the kitchen so we work with your teams to ensure this warmth then makes its way into the rest of your venue.

- Content curation
- Food direction and sample menu items
- Beverage direction and sample menus
- Recruitment & Training
- Sequence of service
- OS&E selection (table top & kitchen)

# Our Services.

# Successful Retailing.

Execute strategies that increase your sale

Our expertise focuses on making your retail stand out, what makes you so special, we'll help your customers find out and come back for more.

- Clear and understandable customer journey including store layout and wayfinding
- Product ranging, display and placement to maximise sales
- Sales analysis, including sales mix and profitability
- Customer service - engaging a team that engages your customers
- Creating great stories, memorable experiences and rave reviews

# Our Services.

# Execution & Operations.

## A hands on approach

This is where we get into the nitty gritty, ensuring that all of our planning comes to life, and your systems are set up to support you from day one. JACK prides itself on delivering on time, and in budget - every time.

- Operational implementation & management
- Project management
- Third party supplier sourcing and management
- Budgeting & costing
- Guest experience design
- Operational readiness
- Training & toolkits
- Standard operating procedure's

# Our Services.

# People and culture.

## Driving organisational success

JACK People & Culture (P&C) provides Indigenous lead, tailored HR consulting services to drive organisational success. With 20+ years HR Executive HR Leadership experience, JACK P&C brings a unique combination of operational HR expertise alongside strategic transformational experience to provide solutions that align your most valuable asset – your people – to the vision and goals of your business.

Leveraging our experience in diversity, inclusion, and cultural change, JACK P&C will support you to identify and disrupt barriers to inclusion and strengthen inclusive leadership capability. Through an authentic and collaborative team-based approach, we offer a range of flexible and inclusive solutions, to build capability and drive sustainable change.

- Strategic Human Resources (HR)
- Generalist HR consulting, services & advice
- Diversity & inclusion
- Talent sourcing
- Organisational culture & capability
- Culturally safe workplace

# Our Services.

# First Nations Advisory.

## Increasing your Indigenous participation

JACK First Nations Advisory provides culturally appropriate advice and solutions to create an inclusive, culturally safe work environment, develop the cultural competence of your teams and empower Indigenous success in our industry. We create a safe space for you and your teams to increase your cultural awareness and understanding of First Nations peoples, culture and communities.

- Education to increase cultural awareness and capability
- Indigenous participation plans
- Reconciliation action plans
- Stakeholder engagement
- Indigenous career pathways
- Indigenous coaching & mentoring
- Indigenous procurement and supply chain
- Policy evaluation through an indigenous lens

# Our Services.

# Asset Advisory & Execution.

## Operational readiness

JACK Hospitality can represent the Owners on all hotel Development, Pre Opening and Operational Readiness under the function/role of Asset Manager / Owner Representative.

We have experience and the ability to manage the operational Implementation & management from end to end, increasing the value of your property through qualitative growth through driving operational revenue and expense reductions.

Deliverables can include:

- Project management
- Third party supplier sourcing and management
- Budgeting & costing including pre-opening budgets
- Ensuring Operator compliance to agreed HMA Terms and Performance Measures
- Attend all Hotel Operator meeting as Owners Representative
- Key role interviewing, screening and onboarding
- Operational readiness
- Review Hotel performance indicators such as RevPAR, RGI, ADR, forecasts and benchmarking and action accordingly
- Work closely with Hotel Operators to enhance the asset valued cash flow of the hotel property

# Our Services.

# Business Coaching.

## Mentorship & Strategic Growth Program

JACK delivers tailored, performance-focused mentorship and strategic support for hospitality operators, enhancing operations, guest experience, and commercial outcomes. Services can include one-on-one sessions, real-time advisory, and targeted guidance across leadership, operations, and business optimisation.

### Deliverables:

- One-on-One Strategic Mentoring; Individualised Operator Support
- Venue Evaluation & Strategic Assessment; A foundational review of each venue to diagnose strengths, gaps, and market alignment:
- Guest Experience Review- Insights-Driven Experience Assessment
- Food & Beverage Program Evaluation; An End-to-End F&B Diagnostics
- F&B Marketing & Commercial Strategy - Revenue-Driven Brand Promotion
- Service Standards & Training Needs Assessment - Operational Excellence Framework
- Operating Rhythm: Culinary & Beverage; Team Structure & System Review
- Financial Acumen & Business Literacy; Up-skilling Operators in Financial Performance
- Operational Efficiency Enhancement; Maximising Resource Utilisation & Output
- Digital Presence & Guest Journey Optimisation: Digital Health Check & Journey Mapping
- Sustainability & Innovation Strategy -Conscious Hospitality Advisory

Through our innovative coaching venues receive hands-on, results-focused consulting that drives performance, consistency, and elevated guest satisfaction, backed by the experience and systems of JACK Hospitality.



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# Our Team.

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# Meet JACK.

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## Joshua Dows Co-Founder

Joshua is a seasoned hospitality professional with 20+ years of experience in large-scale hospitality, events management, and hotel operations. With a bachelor's degree in Business Management, specialising in Hotel Tourism and Communications, he possesses a wealth of knowledge across various aspects of the industry, including strategy development, concept curation, and operational implementation.

As an expert in managing teams and delivering exceptional guest experiences, Joshua has a proven track record of success. His leadership and organisational skills enable him to oversee all aspects of property operations, including F+B operations, sales, marketing, revenue management, and guest services.

In addition to his hotel-based roles, Joshua excels in F+B consulting, where he offers expertise in guest journey modelling, concept curation, and experiential ideation. He has a solid track record of developing effective F+B strategies through financial modelling, business analytics, and feasibility studies, ensuring the alignment of proposed concepts with target market preferences and the surrounding environment.

## Catherine Mitchell Co-Founder

Catherine is a highly experienced operational professional in the hospitality industry, with a remarkable career spanning over 30 years. She has successfully managed a wide range of operations, including contract catering, venues, events, restaurants, stadia, travel hubs, and high street retail, showcasing her versatility and adaptability.

As a dynamic and forward-thinking leader, Catherine excels in effective communication and driving teams towards achieving business objectives. Her positive and creative leadership approach creates an energetic work environment that inspires excellence. She has a proven track record in leading teams through transformative change management processes, facilitating successful business transformations.

Catherine's expertise also lies in designing products and services that optimise operational efficiency and enhance the customer experience. Her focus on service delivery consistently exceeds expectations, ensuring exceptional service and customer satisfaction.

Known for her exceptional stakeholder management skills, Catherine collaborates closely with executives, senior managers, and clients.

## Alison Hulm Co-Founder

Alison Hulm is a seasoned hospitality leader with 30 years of experience managing luxury hotels, Michelin-star restaurants, and bars globally. With a deep understanding of the industry and an unparalleled passion, Alison ensures exceptional guest experiences and successful business outcomes.

Alison holds an advanced diploma of Business in Hospitality from CIT and is a qualified Workplace Trainer & Assessor and Lecturer. Previously, she served as the Director of Restaurant and Bars for Australasia and Japan at InterContinental Hotel Group, overseeing the Food & Beverage direction and design for new hotel openings, refurbishments, schematics and conversions across the region. Managing over 60 restaurant and bar openings, Alison excels in all aspects of food & beverage, operations management, and business improvement.

As an excellent communicator and results-driven leader, Alison develops creative food and beverage brand concepts. Her expertise lies in managing venue openings, assembling high-performance teams, and achieving commercial targets. With a strong commitment to sustainability, community engagement, and responsible food sourcing, Alison is dedicated to promoting a conscientious approach to the industry.

## Kerrie Howard Co-Founder

Kerrie is a proud Aboriginal woman of the Burra Burra people of New South Wales.

With 20+ years of experience in Executive HR Leadership and 15+ years in the Hospitality Industry, she is a positive and inspirational leader. Kerrie holds a Diploma in Positive Psychology and Wellbeing, along with a Certificate of Business Management. She excels in partnering with senior business leaders to drive sustainable change and deliver solutions that enhance performance, profitability, growth, and engagement.

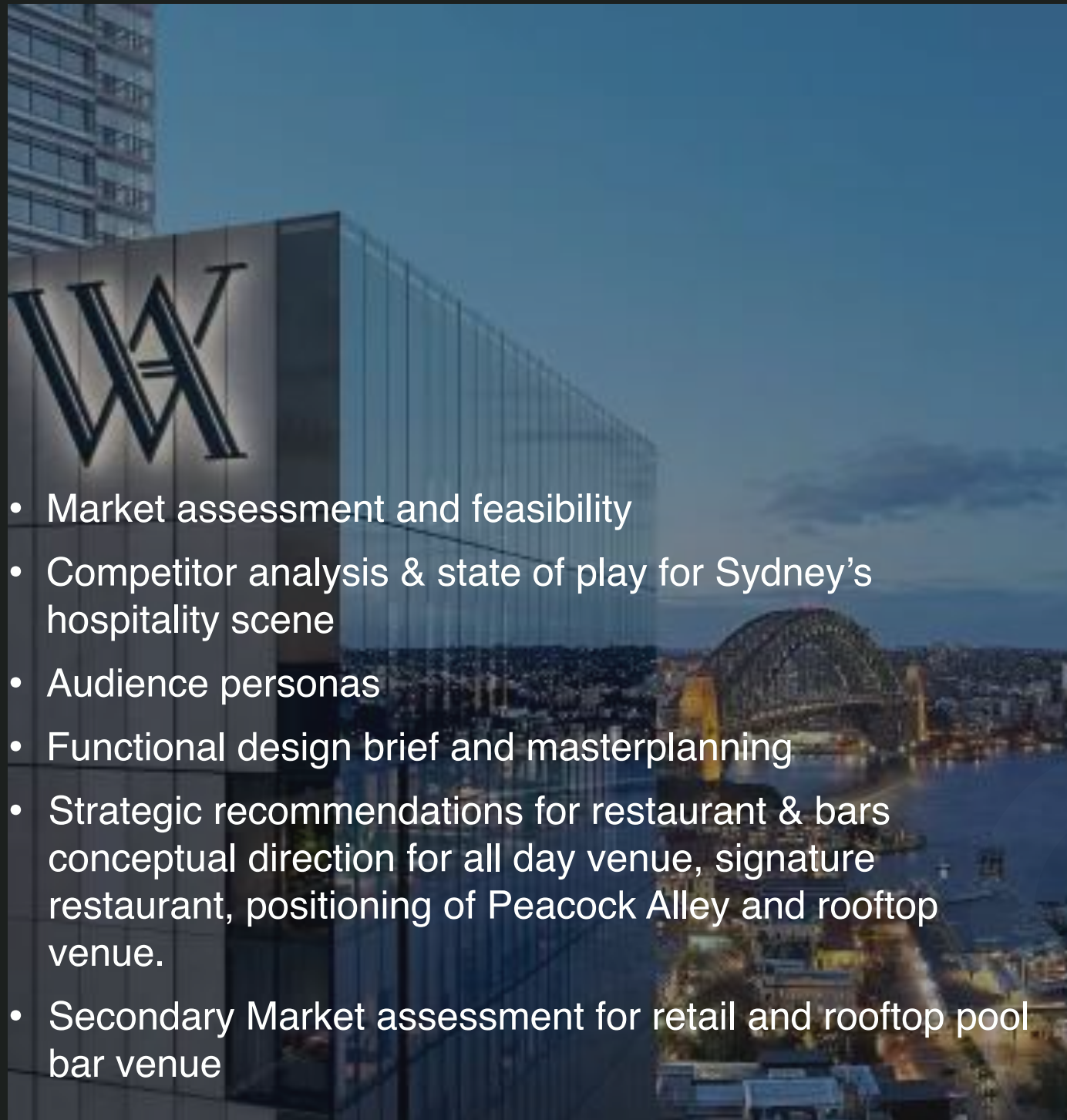
Known for her trusted business relationships and pragmatic approach, Kerrie is deeply passionate about fairness and equality for all Australians. She believes in working together to achieve a reconciled future for the country. Kerrie serves on the Boards of the Burra Burra Aboriginal Corporation and the Black Excellence Fund, actively contributing to the empowerment of Indigenous communities and promoting equal opportunities.

In her personal life, Kerrie enjoys keeping fit, travelling, and dining out with family and friends. With her Aboriginal heritage, extensive HR leadership experience, and dedication to social justice, Kerrie is a respected leader and a catalyst for positive change.

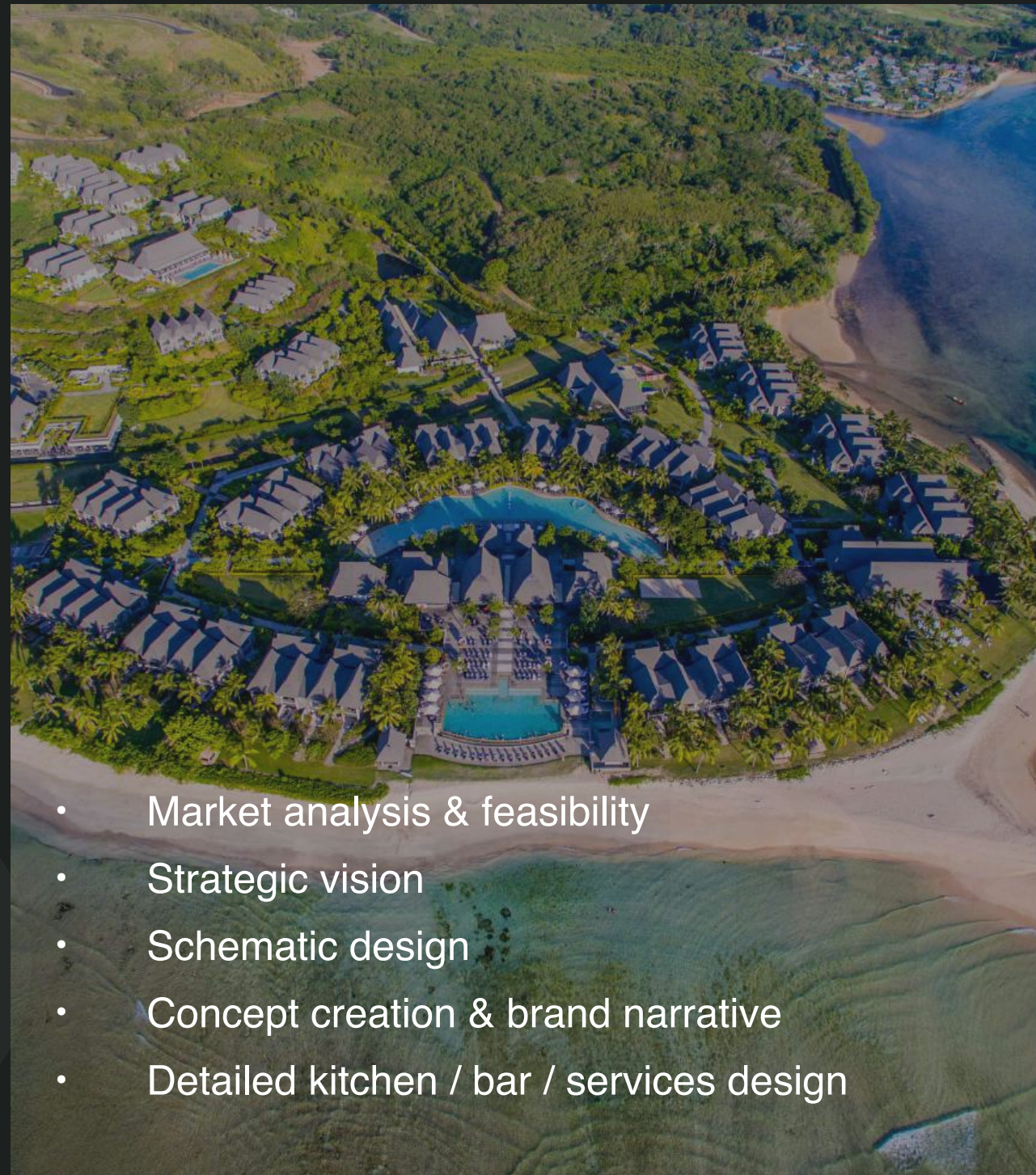
# Project References.

# Our Work.

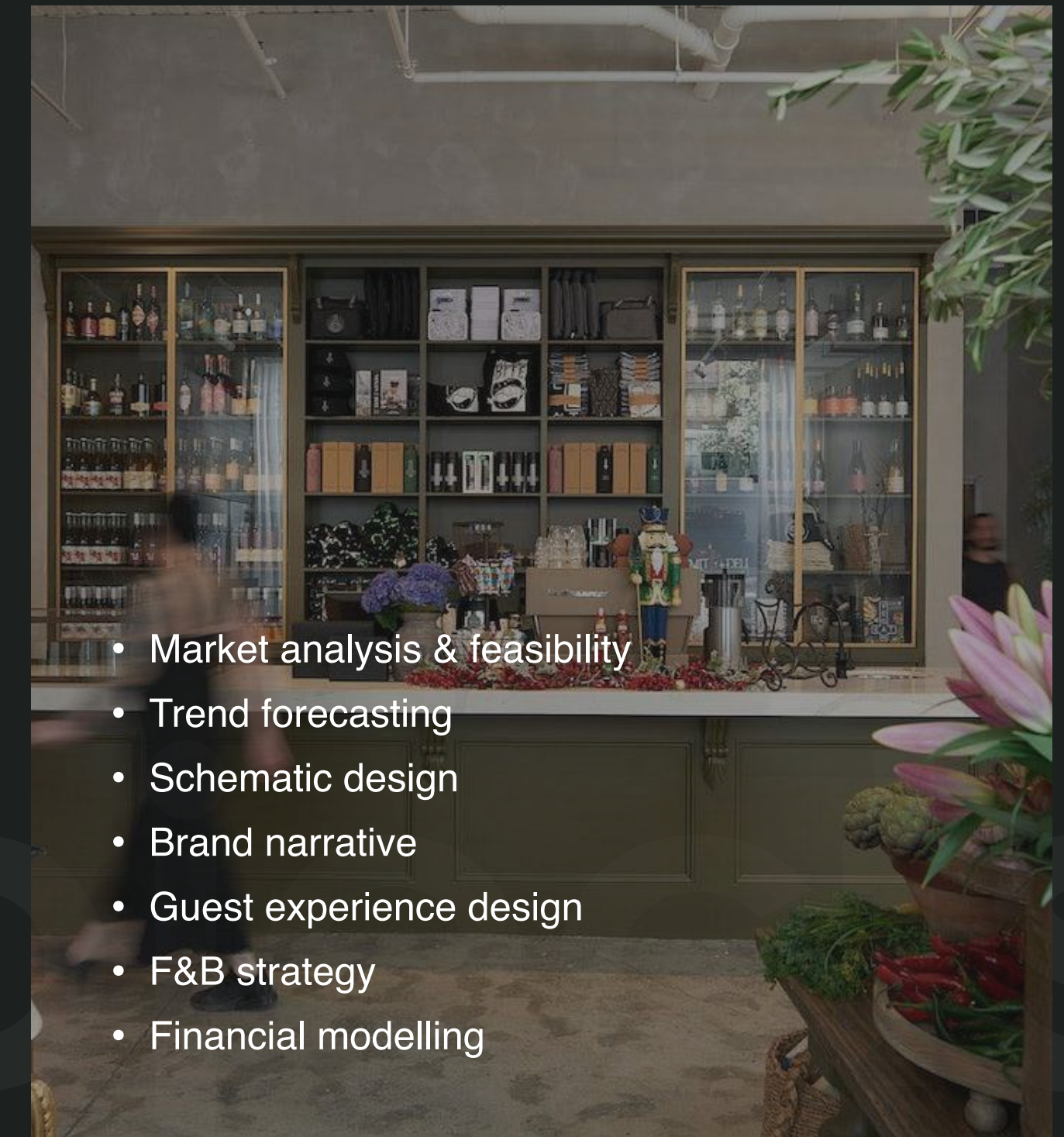
## Waldorf Astoria, Sydney.



## IHG Fiji, Suva and Coral Coast.



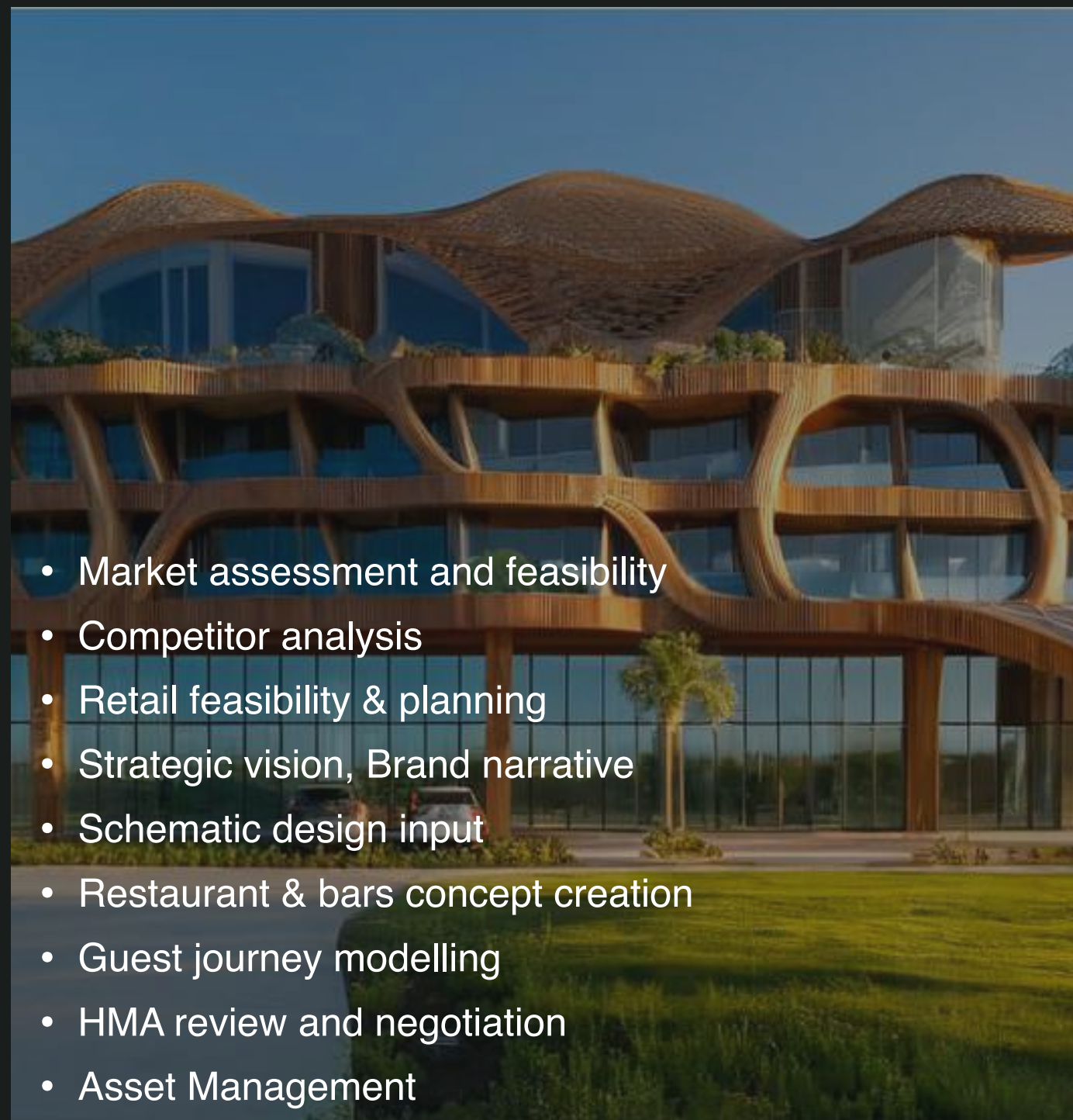
## Smith and Deli, Melbourne.



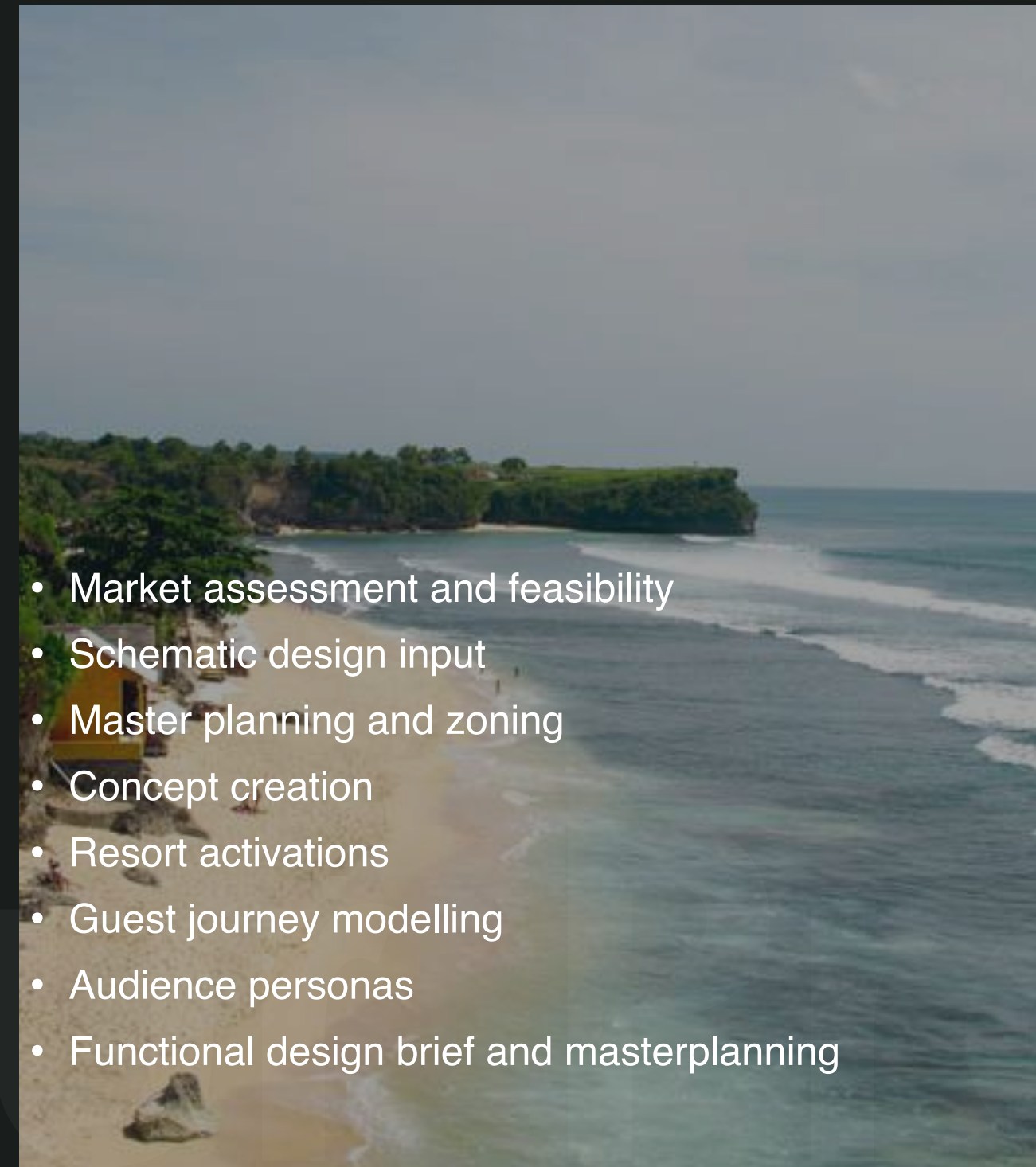
# Project References.

# Our Work.

## The Wylder by Cross Collection, Canggu, Bali.



## Intanah Balangan Beach Resort, Bali.



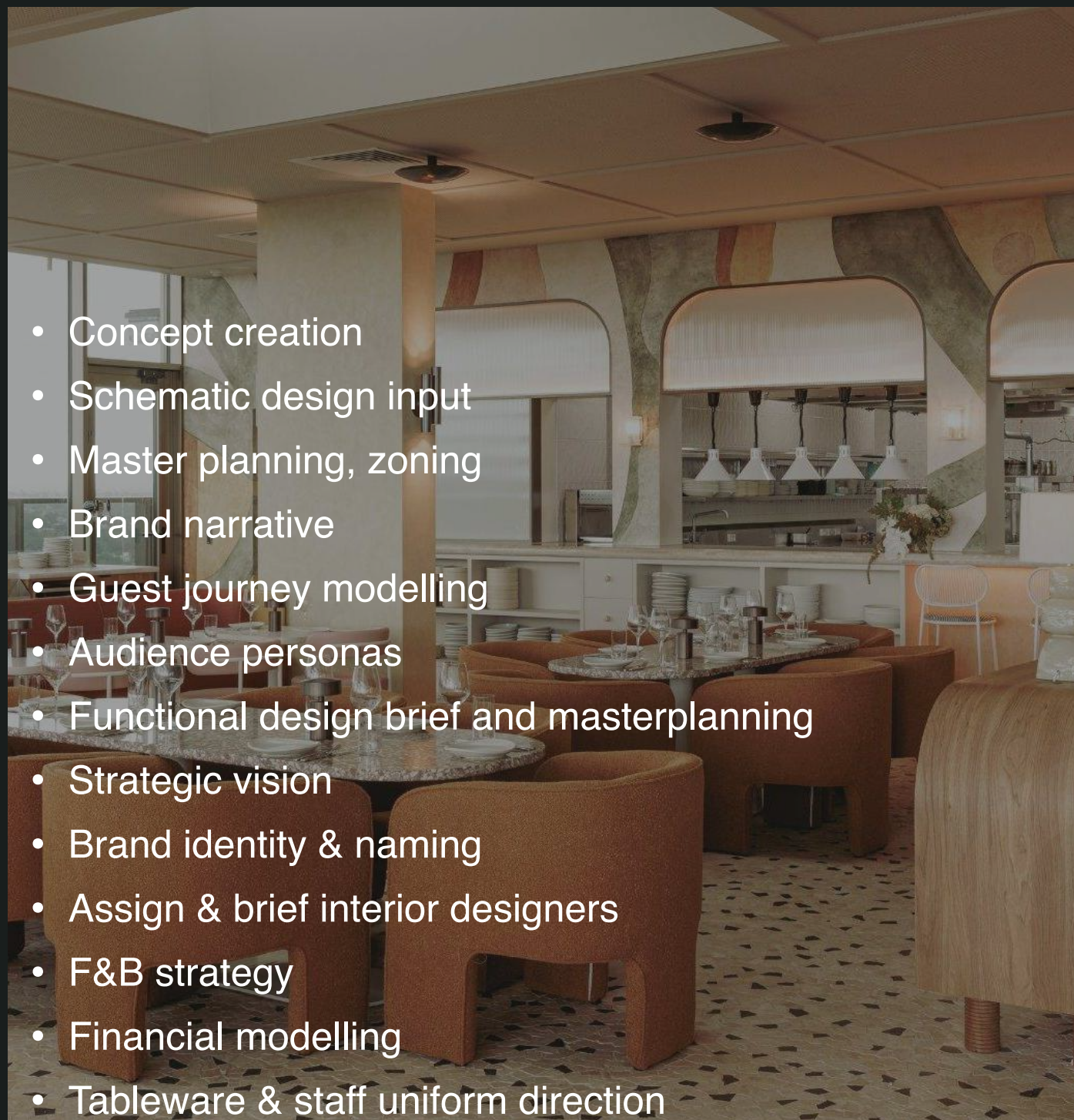
## ELLE Resort & Beach Club Bali.



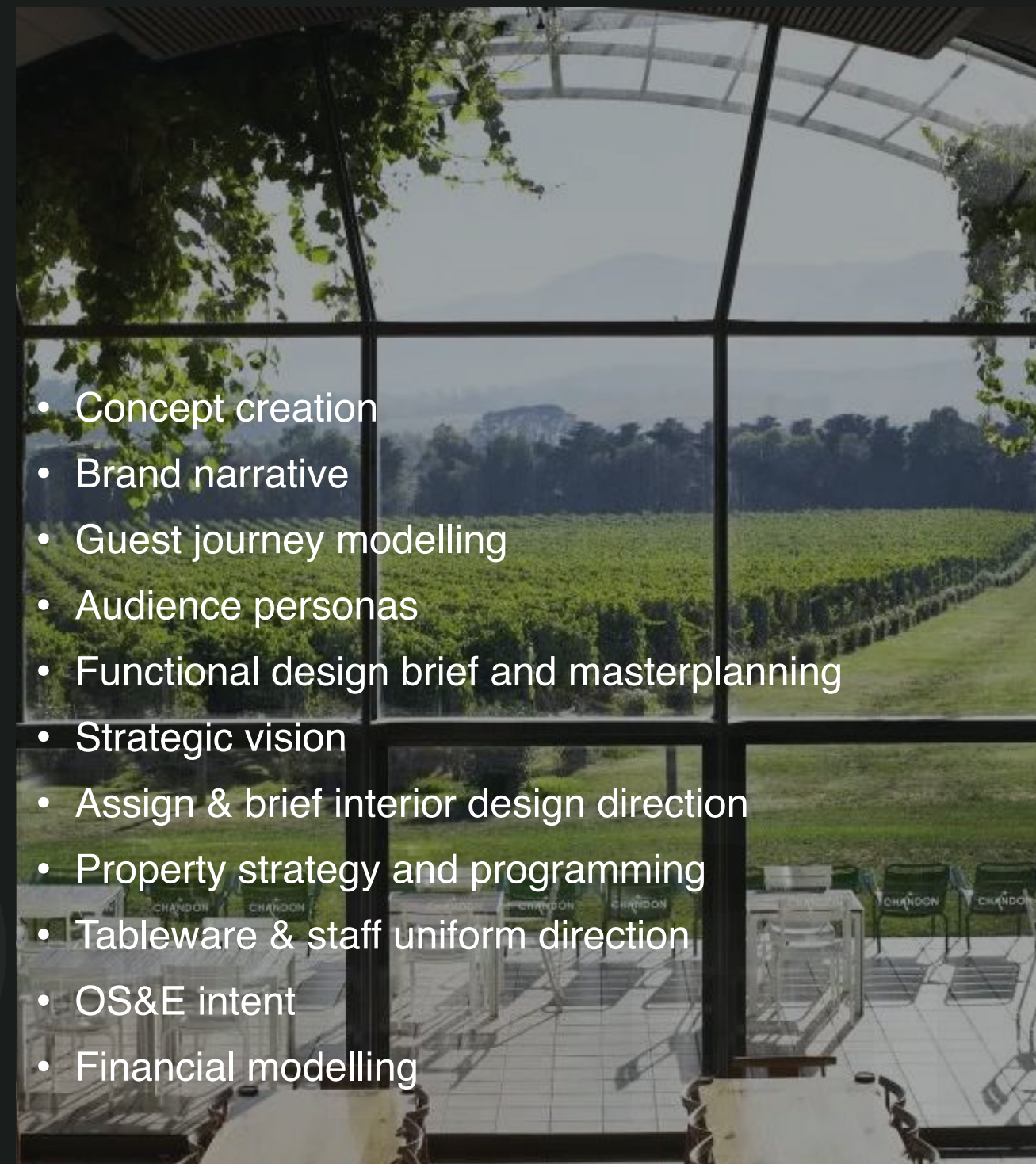
# Project References.

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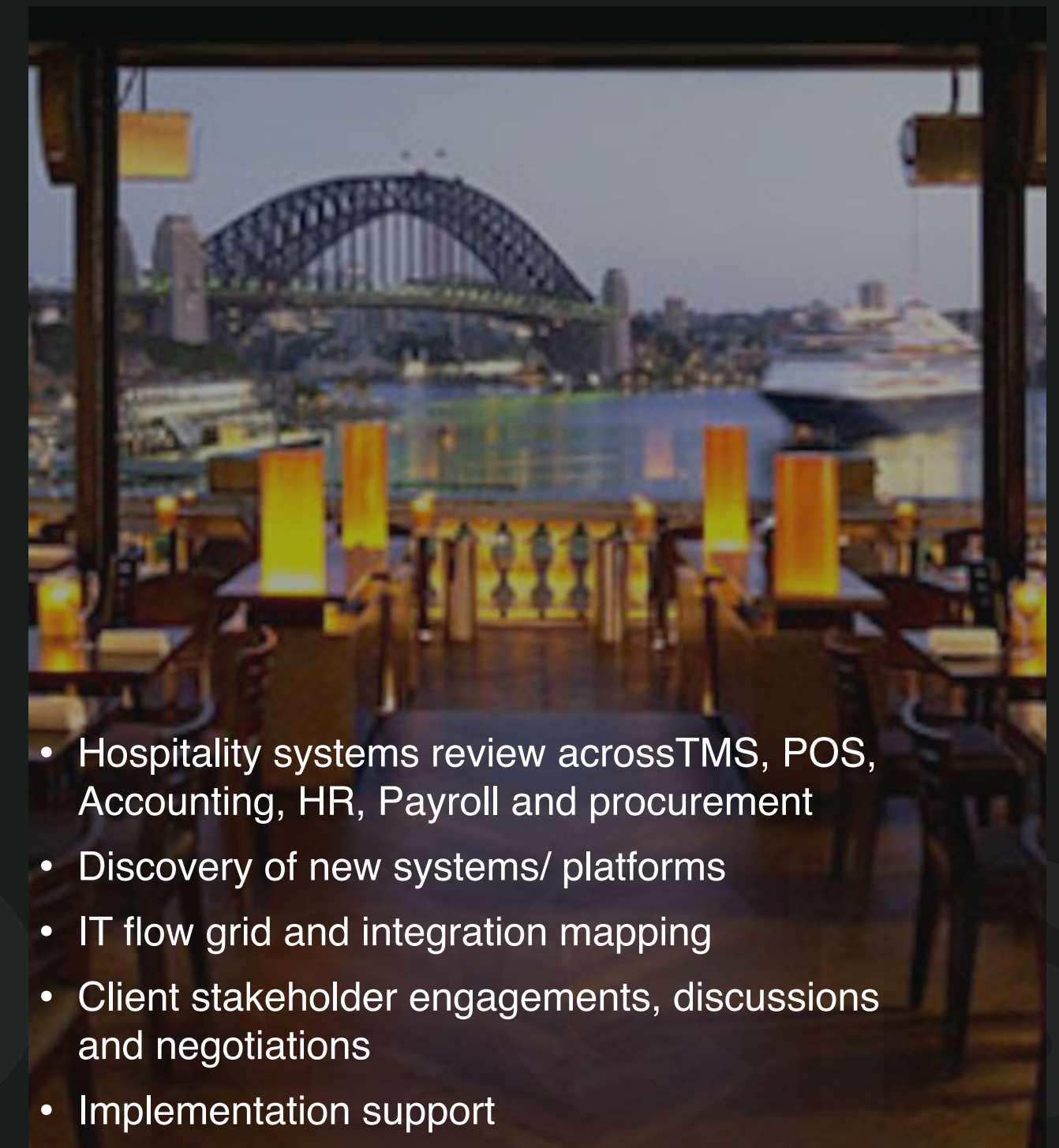
## Beverly Rooftop, Melbourne.



## Chandon, Yarra Valley.



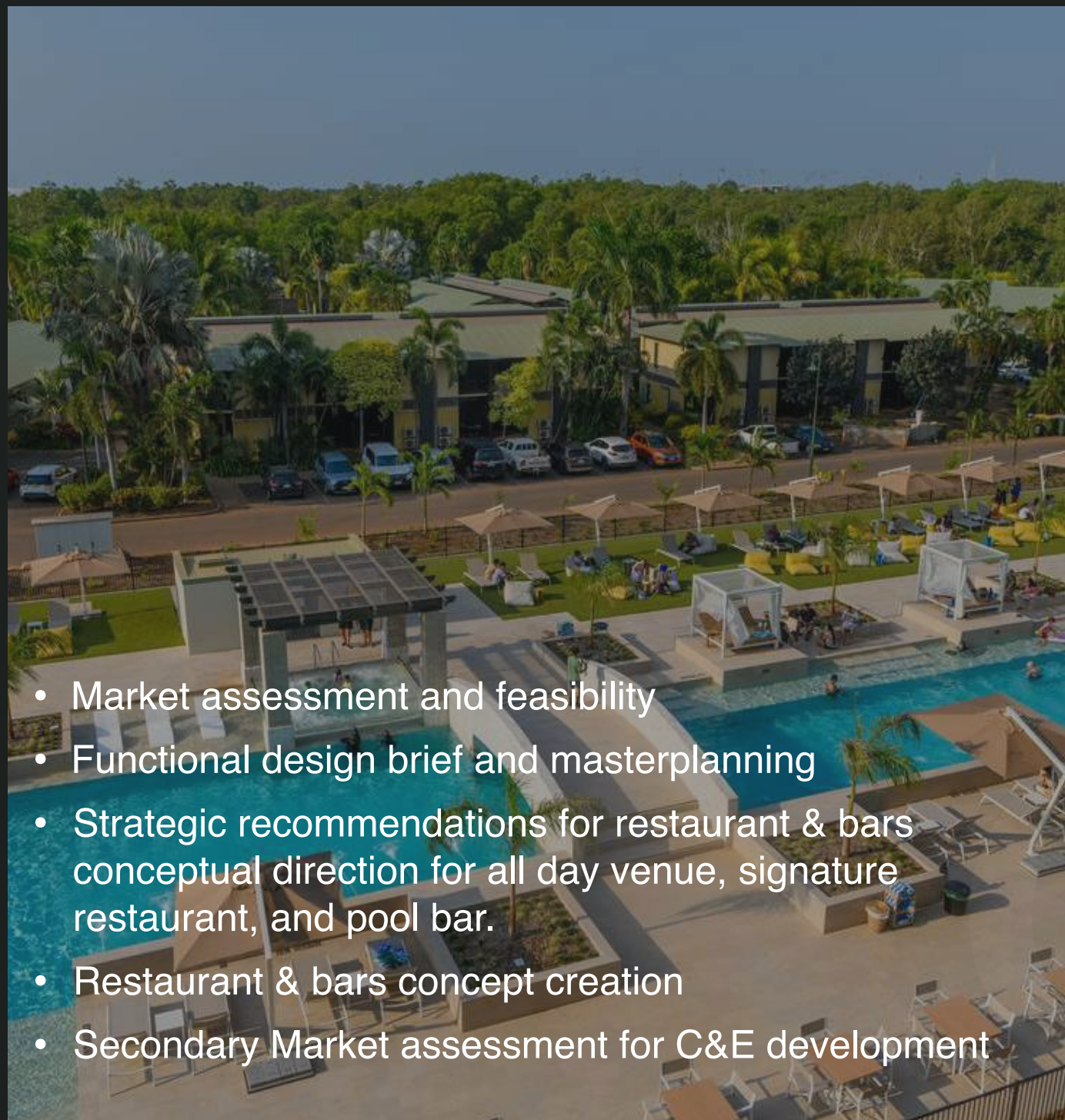
## Cafe Sydney, Sydney.



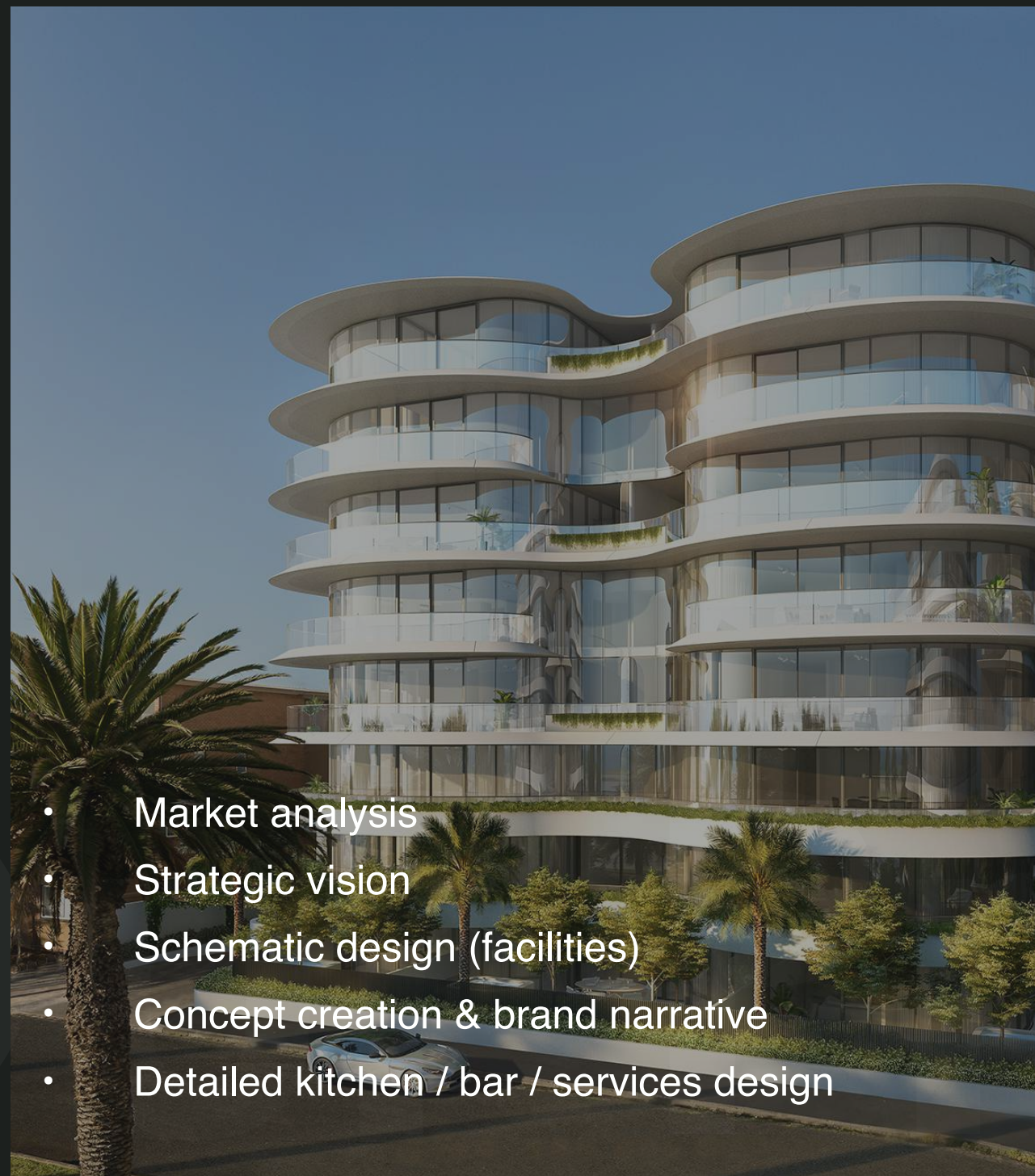
# Project References.

# Our Work.

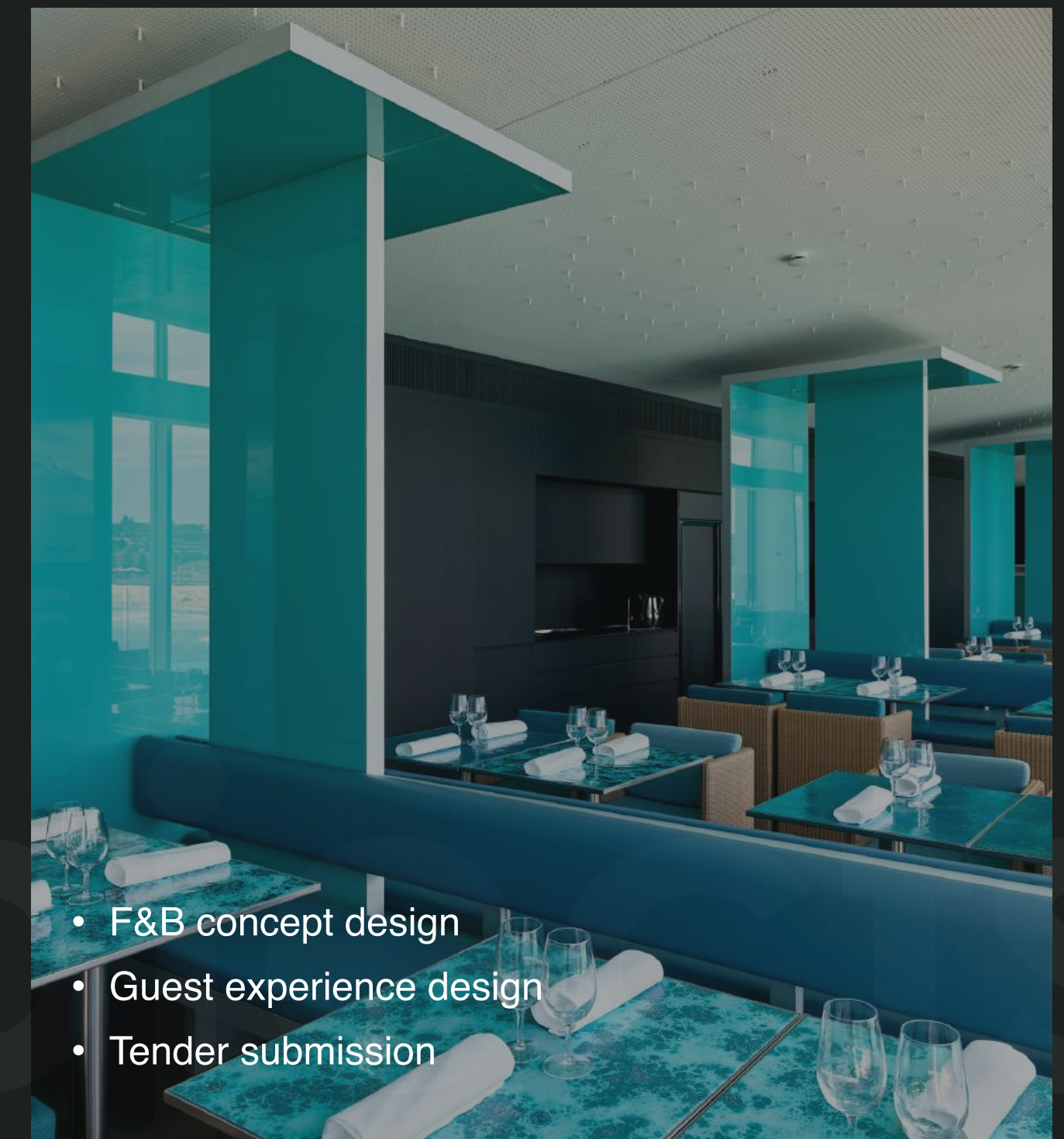
## The Mercure & Novotel Airport, Darwin.



## St Moritz, Melbourne.



## Icebergs Bar + Kitchen, Sydney Airport.



# Friends of JACK.

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● Friends



Proud Partner of  
**iDiC** Indigenous  
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HOTELS

**qlub** ::::

**Yadhung ngi.  
(Thank you)**

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