



EDO STRATEGIC ADVISORS LLC

# Executive Briefing

Tier 1: Executive Briefing

## Technology Enablement & Execution Readout

**PREPARED FOR** Harbor & Ember Hospitality Group

**CONTACT** Ava Mercer, Founder & CEO

**DIAGNOSTIC TYPE** Tier 1: Executive Briefing

**DATE** May 7, 2026

**REPORT ID** EDO-HAR-T1-ERD-0001

### EXECUTIVE SNAPSHOT

**WEIGHTED ENTERPRISE SCORE**

**3.47**

**RISK POSITION**

**Strained**

**OPERATING LEVEL**

**Bishop Level:  
Strategic Alignment**

**PRIMARY CONSTRAINT**

**Technology**

**RELATIVE STRENGTH**

**Customer**

© 2026 EDO Strategic Advisors LLC. All rights reserved.

Proprietary and Confidential

This document contains proprietary methodologies, advisory frameworks, diagnostic models, report structures, scoring logic, and executive interpretation developed by EDO Strategic Advisors LLC. No part of this document may be copied, reproduced, distributed, disclosed, resold, or used to create derivative works without prior written permission from EDO Strategic Advisors LLC.

**REPORT STRUCTURE**

# Table of Contents

---

<b>1</b>	<b>Executive Summary</b>
<b>2</b>	<b>Organizational Snapshot</b>
<b>3</b>	<b>Risk Position &amp; Domain Heatmap</b>
<b>4</b>	<b>Cross-Domain Pattern Summary</b>
<b>5</b>	<b>Key Operational Risks</b>
<b>6</b>	<b>Leadership Priorities</b>
<b>7</b>	<b>SO WHAT / NOW WHAT</b>
<b>8</b>	<b>Recommended Next Step</b>
<b>9</b>	<b>About the Framework</b>

---

## EXECUTIVE SUMMARY

# 1. Executive Summary

SCORE	RISK POSITION	OPERATING LEVEL	PRIMARY CONSTRAINT
3.5	Strained	<b>Bishop Level: Strategic Alignment</b>	<b>Technology</b>

## Executive Narrative

Harbor & Ember Hospitality Group is currently operating in a strained condition, with a weighted enterprise score of 3.5 and an operating level currently assessed as Bishop Level: Strategic Alignment. The issue pattern is not diffuse. It is concentrated enough to give leadership a clear read on where execution reliability is being constrained first.

In practical terms, this means the organization is losing control through the same lane often enough that leadership can no longer rely on normal follow-through, routine coordination, or standard review rhythm to keep priorities moving cleanly.

Leadership appears clearer on direction than the business is on day-to-day execution. Priorities are still getting lost in ownership, sequencing, or regular review. The same pattern is now visible across Technology and Transformation, which is lengthening cycle time and forcing more management intervention. Leaders are relying too heavily on manual updates to understand where work is blocked, aging, or slipping. Manual reporting, delayed visibility, system disconnects, and workaround burden are not isolated to one area. The same pressure is now reinforcing risk in adjacent operating lanes in transformation, which is requiring extra management intervention to keep work connected.

The biggest risk is not simply slower output. It is that manual reporting and delayed visibility may continue increasing coordination strain and delaying consistent execution. If leadership allows the current pattern to continue, more time will be consumed by blocked work, repeated follow-up, manual reconstruction of facts, and decisions that should already be governed through clearer ownership and cadence discipline.

Leadership should act now because the current signal is strong enough to justify correction, but still early enough to address before the business absorbs more drag through margin leakage, execution delay, or management overreach. The first move should be to protect system visibility and fix reporting gaps slowing decisions.

Recommended next step: Tier 2 Executive Diagnostic. This briefing provides enough signal to justify deeper analysis before leadership commits to implementation support. The next step should sharpen domain causes, value exposure, cross-level variance, and the advisory path with greater confidence.

**MOST IMMEDIATE RISK**

Manual reporting and delayed visibility may continue increasing coordination strain and delaying consistent execution.

**ADVISOR OBSERVATION**

The deeper issue is operating control. Harbor & Ember Hospitality Group is showing a pattern in which technology pressure is consuming leadership attention faster than the current cadence, ownership model, and review discipline can absorb it. Leadership may be underestimating how much follow-up, side-channel coordination, and exception handling are now compensating for missing operating structure. If the current pattern holds, the next risk is that the business stays active while becoming less controlled, especially as decision quality continues to depend on informal coordination.

**MESSAGE FROM ERIN FELLA**

This rapid diagnostic is designed to give Harbor & Ember Hospitality Group a fast outside executive read on where performance may be slowing and where leadership attention should focus first.

The goal is not to over-interpret early signals. It is to surface the issue pattern quickly, clarify where execution may be slipping, and help leadership decide whether a deeper operating diagnostic is warranted.

**Erin Fella**

Founder, EDO Strategic Advisors LLC

## 2. Organizational Snapshot

---

<b>COMPANY</b>	Harbor & Ember Hospitality Group
<b>INDUSTRY</b>	Hospitality & Events
<b>REVENUE BAND</b>	\$25M-\$50M
<b>EMPLOYEE COUNT</b>	101-250
<b>PARTICIPANT INPUTS</b>	10 total   Executive 3   Manager 4   Individual contributor 3
<b>CONFIDENCE READ</b>	Validated Diagnostic Signal
<b>REASON FOR REVIEW</b>	Growth in private events and catering is putting more coordination pressure on the business than the current operating rhythm can absorb consistently.
<b>BRIEF ADVISORY READ</b>	The deeper issue is operating control. The concern is that manual reporting, delayed visibility, system disconnects, and workaround burden. Leadership may not fully see how much day-to-day coordination is still being held together informally until blocked work, ownership confusion, or priority drift start showing up at the same time.

---

### 3. Risk Position & Domain Heatmap

#### RISK POSITION

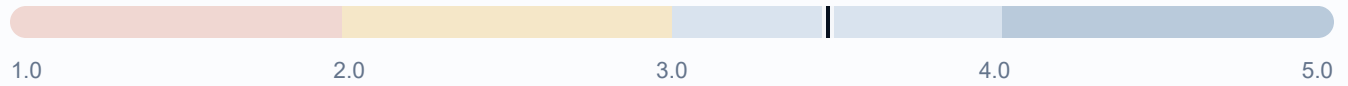
Strained

#### PRIMARY CONSTRAINT

Technology

#### Weighted Score Gauge

Directional placement on the 1.0 to 5.0 operating scale.



WEIGHTED SCORE

**3.5**

RISK POSITION

**Strained**

OPERATING LEVEL

**Bishop Level: Strategic Alignment**

## Domain Heatmap

High-level domain view showing where the strongest constraint concentration is sitting today.

### Leadership

**3.6**

Leadership engagement appears strong enough to support sharper decisions.

### Strategy

**3.6**

Strategy is clear enough to guide tradeoffs.

### Execution

**3.2**

Execution structure is vulnerable around ownership, milestones, dependencies, or sustained follow-through.

### Operations

**3.5**

Operations appear functional enough to support the business at its current load.

### Financial

**3.7**

Financial visibility appears strong enough to guide resource choices.

### Organization

**3.2**

Role clarity, capability, or workforce capacity are not strong enough to carry the current priority load.

### Customer

**4.1**

This is currently one of the stronger areas supporting performance.

### Technology

**3.0**

This remains the primary performance constraint that should be addressed first.

### Risk

**3.4**

Risk ownership, rules, controls, or continuity readiness need stronger definition to protect performance.

### Transformation

**3.0**

Transformation work is moving faster than stakeholder alignment, ownership, review discipline, or adoption capacity can support.

## Enterprise Domain Radar

Relative domain strength and constraint concentration on the 1.0 to 5.0 scale.



## 4. Cross-Domain Pattern Summary

Leadership appears clearer on direction than the business is on day-to-day execution. Priorities are still getting lost in ownership, sequencing, or regular review. The same pattern is now visible across Technology and Transformation, which is lengthening cycle time and forcing more management intervention.

Leaders are relying too heavily on manual updates to understand where work is blocked, aging, or slipping. Manual reporting, delayed visibility, disconnected systems, and workaround load are not appearing in isolation. The same pressure is now reinforcing weakness in transformation, which is making the business rely on extra management intervention.

- Primary constraint is concentrated in Technology.
- Relative strength is concentrated in Customer.
- Leadership should correct clarity, priority focus, and follow-through before adding more activity.
- The next review should decide where intervention will create the fastest return and what work loses support now.

## 5. Key Operational Risks

---

These are the operating risks leadership should keep in view while deciding whether the current pattern can be corrected through focused follow-through or warrants deeper analysis.

### RISK 1

#### TRANSFORMATION LOAD EXCEEDS ADOPTION CAPACITY

**Description:** That keeps management reacting late and relying on manual updates instead of timely operating signals.

**Leadership implication:** Leadership should pause or sequence lower-value change work before adding new initiatives.

### RISK 2

#### EXECUTION DRAG IS INCREASING MANAGEMENT INTERVENTION

**Description:** Manual reporting, delayed visibility, system disconnects, and workaround burden.

**Leadership implication:** Leadership should install a weekly operating review with named owners and escalation thresholds.

### RISK 3

#### PRIORITY NOISE MAY DILUTE RECOVERY FOCUS

**Description:** That keeps initiatives open longer, adds noise to the operating agenda, and lowers the odds that change will stick.

**Leadership implication:** Leadership should decide what remains protected, what pauses, and what loses support.

## 6. Leadership Priorities

---

The immediate objective is not a full transformation program. It is to tighten the few leadership moves that will reduce noise, improve ownership, and stabilize execution.

- 1 Protect system visibility and fix reporting gaps slowing decisions.
- 2 Slow change activity until adoption capacity and review discipline stabilize.
- 3 Set ownership, milestones, and escalation rules for priority work.

## 7. SO WHAT / NOW WHAT

This page gives leadership the fast outside read, the first operating move, and the decision that determines whether the signal needs a deeper diagnostic.

### SO WHAT

#### WHAT THIS CONDITION MEANS FOR THE BUSINESS

Manual reporting and delayed visibility may continue increasing coordination strain and delaying consistent execution. In a hospitality and events environment, this usually shows up through private event coordination delays, catering readiness issues, floor, kitchen, and events team handoff gaps, and manual reconciliation between systems.

### NOW WHAT

#### WHAT LEADERSHIP SHOULD DO IN THE NEXT 30 DAYS

Freeze any new work that increases strain in technology until the active priority list is reset. The first operating move is to tighten booking, staffing, purchasing, and event execution handoffs inside one shared review rhythm before adding more activity.

### WHAT NOT TO DO

#### WHAT WILL MAKE THE PROBLEM WORSE

Executives align in the reset meeting, then managers receive different interpretations of what is actually protected. Do not respond by layering in more private event volume, custom exceptions, or last-minute labor changes without a clearer handoff and escalation path.

### DECISION REQUIRED

#### THE EXECUTIVE DECISION NEEDED NOW

Recommended Next Step. Leadership should confirm which event, catering, staffing, and guest recovery priorities remain protected and who owns cross-functional issue closure.

## 8. Recommended Next Step

### RECOMMENDED NEXT STEP

Tier 2 Executive Diagnostic

Recommended next step: Tier 2 Executive Diagnostic.

This briefing provides enough signal to justify deeper analysis before leadership commits to implementation support. The next step should sharpen domain causes, value exposure, cross-level variance, and the advisory path with greater confidence.

<b>RECOMMENDED NEXT STEP</b>	Tier 2 Executive Diagnostic
<b>WHY THIS STEP</b>	This briefing provides enough signal to justify deeper analysis before leadership commits to implementation support. The next step should sharpen domain causes, value exposure, cross-level variance, and the advisory path with greater confidence.
<b>WHEN TO GO DEEPER</b>	Advance to Tier 3 when leadership is ready to convert diagnosis into a full execution and alignment blueprint.

## 9. About the Framework

The EDO Executive Diagnostic Framework evaluates performance across leadership, strategy, execution, operations, finance, organization, customer, technology, risk, and transformation. The same assessment engine supports every report tier. The difference is the depth of interpretation, planning, and advisory support applied after the signal is clear.

- Broader participation improves confidence in the read and helps reveal cross-level gaps.
- This briefing is designed for executive clarity, not full blueprinting. It identifies the strongest issue pattern and recommended next diagnostic or advisory step.
- Detailed root-cause analysis, financial exposure interpretation, and implementation planning are handled in Tier 2 and Tier 3.

This briefing is advisory in nature and is intended to support executive review, organizational diagnosis, and strategic decision-making. It does not constitute legal, financial, tax, accounting, employment, regulatory, or investment advice. Leadership should validate decisions with appropriate professional advisors before implementation.



EDO STRATEGIC ADVISORS LLC

Tier 1: Executive Briefing

Prepared for Harbor &amp; Ember Hospitality Group

Document ID EDO-HAR-T1-ERD-0001

PREPARED BY EDO STRATEGIC ADVISORS LLC

# Executive clarity should now convert into action.

## Closing Message from Erin Fella

Thank you for reviewing this executive briefing for Harbor & Ember Hospitality Group.

This report is intended to provide a fast outside read on the operating pattern that may deserve leadership attention. It is not meant to overstate the signal or replace deeper diagnostic work. Its purpose is to help leadership decide whether the current issue can be corrected through focused follow-through or whether a deeper executive diagnostic is warranted.

The signal should now be used to clarify what requires immediate leadership attention, what should be monitored without escalation, and whether the organization needs a deeper cross-domain read before committing to broader corrective work.

The next step is to determine whether this signal requires a Tier 2 Executive Diagnostic, a focused advisory discussion, or immediate leadership action around the most visible constraint.

---

**Erin Fella**

Founder, EDO Strategic Advisors LLC