

EDO STRATEGIC ADVISORS LLC

Executive Diagnostic Report

Technology Enablement & Execution Readout

PREPARED FOR	Harbor & Ember Hospitality Group
PRIMARY CONTACT	Ava Mercer, Founder & CEO
PREPARED BY	Erin Fella Founder, EDO Strategic Advisors LLC
DIAGNOSTIC TYPE	Tier 2: Executive Diagnostic Report
DATE	May 7, 2026
REPORT ID	EDO-HAR-T2-SPD-0001

EXECUTIVE SNAPSHOT

WEIGHTED ENTERPRISE SCORE

3.47

OPERATING LEVEL

Bishop Level: Strategic Alignment

RISK POSITION

Strained

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

1 Executive Summary

2 Company Context

3 Diagnostic Read & Risk Position

3.1 Scores & Risk Position

3.2 Operating Level & Maturity Positioning

4 Leadership Alignment & Cross-Level Signals

4.1 Leadership Alignment & Signal Consistency

4.2 Leadership Perception vs Organizational Reality

4.3 Cross-Level Alignment Insights

5 Financial & Value Exposure

5.1 Indicative Performance Exposure

5.2 Execution Risk & Value Exposure

6 Enterprise Domain Analysis

6.1 Observations Across Domains

6.2 Enterprise Domain Score Summary

6.3 Domain-Level Analysis

7 Strategic Interpretation

7.1 Pattern Summary

7.2 Root Cause Direction

8 Recommended Actions

8.1 What Leadership Can Do Now

8.2 30–60 Day Focus

9 Next-Phase Recommendations

9.1 Recommended Sequencing Overview

9.2 Phase 1 - Technology Enablement and Data Readiness Assessment

9.3 Phase 5 - Transformation Readiness and Adoption Assessment

9.4 Optional Reinforcement Areas

10 SO WHAT / NOW WHAT

11 Advisory Interpretation & Next Step

11.1 Recommended Next Step

12 Appendix / Methodology

EXECUTIVE SUMMARY

1. Executive Summary

SCORE	RISK POSITION	OPERATING LEVEL	PRIMARY CONSTRAINT
3.5	Strained	Bishop Level: Strategic Alignment	Technology

Executive Narrative

The main issue does not appear to be customer demand or market interest. Harbor & Ember Hospitality Group is functioning, but too much of the day-to-day workload still depends on informal coordination and leadership follow-up. Leaders are relying too heavily on manual updates to understand where work is blocked, aging, or slipping. That keeps management reacting late and relying on manual updates instead of timely operating signals. Manual reporting, delayed visibility, system disconnects, and workaround burden are forcing leadership to manage through informal coordination instead of a reliable operating system.

- 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
- Leadership time is being consumed by manual reporting, delayed visibility, system disconnects, and workaround burden
- Leadership time is being consumed by initiative overload, adoption gaps, sequencing conflicts, and stakeholder fatigue

This does not look like a broken business. It looks like a business that has grown into more complexity than its current operating rhythm can carry cleanly. Written context was limited, so this summary relies primarily on score patterns, participation breadth, and cross-domain signals. Participation is broad enough to support a firmer read on the operating pattern.

The first move is to protect system visibility and fix reporting gaps slowing decisions. Leadership should focus on stabilize ownership, review rhythm, and operating discipline before complexity increases again. The goal is stabilization, not more activity. Do not add more active work before the first correction is visible in the operating rhythm. If leadership wants to move from diagnosis into an operating recovery system, the recommended next step is the Tier 3 Executive Diagnostic & Recovery Blueprint.

MOST IMMEDIATE RISK

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

ADVISOR OBSERVATION

The concern is not effort. The concern is that manual reporting, delayed visibility, disconnected systems, and workaround load. 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.

**MESSAGE FROM ERIN FELLA**

Thank you for trusting EDO Strategic Advisors with this executive diagnostic for Harbor & Ember Hospitality Group.

The value of this work is in clarifying the issue pattern, prioritizing what gets corrected first, and converting diagnostic insight into focused action.

This report is designed to give leadership a stronger cross-functional read so the next move is based on operating reality, not assumptions alone.

Erin Fella

Founder, EDO Strategic Advisors LLC

2. Company Context

PREPARED FOR	Harbor & Ember Hospitality Group
RESPONDENT	Ava Mercer
TITLE	Founder & CEO
INDUSTRY	Hospitality & Events
REVENUE BAND	\$25M-\$50M
EMPLOYEE COUNT	101-250
REASON FOR REVIEW	Growth in private events and catering is putting more coordination pressure on the business than the current operating rhythm can absorb consistently.
PARTICIPANT INPUTS	10 total Executive 3 Manager 4 Individual contributor 3

Assessment reflects cross-functional input across Founder & CEO, COO, and CFO. Written responses suggest leadership issues are showing up through priority changes are not always reaching the floor, kitchen, and events teams the same way and priority changes are not always reaching the floor, kitchen, and events teams the same way.

3. Diagnostic Read & Risk Position

Harbor & Ember Hospitality Group is showing its clearest strain in technology. The business is likely feeling it through manual reporting, delayed visibility, disconnected systems, workaround load, initiative overload, adoption gaps, sequencing conflicts, and stakeholder fatigue.

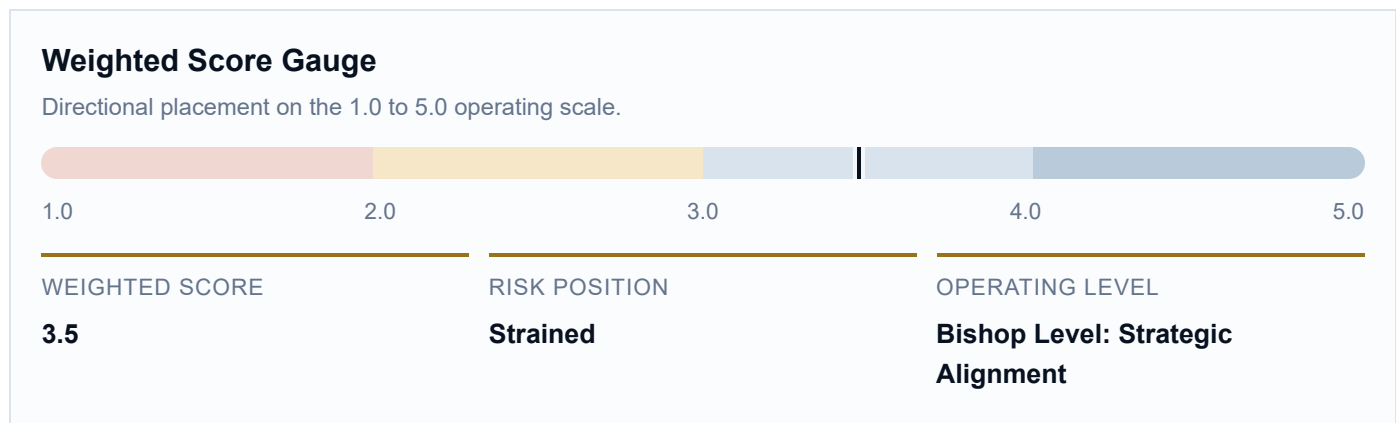
WHAT LEADERSHIP SHOULD DECIDE NEXT

Protect system visibility and fix reporting gaps slowing decisions.

Key Signals

- 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.

3.1 Scores & Risk Position



WEIGHTED SCORE	3.5
OPERATING LEVEL	Bishop Level: Strategic Alignment
RISK POSITION	Strained
PRIMARY CONSTRAINT	Technology
RELATIVE STRENGTH	Customer
DOMAINS BELOW THRESHOLD	None recorded
CRITICAL SIGNAL COUNT	25
CROSS-DOMAIN PATTERN	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.

3.2 Operating Level & Maturity Positioning

Bishop Level: Strategic Alignment

The organization shows strategic capability, but alignment and focus need to be strengthened before execution can scale cleanly.

Pawn - Foundational Awareness

Initial diagnostic visibility and identification of key organizational gaps.

Knight - Targeted Insight

Deeper analysis across priority domains and clearer understanding of execution barriers.

Bishop - Strategic Alignment

Leadership alignment on direction, priorities, and conflicting initiatives.

Rook - Execution Structuring

Active execution with greater focus on structure, sequencing, and decision discipline.

Queen - Enterprise Execution Excellence

Aligned leadership, enforced priorities, measurable outcomes, and integrated strategic decisions.

ORGANIZATIONS AT THIS LEVEL TYPICALLY HAVE

- Defined strategic intent
- Leadership capability across key areas

EXECUTIVE DIAGNOSTIC REPORT

- Visible opportunities to reduce conflicting initiatives

PERFORMANCE IS CONSTRAINED BY

- Variable leadership interpretation
- Competing priorities
- Strategy not always translated into execution structure

Findings are supported by multiple inputs and provide a strong basis for prioritizing next-step action.

4. Leadership Alignment & Cross-Level Signals

LEADERSHIP WATCHPOINT

Potential misalignment is present across organizational levels. The signal is strong enough to validate assumptions and focus attention on the few operating areas where interpretation is diverging.

CONSTRAINT INTERACTION

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.

4.1 Leadership Alignment & Signal Consistency

Alignment variance matters because leadership can sound aligned in principle while acting from different assumptions in practice.

The overall read is reasonably consistent across the represented role groups and the domain detail.

Four or more completed responses across at least three participant groups provide strong confidence in the cross-level pattern and executive interpretation.

Response confidence reflects completeness, consistency, and supporting context.

Responses are comparatively consistent across domains, strengthening confidence that the average scores reflect a shared read on the current operating reality.

The issue is more likely concentrated in specific performance constraints than in broad disagreement about the operating reality.

The response pattern is internally consistent enough to support interpretation without a major contradiction warning.

ALIGNMENT INDEX High Alignment

HIGH-VARIANCE DOMAINS 0

DOMAIN	AVERAGE	RANGE	STD. DEV.	VARIANCE
Leadership	3.6	3.0-4.0	0.36	Low
Strategy	3.5	3.0-4.0	0.37	Low
Execution	3.2	2.6-3.8	0.40	Moderate
Operations	3.4	2.8-4.0	0.41	Moderate
Financial	3.6	3.0-4.4	0.48	Moderate
Organization	3.1	2.6-3.8	0.44	Moderate
Customer	4.1	3.4-4.8	0.39	Moderate
Technology	3.0	2.6-3.6	0.32	Low
Risk	3.4	3.0-4.0	0.36	Low
Transformation	3.0	2.4-3.6	0.39	Moderate

4.2 Leadership Perception vs Organizational Reality



EXECUTIVE COHORT SCORE	3.9
MANAGEMENT COHORT SCORE	3.3
WORKER COHORT SCORE	2.9
RAW PARTICIPANT AVERAGE	3.36
WEIGHTED ENTERPRISE SCORE	3.47
VARIANCE INDICATOR	Moderate variance
LARGEST GAP	Executive / Senior Leader vs Employee / Individual Contributor, 0.9 points

4.3 Cross-Level Alignment Insights

RECOMMENDED FOCUS AREAS

- Validate the domains where participant levels are reading performance differently.
- Tighten ownership, sequencing, and decision support around the most contested priorities.
- Use targeted advisory intervention before disagreement hardens into execution drag.

EXECUTION RISK INDICATORS

- Potential misalignment detected across participant levels.
- Largest overall gap: Executive / Senior Leader vs Employee / Individual Contributor (0.9 points).

EDO uses cohort-weighted scoring to prevent one respondent group from overpowering the enterprise diagnostic. Raw averages are preserved for transparency, while the official enterprise score reflects weighted executive, management, and worker perspectives.

DOMAIN	LARGEST GAP	VARIANCE	COMPARED ROLES
Leadership	0.9	Moderate variance	Executive / Senior Leader vs Employee / Individual Contributor
Strategy	0.9	Moderate variance	Executive / Senior Leader vs Employee / Individual Contributor
Execution	0.9	Moderate variance	Executive / Senior Leader vs Employee / Individual Contributor
Operations	1.0	Moderate variance	Executive / Senior Leader vs Employee / Individual Contributor
Financial	1.2	Moderate variance	Executive / Senior Leader vs Employee / Individual Contributor
Organization	1.1	Moderate variance	Executive / Senior Leader vs Employee / Individual Contributor
Customer	0.9	Moderate variance	Executive / Senior Leader vs Employee / Individual Contributor
Technology	0.7	Moderate variance	Executive / Senior Leader vs Employee / Individual Contributor
Risk	0.9	Moderate variance	Executive / Senior Leader vs Employee / Individual Contributor
Transformation	0.9	Moderate variance	Executive / Senior Leader vs Employee / Individual Contributor

5. Financial & Value Exposure

MOST IMMEDIATE RISK

Execution gaps rarely stay contained. When strategic clarity, prioritization, accountability, or review discipline are weak, the organization may experience slower decision cycles, duplicated effort, unclear ownership, and weaker follow-through.

WHAT LEADERSHIP SHOULD DECIDE NEXT

Proceed with structured advisory support to reinforce leadership alignment, prioritization, and execution follow-through.

5.1 Indicative Performance Exposure

Indicative Performance Exposure View

Directional estimate intended to support executive decision-making.

INDICATIVE OPERATIONAL EXPOSURE

\$1,218,535-\$4,101,532

POTENTIAL IMPROVEMENT RANGE

\$426,487-\$2,255,843

NEAR-TERM RECOVERABLE IMPACT

\$76,768-\$789,545

INDICATIVE OPERATIONAL EXPOSURE	\$1,218,535-\$4,101,532
INDICATIVE EXPOSURE RANGE	4.9%-8.2% of annual revenue
POTENTIAL IMPROVEMENT RANGE	\$426,487-\$2,255,843 annually
NEAR-TERM RECOVERABLE IMPACT	\$76,768-\$789,545
INDICATIVE RECOVERY LOGIC	18%-35% of annual value opportunity
CONFIDENCE	Higher Confidence
LEADERSHIP SIGNAL	10 input(s) - Very Strong

Very Strong: Seven or more leadership inputs provide broader visibility into alignment, execution, and governance across the leadership system.

These ranges are directional planning estimates. They help leadership size possible operating exposure and decide where to look first.

5.2 Execution Risk & Value Exposure

ORGANIZATIONAL SCALE CONTEXT	Based on the company's reported size (101-250) and annual revenue range (\$25M-\$50M), the assessment suggests that even moderate execution gaps may create directional operational exposure through lost productivity, delayed decisions, misallocated resources, or missed growth opportunities.
IDENTIFIED CONSTRAINT SEVERITY	Significant
POTENTIAL VALUE EXPOSURE	This assessment does not calculate a precise financial loss. Even so, the current score pattern suggests that leadership should treat the identified gaps as directional exposure requiring executive review.
WHY THIS MATTERS	Execution gaps rarely stay contained. When strategic clarity, prioritization, accountability, or review discipline are weak, the organization may experience slower decision cycles, duplicated effort, unclear ownership, and weaker follow-through.
RECOMMENDED EXECUTIVE ACTION	Proceed with structured advisory support to reinforce leadership alignment, prioritization, and execution follow-through.

The near-term recoverable range reflects the portion of exposure that often improves first when leadership addresses the main issue pattern in Technology and follows through with tighter execution.

EDO ADVISORY IMPACT MODEL

- Clarify priorities, ownership, and who has authority to make key decisions.
- Reduce active work so leadership attention stays on the issues with the highest likely payoff.
- Tighten the regular operating rhythm so blocked work is reviewed and corrected faster.
- Track improvement against a small set of operating and financial measures leadership can act on.

6. Enterprise Domain Analysis

6.1 Observations Across Domains

STRATEGIC CLARITY VS. EXECUTION REALITY

Strategic intent is not translating into execution reality with enough consistency.

- Competing priorities are diluting funded effort
- Slower decisions are extending cycle time
- Leadership needs to cut work that is no longer worth carrying

LEADERSHIP ALIGNMENT VARIABILITY

Leadership alignment is a relative platform and must stay disciplined as execution pressure increases.

- Conflicting initiatives are weakening investment discipline
- Resource allocation is losing efficiency and margin protection
- Leaders need one clear rule for choices between competing priorities

PRIORITY SATURATION

The organization is carrying more active work than it can execute with consistent focus and structure.

- Priority overload is reducing throughput per unit of effort
- Resource strain is raising the cost of delivery
- Leadership needs to narrow what stays active now

FINANCIAL SIGNAL UTILIZATION

Financial visibility is stronger here, but value only converts when it shapes priority choices and investment decisions.

- Investment decisions are being made without clean value visibility
- Resource allocation drift is increasing pressure on margin and return
- Leaders need a tighter set of metrics to govern key choices

EXECUTION STRUCTURE GAPS

Execution lacks enough structure in sequencing, dependency awareness, and decision points.

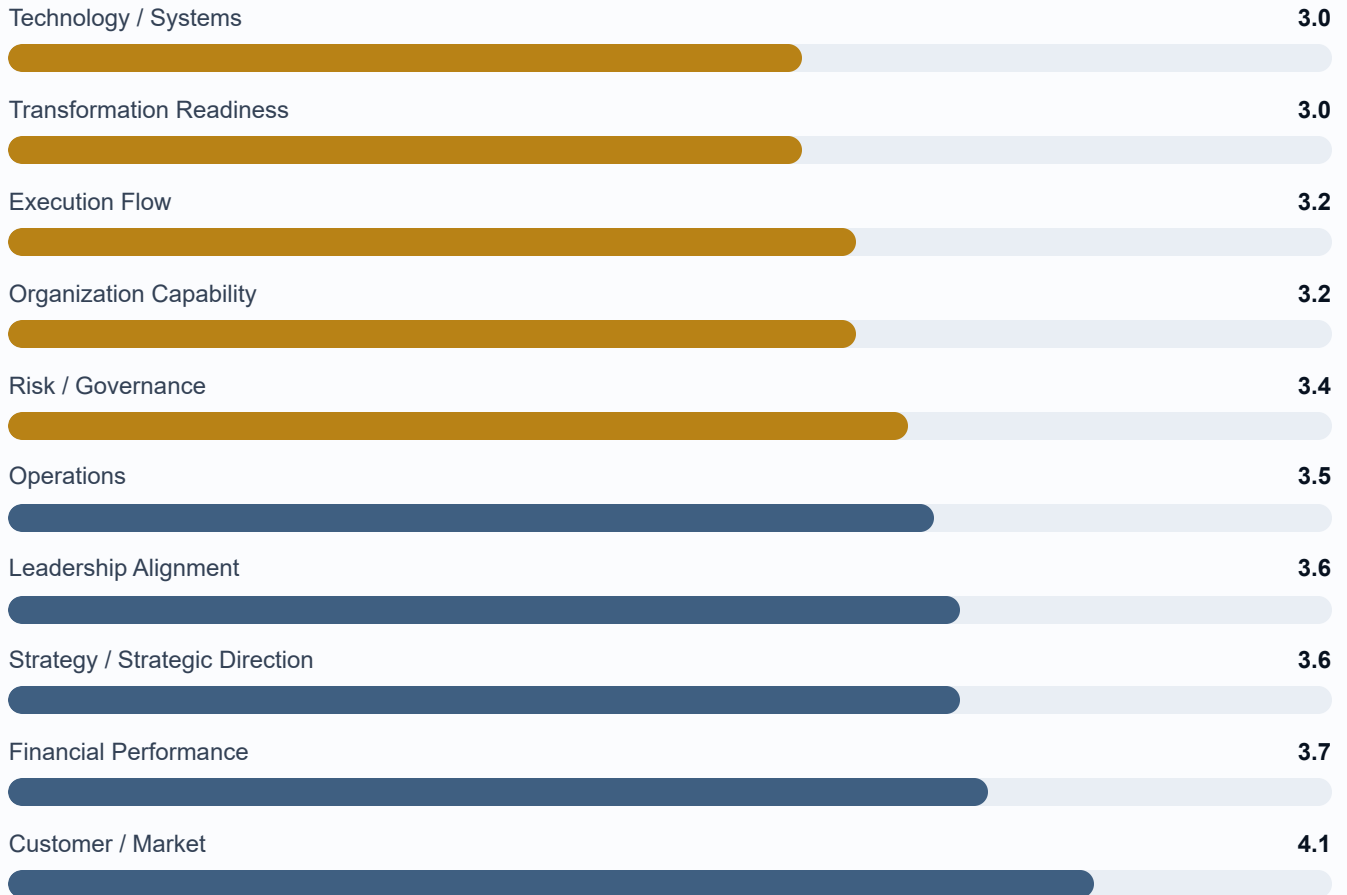
- Delays and rework are reducing conversion of effort into output
- Work is taking longer to complete, and leadership intervention is increasing
- Leaders need a tighter review rhythm around blocked work and ownership

6.2 Enterprise Domain Score Summary

Enterprise Domain Score Chart

All diagnostic domains are shown on a 1.0 to 5.0 scale, with lower scores indicating stronger issue patterns.

● Critical / Broken ● Strained ● Stable ● Strong



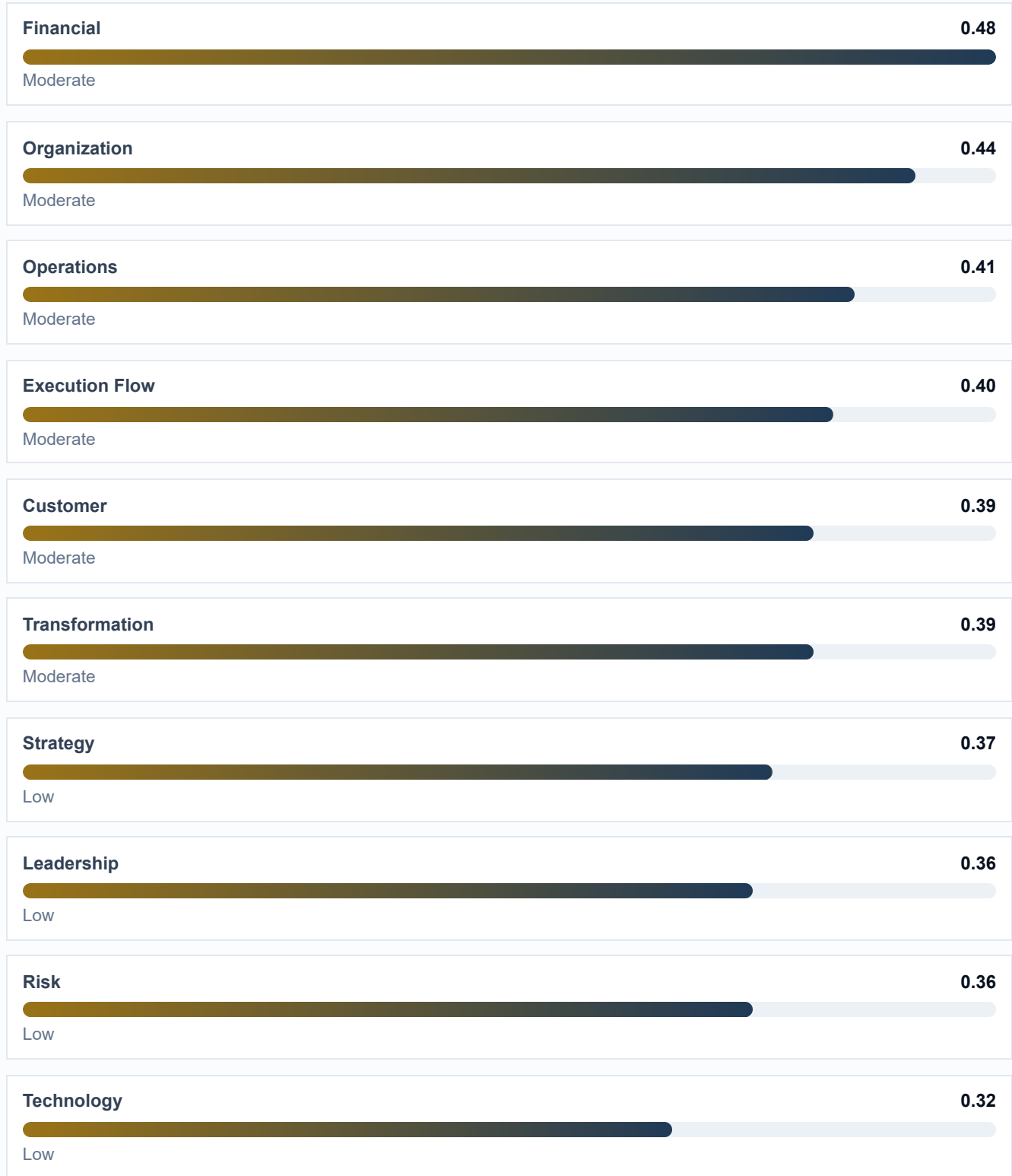
Enterprise Domain Radar

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



Variance by Domain

Higher variance signals wider gaps in perception, stability, or operating consistency.



DOMAIN	SCORE	RATING
Technology / Systems	3.0	Inconsistent
Transformation Readiness	3.0	Inconsistent
Execution Flow	3.2	Inconsistent
Organization Capability	3.2	Inconsistent
Risk / Governance	3.4	Inconsistent
Operations	3.5	Strong
Leadership Alignment	3.6	Strong
Strategy / Strategic Direction	3.6	Strong
Financial Performance	3.7	Strong
Customer / Market	4.1	Strong

6.3 Domain-Level Analysis

Leadership

3.6

SIGNAL DEPTH

50 participant responses reviewed across 5 diagnostic questions with high score confidence.

WHAT THE RESULT SUGGESTS

Leadership engagement appears strong enough to support sharper decisions.

WHY IT MATTERS

Leadership engagement appears strong enough to support sharper decisions.

- Clearer executive direction gives the business a better chance of holding the next correction..
- Leadership effect: Decision authority can still blur when several priorities compete at once..
- Leadership call: Use leadership meetings to settle tradeoffs quickly and enforce them consistently.

LEADERSHIP CALL

Use leadership meetings to settle tradeoffs quickly and enforce them consistently.

EXPOSURE CONTRIBUTION

Directional pressure band: 2.5%-3.5%

Contribution level: Moderate

Where pressure is showing up: escalations stall and ownership fragments, tradeoffs are revisited instead of enforced

SIGNAL STRENGTH

Unstable Operating Pattern / Broad Coverage. Leadership is not holding consistently enough to be treated as background noise. Leadership should treat it as active instability.

Strategy

SIGNAL DEPTH

50 participant responses reviewed across 5 diagnostic questions with high score confidence.

WHAT THE RESULT SUGGESTS

Strategy is clear enough to guide tradeoffs.

WHY IT MATTERS

Strategy is clear enough to guide tradeoffs.

- A clearer priority set gives leaders a stronger basis for saying no and concentrating resources..
- Leadership effect: The real test is whether leaders stop lower-value work when tradeoffs get uncomfortable..
- Leadership call: Use the strategy to narrow active work, not just describe it.

LEADERSHIP CALL

Use the strategy to narrow active work, not just describe it.

EXPOSURE CONTRIBUTION

Directional pressure band: 2.5%-4%

Contribution level: Moderate

Where pressure is showing up: competing initiatives dilute focus and momentum, resources drift from the highest-value work

SIGNAL STRENGTH

Unstable Operating Pattern / Broad Coverage. Strategy is not holding consistently enough to be treated as background noise. Leadership should treat it as active instability.

Execution

SIGNAL DEPTH

4 low signals, including 4 critical signals, across 50 answered responses.

WHAT THE RESULT SUGGESTS

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

WHY IT MATTERS

Weak ownership is reducing execution reliability.

- Weak ownership creates slippage, rework, and missed commitments.
- Leadership effect: Leaders are forced to manage exceptions instead of rhythm.
- Leadership call: Review blocked work weekly and enforce recovery actions before delays spread.

LEADERSHIP CALL

Review blocked work weekly and enforce recovery actions before delays spread.

EXPOSURE CONTRIBUTION

Directional pressure band: 4%-5.5%

Contribution level: High

Where pressure is showing up: slippage and rework reduce throughput and delay value capture, exception management absorbs leadership capacity

SIGNAL STRENGTH

Unstable Operating Pattern / Broad Coverage. Execution is not holding consistently enough to be treated as background noise. Leadership should treat it as active instability.

Operations

SIGNAL DEPTH

1 low signal, including 1 critical signal, across 50 answered responses.

WHAT THE RESULT SUGGESTS

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

WHY IT MATTERS

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

- When team handoffs are working, the business can move work faster and rely less on management intervention..
- Leadership effect: Small gaps in team handoffs can spread quickly once workload rises or priorities shift..
- Leadership call: Use regular operating reviews to catch slippage in team handoffs before it affects delivery.

LEADERSHIP CALL

Use regular operating reviews to catch slippage in team handoffs before it affects delivery.

EXPOSURE CONTRIBUTION

Directional pressure band: 4%-5.5%

Contribution level: High

Where pressure is showing up: cycle time extends as handoffs break down, avoidable blockers consume leadership time

SIGNAL STRENGTH

Unstable Operating Pattern / Broad Coverage. Operations is not holding consistently enough to be treated as background noise. Leadership should treat it as active instability.

Financial

3.7

SIGNAL DEPTH

50 participant responses reviewed across 5 diagnostic questions with high score confidence.

WHAT THE RESULT SUGGESTS

Financial visibility appears strong enough to guide resource choices.

WHY IT MATTERS

Financial visibility appears strong enough to guide resource choices.

- Clearer economic signals can help leaders choose what to continue, pause, or stop..
- Watchpoint: The value only shows up if tradeoffs are actually made from the data..
- Leadership call: Use financial visibility to force clearer resource allocation decisions.

WATCHPOINT

The value only shows up if tradeoffs are actually made from the data..

SIGNAL STRENGTH

Unstable Operating Pattern / Broad Coverage. Financial is not holding consistently enough to be treated as background noise. Leadership should treat it as active instability.

Organization

SIGNAL DEPTH

6 low signals, including 6 critical signals, across 50 answered responses.

WHAT THE RESULT SUGGESTS

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

WHY IT MATTERS

Capacity strain is undermining execution stability.

- Role ambiguity and capacity strain weaken accountability.
- Leadership effect: Leaders are required to compensate with more oversight.
- Leadership call: Clarify who owns the work that keeps stalling and reset capacity where overload is obvious.

LEADERSHIP CALL

Clarify who owns the work that keeps stalling and reset capacity where overload is obvious.

EXPOSURE CONTRIBUTION

Directional pressure band: 2.5%-3.5%

Contribution level: Moderate

Where pressure is showing up: role confusion weakens cross-functional accountability, capacity mismatch undermines sustained gains

SIGNAL STRENGTH

Unstable Operating Pattern / Broad Coverage. Organization is not holding consistently enough to be treated as background noise. Leadership should treat it as active instability.

Customer

4.1

SIGNAL DEPTH

50 participant responses reviewed across 5 diagnostic questions with high score confidence.

WHAT THE RESULT SUGGESTS

This is currently one of the stronger areas supporting performance.

WHY IT MATTERS

Customer signals appear strong enough to guide growth choices.

- Reliable market feedback can help leadership narrow which work should keep moving..
- Watchpoint: Internal strain can still leak into service consistency if operating issues stay unresolved..
- Leadership call: Use customer and pricing signals to sharpen which commitments the business keeps.

WATCHPOINT

Internal strain can still leak into service consistency if operating issues stay unresolved..

SIGNAL STRENGTH

Stable Support Signal / Broad Coverage. Customer is more stable than the more strained areas. It can support the correction, but still needs monitoring if pressure rises elsewhere.

Technology

SIGNAL DEPTH

6 low signals, including 6 critical signals, across 50 answered responses.

WHAT THE RESULT SUGGESTS

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

WHY IT MATTERS

Leaders are relying too heavily on manual updates to understand where work is blocked, aging, or slipping.

- That keeps management reacting late and relying on manual updates instead of timely operating signals..
- Leadership effect: Leaders are forced to act on delayed or fragmented information.
- Leadership call: Consolidate operating visibility so blocked work, team handoffs, and priority status are visible in one place.

LEADERSHIP CALL

Consolidate operating visibility so blocked work, team handoffs, and priority status are visible in one place.

EXPOSURE CONTRIBUTION

Directional pressure band: 1.5%-2.5%

Contribution level: Low

Where pressure is showing up: manual workarounds increase management friction, fragmented reporting hides execution risk until costs rise

SIGNAL STRENGTH

First Correction Area / Broad Coverage. Technology is the first correction area. The issue is broad enough to act on now, even if wider participation would sharpen the detail.

Risk

3.4

SIGNAL DEPTH

50 participant responses reviewed across 5 diagnostic questions with high score confidence.

WHAT THE RESULT SUGGESTS

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

WHY IT MATTERS

Gaps in rules, ownership, and review process are allowing exposure to accumulate.

- Weak rules, ownership, and review process allow exposure to build without escalation.
- Financial effect: Leading to higher disruption cost and avoidable loss.
- Leadership call: Define the trigger points for escalation and enforce them consistently.

LEADERSHIP CALL

Define the trigger points for escalation and enforce them consistently.

EXPOSURE CONTRIBUTION

Directional pressure band: 1.5%-2%

Contribution level: Low

Where pressure is showing up: control gaps stay open longer than leadership realizes, late escalation increases recovery cost

SIGNAL STRENGTH

Unstable Operating Pattern / Broad Coverage. Risk is not holding consistently enough to be treated as background noise. Leadership should treat it as active instability.

Transformation

SIGNAL DEPTH

8 low signals, including 8 critical signals, across 50 answered responses.

WHAT THE RESULT SUGGESTS

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

WHY IT MATTERS

Change pressure is outrunning adoption capacity.

- Change activity outruns alignment and adoption capacity.
- Leadership effect: Leaders are required to push change into an unstable system.
- Leadership call: Pause or sequence change work that the business cannot absorb cleanly.

LEADERSHIP CALL

Pause or sequence change work that the business cannot absorb cleanly.

EXPOSURE CONTRIBUTION

Directional pressure band: 1.5%-2.5%

Contribution level: Low

Where pressure is showing up: change efforts stall when adoption capacity falls behind, value realization slips as implementation outruns alignment

SIGNAL STRENGTH

Unstable Operating Pattern / Broad Coverage. Transformation is not holding consistently enough to be treated as background noise. Leadership should treat it as active instability.

7. Strategic Interpretation

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.

MOST IMMEDIATE RISK

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

7.1 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.

7.2 Root Cause Direction

The same breakdown is now showing up in strategy execution gap, financial operational disconnect, and operational capacity strain. Leadership needs to fix that pattern at the source instead of continuing to absorb it through management intervention.

PRIORITY RISK AREAS

- That keeps management reacting late and relying on manual updates instead of timely operating signals.
- manual reporting, delayed visibility, disconnected systems, and workaround load
- That leaves initiatives open longer, adds noise to the operating agenda, and lowers the odds that change will stick.

STRENGTH AREAS

- Customer can help the correction because reliable market feedback can help leadership narrow which work should keep moving.
- Use service, pricing, and demand signals to keep growth choices disciplined.
- Financial can help the correction because clearer economic signals can help leaders choose what to continue, pause, or stop.

8. Recommended Actions

Leadership now needs a short action path that narrows focus, sets ownership, and keeps the first correction visible.

8.1 What Leadership Can Do Now

- Identify which reporting gaps are slowing decisions most.
- Reduce manual workarounds around core metrics.
- Assign one owner for system visibility and reporting quality.
- Prioritize the data needed for weekly operating decisions.
- Review reporting delays and their business effect every two weeks.

8.2 30-60 Day Focus

- Stabilize Leadership Control
- Rebuild Execution Discipline
- Control Change Load

Initial stabilization impact: \$76,768-\$789,545

This reflects only the first phase of value stabilization. The full annual opportunity remains significantly larger and is addressed through subsequent execution.

9. Next-Phase Recommendations

9.1 Recommended Sequencing Overview

The organization is unlikely to stabilize through isolated corrective actions alone. Leaders are relying too heavily on manual updates to understand where work is blocked, aging, or slipping. Leadership should sequence the correction so the early moves reduce intervention instead of creating more coordination work.

The next step should match the operating risk. In this case, a 60-90 day advisory cadence is appropriate because the issue spans more than one domain and will require follow-through to hold.

Early phases create the control and focus needed for later improvements to hold. If leadership skips the order, downstream fixes usually compete with unresolved issues instead of making the operating rhythm easier to manage.

The sequence moves from stabilization into reinforcement so each step supports the one after it. The goal is to reduce management intervention, clean up ownership, and make later improvements easier to sustain.

PHASE	FOCUS	WHAT IT UNLOCKS
Phase 1	Technology Enablement and Data Readiness Assessment	This improves visibility and gives leadership a more reliable operating picture.
Phase 5	Transformation Readiness and Adoption Assessment	This improves the odds that change efforts will land cleanly and convert into measurable adoption.

9.2 Phase 1 - Technology Enablement and Data Readiness Assessment

Technology is scoring at 3.0 with 6 critical signals and 6 low signals. Systems and reporting are affecting how quickly leaders can see issues and respond to them. If this stays unresolved, manual workarounds and weak reporting will keep slowing decisions and hiding execution risk. This comes first because it is the clearest source of current performance strain. This improves visibility and gives leadership a more reliable operating picture.

ASSESSMENT AREA	Technology Enablement and Data Readiness Assessment
CURRENT SIGNALS	Technology score 3.0. Technology is scoring at 3.0 with 6 critical signals and 6 low signals. Systems and reporting are affecting how quickly leaders can see issues and respond to them.
OPERATING RISK	If this stays unresolved, manual workarounds and weak reporting will keep slowing decisions and hiding execution risk.
WHY THIS COMES NOW	This comes first because it is the clearest source of current performance strain.
WHAT THIS UNLOCKS	This improves visibility and gives leadership a more reliable operating picture.
OPERATING MOVE	Less manual drag, better data visibility, and stronger systems support for priority execution.

9.3 Phase 5 - Transformation Readiness and Adoption Assessment

Transformation is scoring at 3.0 with 8 critical signals and 8 low signals. Readiness and adoption pressure will widen if change moves faster than the business can absorb it. If this stays unresolved, change activity will outrun adoption capacity and stall before it sticks. Transformation follows Strategic Direction and Priority Focus Assessment because broader change will not hold until the earlier correction is stable enough to absorb it. This improves the odds that change efforts will land cleanly and convert into measurable adoption.

ASSESSMENT AREA	Transformation Readiness and Adoption Assessment
CURRENT SIGNALS	Transformation score 3.0. Transformation is scoring at 3.0 with 8 critical signals and 8 low signals. Readiness and adoption pressure will widen if change moves faster than the business can absorb it.
OPERATING RISK	If this stays unresolved, change activity will outrun adoption capacity and stall before it sticks.
WHY THIS COMES NOW	Transformation follows Strategic Direction and Priority Focus Assessment because broader change will not hold until the earlier correction is stable enough to absorb it.
WHAT THIS UNLOCKS	This improves the odds that change efforts will land cleanly and convert into measurable adoption.
OPERATING MOVE	Higher adoption odds, clearer change review discipline, and better sequencing for cross-functional initiatives.

9.4 Optional Reinforcement Areas

These areas are worth maintaining while leadership works through the earlier phases.

EXECUTION HEALTH AND OPERATING RHYTHM ASSESSMENT

- Why it matters: Execution is scoring at 3.2 with 4 critical signals and 4 low signals. The breakdown is showing up in ownership, handoffs, and review rhythm. If this stays unresolved, delays and rework will keep absorbing the benefit of earlier decisions. Execution comes next because priorities only matter if the business can review work, remove blockers, and hold owners accountable. This establishes a steadier operating rhythm with fewer avoidable delays.
- How to use it: This establishes a steadier operating rhythm with fewer avoidable delays.
- Watchpoint: If this stays unresolved, delays and rework will keep absorbing the benefit of earlier decisions.

LEADERSHIP ALIGNMENT AND DECISION CLARITY ASSESSMENT

- Why it matters: Leadership is scoring at 3.6 and is currently holding up better than the areas under heavier strain. If this slips, leadership loses one of the clearer support signals that should be making the correction easier to hold. Leadership follows Execution Health and Operating Rhythm Assessment because the earlier correction still needs clear authority, enforcement, and one line of priorities. Leadership gives the business a more dependable base for later corrections and follow-through.
- How to use it: Leadership gives the business a more dependable base for later corrections and follow-through.
- Watchpoint: If this slips, leadership loses one of the clearer support signals that should be making the correction easier to hold.

10. SO WHAT / NOW WHAT

This page translates the diagnostic into the operating meaning, the first 30-day move, and the decision that determines whether leadership is actually narrowing the issue pattern.

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.

11. Advisory Interpretation & Next Step

WHAT LEADERSHIP SHOULD DECIDE NEXT

Protect system visibility and fix reporting gaps slowing decisions.

11.1 Recommended Next Step

If leadership wants to move from diagnosis into an operating recovery system, the recommended next step is the Tier 3 Executive Diagnostic & Recovery Blueprint.

RECOMMENDED NEXT STEP

Executive Diagnostic & Recovery Blueprint

WHY THIS STEP

The organization appears to need a structured 60-90 day advisory cadence to reinforce ownership, decisions, and review discipline.

WHAT THIS IS

A structured monthly advisory relationship that helps leadership stabilize the main issue without turning it into an oversized consulting effort.

It is designed to strengthen technology enablement and data readiness, improve decision quality, and reinforce follow-through over time.

WHAT HAPPENS IN THE SESSION

- Review the main issue centered on Technology Enablement and Data Readiness.
- Facilitate leadership decision clarity and priority alignment.
- Turn the findings behind Technology Enablement and Data Readiness Assessment into practical operating guidance.
- Reinforce ownership, escalation discipline, and follow-through.
- Monitor emerging risks while keeping Visibility & Metrics steady.

KEY DECISIONS MADE

- How priorities are aligned and narrowed.
- Where resources need to be concentrated first.
- How blocked work is escalated and resolved.
- What leadership rhythm is required to hold follow-through.

OUTPUTS YOU RECEIVE

- Executive advisory guidance.
- Leadership decision support.
- Priority and sequencing recommendations.
- Operating rhythm recommendations.
- Execution and risk watchpoints.

- Follow-through accountability guidance.

ESTIMATED SCOPE

Use Tier 3 when the business needs a practical recovery system, not only a clearer diagnosis.

IF THIS IS NOT DONE

- The main issue inside Technology Enablement and Data Readiness will keep absorbing leadership attention.
- Execution drag is likely to keep resurfacing across priorities, ownership, and follow-through.
- Leadership may continue revisiting the same issues without a steady advisory rhythm to hold the correction.

12. Appendix / Methodology

METHODOLOGY NOTE

These findings are directional. Exposure estimates are planning estimates, not calculated losses.

DIAGNOSTIC CONFIDENCE INDEX	Validated Diagnostic Signal
PARTICIPATION SIGNAL	10 input(s) - Very Strong
REPORT CATEGORY	EDO Tier 2: Executive Diagnostic Report

Findings are supported by multiple inputs and provide a strong basis for prioritizing next-step action.

Domain exposure indicators show where performance pressure appears concentrated. Multiple domains may point to the same underlying operating issue.

Broader participation improves confidence in the overall read.

This report is provided for executive advisory, organizational diagnostic, strategic alignment, and business execution review purposes only. It does not constitute legal, financial, tax, accounting, investment, employment, regulatory, cybersecurity, or compliance advice. Recommendations are based on information provided through the assessment process and should be validated by client leadership and qualified professional advisors before implementation. EDO Strategic Advisors LLC does not guarantee specific business outcomes, revenue improvements, cost savings, risk reduction, or operational results.

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.



EDO STRATEGIC ADVISORS LLC

Tier 2: Executive Diagnostic Report

Prepared for Harbor & Ember Hospitality Group

Document ID EDO-HAR-T2-SPD-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 diagnostic for Harbor & Ember Hospitality Group.

The findings in this report should now be converted into leadership decisions. The most important work is not to discuss every issue at once, but to identify the few constraints that are creating the greatest execution drag and decide what leadership will address first.

EDO Strategic Advisors LLC was built to help leadership teams move from diagnostic clarity to focused execution. The work now is to decide which constraint deserves immediate correction, which pressures can wait, and where leadership attention will create the most operating relief.

The next step is to determine whether the organization needs a targeted advisory sprint, a deeper execution blueprint, or immediate action around the primary constraint.

Erin Fella

Founder, EDO Strategic Advisors LLC