



TRAVEL PLANNING.

THE GUIDE.

BY THE CONCIERGE HUB

How to use this manual

Travel planning for high-net-worth clients is one of the most visible and most demanding areas of luxury concierge work. When it goes well, the client barely notices it. When it goes wrong, they never forget it. This manual exists to make sure it always goes well.

What makes HNWI travel planning different from standard travel management is not the budget. It is the standard of anticipation required. These clients do not want their requests fulfilled. They want their needs anticipated, their preferences remembered without being reminded, and their experience curated to feel effortless from departure to return.

Every section of this manual includes a practical framework, insider guidance drawn from real client engagements, and a checklist you can use as a quality control tool for every trip you arrange. The Status and Notes fields are there to be filled in. A completed checklist, customised to a specific client and trip, is a professional artefact in itself.

Use this manual before every engagement. It will save you from the mistakes that damage client relationships, and remind you of the details that build them.

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What's inside

01 Understanding the Brief

The questions that shape every decision that follows

02 Itinerary Design & Review

How to build an itinerary that works, not just one that looks good

03 Flights & Private Aviation

Commercial and private, and what to confirm for each

04 Ground Transportation

The standard no HNWI client should ever fall below

05 Accommodation

Hotels, villas, and the knowledge that makes the difference

06 Kids & Family Travel

The additional layer of planning that family trips require

07 Meals & Dining

Reservations, preferences, and the details that define a meal

08 Activities & Wellness

Curating experiences that match who the client actually is

09 Staffing on the Road

Managing staff logistics during travel

10 Pre-Departure & Contingency

What to confirm, what to prepare, and how to handle what goes wrong

Understanding the Brief

The questions that shape every decision that follows.

Before you book a single thing, you need to understand what this trip is really for. Not the surface reason, the real one. A family holiday is probably about reconnecting. A business trip with extra days is probably about unwinding. A milestone celebration is about making someone feel truly seen. When you understand the purpose, everything you choose can serve it.

ESSENTIAL QUESTIONS BEFORE ANY TRIP

● **What is the main purpose of this trip?**

Relaxation, celebration, adventure, wellness, business, family time. The answer shapes every recommendation. A client who says 'we need to disconnect completely' and a client who says 'I want to see as much as possible' require entirely different itineraries, even to the same destination.

● **Who is travelling?**

Adults only, family with young children, multi-generational group, solo traveller. Each configuration has specific requirements. A couple travelling alone has different needs from the same couple travelling with three children under ten and a grandmother.

● **What level of privacy or seclusion do they want?**

Private villas, adults-only resorts, hidden retreats, urban hotels with excellent security. Some HNWI clients are high-profile and privacy is not a preference, it is a requirement. Understand this before you make any accommodation recommendation.

● **What is their preferred hotel style or brand?**

Boutique, grand palace, wellness resort, modern design, Aman, Four Seasons, Relais & Chateaux. Knowing brand loyalty saves time and signals that you have paid attention to previous trips.

● **How involved do they want to be during the trip?**

Fully guided itinerary versus flexible scheduling with room for spontaneity. Some clients want every hour planned. Others want a framework with open space. Never assume, ask.

● **What does a perfect day on this trip look like?**

This single question tells you more than any brief ever could. The answer reveals pace, priorities, style and expectations in one honest response. Use it every time.

● **Are there any non-negotiables or known preferences?**

Dietary requirements, medical considerations, security requirements, cultural or religious observances, travel anxieties. Know these before departure, not during it.

LUCIA'S INSIGHT

- *The brief is not a formality. It is the foundation of every decision you will make.*
- *A client who feels truly heard at the brief stage is already halfway to satisfied before the trip begins.*
- *If a client says they want to relax, your itinerary should have white space built in. Do not fill every hour because you are worried about appearing to have done too little.*
- *Always check availability before presenting any option. Never offer something you cannot deliver.*

SECTION 02

Itinerary Design & Review

How to build an itinerary that works, not just one that looks good.

A well-designed itinerary is not a list of bookings. It is a narrative. It has a pace. It has moments of intensity and moments of rest. It anticipates the client's energy levels across the trip, not just their preferences on any given day. Building this takes practice, but using the right framework from the start will get you to a professional result every time.

ITINERARY DESIGN PRINCIPLES

● Build in recovery time

Long-haul flights, time zone changes, packed activity schedules, all of these take a physical toll. A client who arrives in Tokyo after a fourteen-hour flight does not want a full day of activities immediately. Build in recovery time, even if the client insists they do not need it. They will thank you later.

● Balance structure and spontaneity

The best itineraries have anchor points, the key dinner reservation, the confirmed experience, the hotel check-in, and open spaces in between. The anchor points give the client security. The open spaces give them the feeling of freedom that luxury is supposed to provide.

● Think in transitions, not just destinations

How the client gets from the airport to the hotel matters. How they get from dinner to the theatre matters. Every transition is part of the experience. A beautiful dinner followed by a forty-minute wait for a car is a different experience from a beautiful dinner followed by a car already waiting at the door.

● Consider the end of each day

HNWI clients often have demanding days. The end of the day should feel like a landing, not a continuation. Ensure the accommodation is ready, that there is no administrative friction at check-in, and that whatever they need for the evening is already in place.

ITINERARY REVIEW CHECKLIST

- Is the itinerary completely clear, with no ambiguity about timing, location or responsibility?

A client reading the itinerary should be able to answer any question about their own trip without calling you.

- Are all logistical details included, contact numbers, confirmation numbers, addresses, prices?

Include whether items are prepaid or require payment on the day. Never leave a client reaching for their wallet unexpectedly.

- Are start and end times included for every activity and transfer?

Times prevent confusion. 'Dinner at Le Jules Verne' is not enough. 'Dinner at Le Jules Verne, 8:00pm, 15 Avenue Anatole France, reservation under [client name], tasting menu pre-selected' is a professional itinerary entry.

- Has the itinerary been reviewed for pacing, not too rushed, not too empty?

Read through it as if you are the client. Does it feel right? Does it feel like something you would enjoy?

- Have all bookings been confirmed in writing and are confirmations accessible?

Never rely on a verbal confirmation for anything. If it is not confirmed in writing, it is not confirmed.

LUCIA'S INSIGHT

- *Send the itinerary to the client at least 72 hours before departure, not the night before.*
- *Create a one-page summary version for the client to carry. The full itinerary is for reference. The summary is for the trip.*
- *Build a contingency note into every itinerary: what to do if a booking needs to change. Who to call. What the backup option is.*

SECTION 03

Flights & Private Aviation

Commercial and private aviation, what to confirm, what to brief, and what to never assume.

Flight arrangements are where the first impression of a trip is made. A smooth, seamless departure sets the tone for everything that follows. A stressful one, wrong seat, missed fast track, car not on time, colours the entire experience. Get this right.

COMMERCIAL FLIGHTS CHECKLIST

- Preferred airline and cabin class confirmed**
Know the client's loyalty programmes and preferred carriers. Seat upgrades, companion upgrades and status benefits should all be leveraged proactively, not reactively.
- Seat preferences selected and confirmed**
Window or aisle, front of cabin or bulkhead, whether they travel with a companion who also has a preference. For long-haul flights, the seat can make a significant difference to the experience.
- Meal preferences communicated to the airline**
Special meal requests must be made at time of booking, not at check-in. For clients with serious dietary requirements or allergies, confirm the meal has been registered and follow up closer to the flight date.
- Fast track, lounge access and meet-and-assist confirmed**
Many premium airlines offer these services, as do specialist airport services. For clients who find airports stressful or who simply value their time, these are non-negotiable. Arrange them before departure.
- Visa requirements checked for all passengers**
Check visa requirements for every country on the itinerary, including transit countries. Requirements change. Do not rely on memory or previous trips. Verify every time.
- All required apps downloaded and forms completed**
ESTA for the US, UK ETA, Australian ETA, health declarations for certain destinations. Ensure the client has completed these before they reach the airport, not at the gate.
- Travel insurance confirmed and policy details shared**
The client should have travel insurance and the policy details should be included in the itinerary document. In the event of a problem, they should not have to search for this information.

PRIVATE AVIATION CHECKLIST

- Operator confirmed and aircraft type verified**
Know the aircraft. A client who expects a large cabin jet and arrives to find a turboprop is not a satisfied client. Confirm the specific aircraft, its age, its cabin configuration and its range.
- Ground handling and FBO arrangements confirmed at both ends**
The FBO is the private terminal. Confirm that the client will be met, that ground transport will be on the apron if possible, and that any catering requests have been communicated to the handling agent.
- Crew briefed on client preferences**
Dietary preferences, preferred temperature, music or silence, newspapers or particular reading material, beverages. The best private aviation experiences feel completely personalised. This requires a detailed briefing.
- Pets and additional passengers documented**
Private aviation has more flexibility with pets than commercial, but documentation is still required for international flights. Confirm the requirements at both departure and arrival countries.
- Backup plan established**
Private aviation is subject to technical delays and weather in ways that commercial aviation manages through its scale. Always have a commercial flight option identified as a contingency for any trip where timing is critical.

LUCIA'S INSIGHT

- *Always reconfirm flight times 48 hours before departure. Schedules change more often than people expect.*
- *For commercial flights: check in online as soon as the window opens. Seat assignments can change.*
- *For private aviation: send a detailed passenger and preference manifest to the operator at least 48 hours in advance.*
- *Visa applications for complex destinations can take weeks. Start this process the moment the trip is confirmed, not two weeks before departure.*

Ground Transportation

The standard no HNWI client should ever fall below.

Ground transportation is one of the most overlooked areas of travel planning, and one of the most consequential. It is the first thing a client experiences when they land and the last thing they experience when they depart. It should be invisible, meaning it should work so smoothly that they never have to think about it.

- **Airport transfers confirmed, luxury or private**

The transfer vehicle should be appropriate for the number of passengers and the volume of luggage. A family of four with ski equipment requires a different vehicle from a couple travelling light. Confirm the vehicle type, not just the service.

- **Vehicle preference documented**

Brand, interior preferences, temperature, music or silence, seat position for longer transfers. For trips over one hour, comfortable SUVs with bucket seating for maximum recline are generally the right choice. Ask the client if you do not know.

- **Driver briefed on client preferences and schedule**

The driver should have the full day's schedule, the client's contact number, and a note on any preferences. They should know not to engage in conversation unless invited, not to take phone calls without stepping out, and to have the car at the right temperature before the client enters.

- **All local transportation confirmed for every day**

Every leg of every day. Airport to hotel. Hotel to lunch. Lunch to the gallery. Gallery to the hotel. Do not leave gaps and assume the client will figure it out.

- **Backup transportation arranged for every confirmed booking**

A single driver falling ill should not become the client's problem. Always have a second option confirmed and ready, even if it is just a trusted car service on standby.

- **24-hour transport contact available throughout the trip**

The client should have a number they can call at any hour for transportation. This is non-negotiable for HNWI travel. Anything less is below the standard.

LUCIA'S INSIGHT

- *A client who has to wait for a car, or worse, call for one themselves, is a client who is already less satisfied than they should be.*
- *For transfers over one hour: confirm that the vehicle has charging points, water, and anything else the client might need.*
- *In cities with significant traffic, always build buffer time into transport legs. Arriving stressed cancels out everything good that comes after.*
- *Introduce drivers to clients by name in the itinerary: 'Your driver Marco will meet you at arrivals.' It is a small detail that feels personalised.*

SECTION 05

Accommodation

Hotels, villas, and the knowledge that separates a booking from an experience.

Knowing which hotel brands exist is not enough. Anyone can search a luxury hotel database. What HNWI clients pay for is the knowledge of which room at which property, the relationship with the concierge team that gets their preferences communicated before arrival, and the judgement to know that a particular villa that photographs beautifully is not what it appears to be in person.

HOTELS CHECKLIST

- Property personally known or verified through a trusted source**
Visit when you can. Read professional reviews, not tourist reviews. Build relationships with hotel concierge teams. If you cannot verify a property yourself, use a contact who can. Do not recommend anything you cannot stand behind.
- Specific room type confirmed, not just category**
A junior suite and a grand suite in the same property can be completely different experiences. Know which floor, which view, which configuration. This level of specificity is what the client is paying for.
- Early check-in and late check-out requested**
Always request these. They are not always granted, but asking costs nothing and succeeding saves the client significant inconvenience, especially on long-haul trips where arrival times do not align with standard check-in.
- Client preferences communicated to hotel in advance**
Send a preference note to the property concierge or guest relations team at least 48 hours before arrival. Dietary requirements, pillow preferences, preferred room temperature, special occasions, any health considerations. The best hotels will action this. The best concierges make sure they do.
- Loyalty programme numbers provided and benefits confirmed**
Know the client's status with each hotel group and ensure it is applied to every booking. Status benefits, room upgrades, welcome amenities, priority requests, are often the difference between a good stay and an exceptional one.
- Special occasions noted and arrangements confirmed**
If the trip includes a birthday, anniversary, honeymoon or any other milestone, the hotel should know. Confirm what the hotel plans to do and, if appropriate, supplement it with your own arrangements.

VILLAS CHECKLIST

- Villa personally vetted or verified by a trusted specialist**
Never book a villa solely from photographs and descriptions. Properties change. Standards vary. Use a vetted villa specialist who has inspected the property, or find a trusted contact who has stayed there recently.
- All amenities confirmed in detail**
Private pool, staff included, kitchen equipment, Wi-Fi quality, air conditioning in all bedrooms, security provisions, proximity to the nearest town or amenities. Do not assume. Confirm in writing.
- Included staff briefed on client preferences**
Most luxury villas include a housekeeper and sometimes a cook or chef. These staff should receive a preference brief from you before the client arrives. The villa experience is only as good as the service within it.
- Arrival provisions arranged**
The villa should be fully stocked with the client's preferences on arrival. This means coordinating grocery shopping, welcome amenities, flowers, preferred beverages and anything else the client expects to find waiting for them. Arrange this through the villa management team in advance.
- Emergency and management contacts shared**
The client should have a direct contact for the villa manager for any issues that arise during the stay. This should be in the itinerary document and confirmed to be reachable at all hours.

LUCIA'S INSIGHT

- *Build relationships with the concierge teams at the hotels your clients use most. These relationships are worth more than any booking platform.*
- *A room upgrade secured through a direct concierge relationship is remembered. A standard room booked through a third-party portal is not.*
- *For villa bookings: confirm the pool is heated if the trip is not in peak summer. This detail is missed more often than you would think.*
- *Always have a backup hotel identified for any villa booking in case of a last-minute problem. Villas can fail in ways hotels do not.*

Kids & Family Travel

The additional planning layer that family trips always require.

Family travel is one of the most rewarding and most complex areas of luxury concierge work. When it goes well, it is deeply meaningful. When it does not, the consequences extend beyond the client, they affect the entire family. The additional planning required is significant. Never underestimate it.

- **Age-appropriate activities confirmed for children**

What is genuinely engaging for a seven-year-old is very different from what works for a fourteen-year-old. Know the ages. Research properly. Avoid activities that are technically available to children but clearly designed for adults.

- **Vetted childcare available at key moments**

Dinners, spa time, adult excursions. A vetted babysitter or nanny, not the hotel's generic recommendation, but someone you or a trusted colleague has used, gives the parents genuine peace of mind.

- **Accommodation verified as family-friendly**

Appropriate sleeping arrangements, safety features such as pool fencing and window guards, family-friendly dining options available on site, and enough space for a family to spread out without feeling cramped.

- **Children's dietary requirements communicated throughout**

Allergies, food preferences, snack needs for travel days, baby food for very young children. Communicate these to every restaurant, hotel and airline on the itinerary. Do not rely on the client to remember to mention it every time.

- **Family logistics confirmed**

Car seats appropriate for children's ages, strollers if needed, early dining options for young children, flexible scheduling that allows for naps and early bedtimes. These are not small details. They are what makes the trip workable.

- **Children's travel documentation current**

Passports, any required visas, travel insurance that covers the children. For trips involving separated parents or single-parent travel, additional documentation may be required at certain borders. Check this in advance.

- **Entertainment for travel days arranged**

Long flights with young children require preparation. Download content, bring familiar snacks, have a small activity kit. Brief the airline on travelling with children so they can be appropriately accommodating.

LUCIA'S INSIGHT

- *Children remember travel differently from adults. A detail that delights a child, a personalised welcome note, a small gift in their room, a special activity just for them, creates memories the parents will associate with you.*
- *Family trips require a more flexible itinerary structure than adult trips. Build in more buffer time. Things take longer with children.*
- *Always confirm that babysitters or childcare staff are vetted to the same standard you would apply to any household staff recommendation.*

SECTION 07

Meals & Dining

Reservations, preferences, and the details that define a meal.

Restaurant reservations are one of the most common requests in luxury concierge work, and one of the areas where reputation is most quickly built or damaged. Getting a table at a restaurant the client assumes is fully booked is one of the fastest ways to demonstrate your value. Failing to secure a reservation you promised is one of the fastest ways to lose trust.

DINING PREFERENCES TO CONFIRM

- **Dietary requirements and allergies documented and communicated**

Every restaurant on the itinerary should receive a note on dietary requirements before the client arrives. Do not rely on the client to mention it at the table. Allergies in particular must be communicated clearly and confirmed as received.

- **Food preferences noted beyond dietary restrictions**

A client who finds truffle overwhelming, who always orders fish in coastal locations, who never eats dessert, these preferences, noted and remembered, are what make the difference between a good concierge and an exceptional one.

- **Dining atmosphere preference confirmed**

Lively and social, intimate and quiet, views, private dining room, chef's table. Match the dining experience to the mood of the day and the purpose of the meal.

- **Special occasion meals identified and enhanced**

Birthday dinners, anniversary celebrations, farewell meals. Communicate the occasion to the restaurant. Confirm what they will do. If appropriate, arrange an additional touch yourself, flowers, a personalised menu, a dessert with a message.

- **All restaurants vetted for quality and alignment with client taste**

Do not recommend a restaurant you do not know. Research properly. Read professional reviews. If you have not been yourself, find someone whose judgement you trust who has. A recommendation that disappoints reflects on you, not the restaurant.

BOOKING SYSTEM AND INSIDER TIPS

- **Check availability before presenting as an option**

The cardinal rule. Never offer a restaurant as an option until you have confirmed availability for the required date, time and party size. A client who spends twenty minutes deciding and then learns the table is not available will not forget it.

- **Book as far in advance as the booking window allows**

The most in-demand restaurants open their booking window one to three months in advance, often at a specific time on a specific day. Know these windows. Set reminders. Book the moment it opens.

- **Use the date-swap technique for sold-out restaurants**

Book for a different available date, then call the restaurant directly and explain you need to move the reservation. Many restaurants hold tables back from online systems for exactly this kind of direct contact. It works more often than you might expect.

- **Build direct relationships with the people who matter**

The host, the reservations manager, the restaurant concierge. These relationships are built through referrals, through respectful and professional contact, and through always following up when something goes well. They are worth more than any booking platform.

- **Always double-check opening times on the restaurant's own website**

Online aggregators are frequently out of date. A client arriving at a restaurant that is closed is an avoidable disaster. Verify directly before every reservation.

- **Cancel reservations you will not use, immediately**

Being removed from a booking platform because of no-shows damages your ability to serve future clients. Cancel anything you will not use as soon as you know. The platform and the restaurant will remember professional behaviour.

LUCIA'S INSIGHT

- *Key booking platforms: OpenTable, TheFork, Tock, and the restaurant's own website. Check Google for which platform a restaurant uses before calling.*
- *For Michelin-starred restaurants: many require a credit card deposit or full prepayment. Explain this to the client before booking, not after.*
- *Pre-book key meals when you know the travel dates, even before the full itinerary is confirmed. The best tables disappear quickly.*
- *Always have a backup restaurant identified for every key dinner reservation. Cancellations happen. Having an alternative ready is the difference between a problem and a seamless resolution.*

Activities & Wellness

Curating experiences that match who the client actually is.

The activities you recommend tell a client more about how well you know them than almost anything else. A perfectly selected experience, one that matches their interests, their pace, their level of adventure, makes the trip feel curated. A generic list of tourist highlights makes it feel like you searched the internet. Know the difference.

- **Activity requirements, locations and timing clearly documented**

Every activity in the itinerary should have a confirmed time, a confirmed meeting point, a confirmed duration and a contact number. Ambiguity is not acceptable in a professional itinerary.

- **Wellness preferences considered and scheduled**

Yoga, meditation, fitness routines, spa treatments. Many HNWI clients have established wellness practices they maintain even when travelling. Facilitate these rather than ignoring them. A client who cannot maintain their morning routine because no provision was made for it is a client who feels slightly off balance for the entire trip.

- **Spa treatments scheduled appropriately**

Not at the end of an exhausting activity day. Not immediately before a formal dinner. Consider the flow of the day when scheduling wellness appointments. The best spa experiences feel like a gift, not an item on a to-do list.

- **Rest periods built into every itinerary**

Activity-packed itineraries are not aspirational, they are exhausting. Build in downtime, even for clients who insist they want to see everything. A quiet afternoon with no obligation is often what the client remembers most warmly.

- **Private guides used for cultural or specialist experiences**

A private art historian for a gallery visit. A marine biologist for a reef dive. A local chef for a market tour. Private expertise transforms a tourist experience into a genuine encounter with a subject. These professionals exist in most major destinations. Find them.

- **Health, safety and fitness level considerations confirmed**

Some activities require a minimum fitness level, a medical clearance or a signed waiver. Know this before you confirm. A client who arrives at a trekking experience and cannot participate because of an undisclosed health condition is a situation that should never arise.

LUCIA'S INSIGHT

- *The best activity recommendation is one the client would not have thought of themselves but immediately recognises as perfect for them.*
- *Avoid recommending anything that cannot be confirmed. 'You might be able to do this' is not concierge service. 'This is confirmed for Tuesday at 10am' is.*
- *For adventure activities: always have a gentler alternative ready in case conditions change or the client changes their mind on the day.*
- *Experiences that are truly exclusive, a gallery after hours, a private dinner in a historic location, access to something genuinely closed to the public, are the ones that generate referrals. Build these into your network over time.*

Staffing on the Road

Managing the staff logistics that travel creates.

When staff travel with a client, a nanny, a personal assistant, a security officer, a private chef, their logistics become part of your responsibility. Getting this right ensures the staff can actually do their jobs effectively, which in turn means the client is well served throughout the trip.

- **All travelling staff confirmed and itineraries shared**

Every staff member who is travelling should have a copy of the relevant parts of the itinerary. Not the client's full document, their own schedule, their contact points, what is expected of them each day.

- **Staff accommodation confirmed, separate and appropriate**

Travelling staff should have their own accommodation that is close to the client but separate. In hotels, this typically means a room on the same floor or nearby. In villas, a separate staff area. Confirm this in advance, do not discover the arrangements on arrival.

- **Staff meals and transport arranged**

Staff eat, travel and have their own daily logistics. These should be planned and confirmed, not left to figure out on arrival. A nanny who has not eaten has less energy for the children. A driver who does not know where to park at each venue is a source of delay.

- **Communication protocols established before departure**

How will you communicate with the travelling staff during the trip? Who do they call if there is a problem? What is the escalation process if something goes wrong? Establish these clearly before departure.

- **Emergency protocol shared with all staff**

Every person travelling with or for the client should know the emergency protocol. Medical contacts, insurance details, who to call in what order. This document should exist and be shared before departure.

LUCIA'S INSIGHT

- *Travelling staff are an extension of your service. If they are disorganised, underfed or unsupported, the client feels it.*
- *Brief travelling staff before departure, not on arrival. A staff member who arrives at an airport not knowing the programme for the day is already behind.*
- *For security staff: their requirements are specialised. Always work with them directly to understand what they need and ensure the itinerary accommodates it.*

SECTION 10

Pre-Departure & Contingency Planning

What to confirm, what to prepare, and how to handle what goes wrong.

The pre-departure phase is your final quality control pass. Everything that can be confirmed should be confirmed. Everything that can go wrong should have a plan. A concierge who is surprised by a problem that could have been anticipated is a concierge who was not fully prepared. Prepare fully.

72 HOURS BEFORE DEPARTURE

- **All bookings reconfirmed, flights, hotels, restaurants, activities, transfers**
Call or email every key booking to confirm it is still in place. Schedules change. Bookings are occasionally lost. Discovering a problem 72 hours before departure is manageable. Discovering it on the day is not.
- **Itinerary sent to client in final form**
With all contact numbers, confirmation numbers, addresses and any relevant notes. The client should be able to navigate the trip from this document if they cannot reach you.
- **Client travel documents checked**
Passports valid for at least six months beyond the return date. Visas in place. Travel insurance confirmed. Any specific entry requirements fulfilled.
- **Hotel preferences note sent to properties**
A final reminder to each hotel on the itinerary with the client's preferences. Even if you sent this at booking, a reminder 48 to 72 hours out ensures it is actioned by the team who will actually be on duty.
- **Local emergency contacts compiled and shared**
A list of contacts the client should have: the nearest embassy or consulate, local emergency services, the hotel's emergency line, your own number, the travel insurance emergency number. One page. Always in the itinerary.

CONTINGENCY PLANNING

- **Flight delay or cancellation plan**
Know the client's alternative flight options for every leg of the journey. Have the airline's premium service desk number saved. For private aviation, have a commercial alternative identified. Brief the client on what to do if you are unreachable, who else to call.
- **Hotel problem protocol**
If the client's room is not ready, is below standard or has a problem, the hotel should be your first call, but you should have a backup hotel identified for every booking. Never leave a client without an alternative if the primary option fails.

- **Restaurant cancellation plan**

Have a backup restaurant identified for every key dinner. If a reservation falls through, your response should be 'I already have an alternative' not 'let me see what I can find.'

- **Medical emergency protocol**

The nearest hospital to every location on the itinerary. The travel insurance emergency number. Whether the insurance includes medical evacuation. For clients with known conditions, the nearest specialist facility. This information should be in the itinerary and you should know it by heart.

- **Weather contingency for outdoor activities**

For every outdoor activity, know the alternative. A boat trip that cannot run in rough weather should have an indoor experience ready. A hike that is unsafe in rain should have an equally engaging option for a wet day.

LUCIA'S INSIGHT

- *When something goes wrong, and at some point, something will, your response defines you more than the problem itself.*
- *Never call a client to report a problem without also reporting the solution. 'The restaurant has cancelled' is a problem. 'The restaurant has cancelled, and I have secured a table at X, which I think you will love' is concierge service.*
- *Stay calm. Clients take their emotional cue from you. A concierge who sounds panicked creates panic. A concierge who sounds calm and capable creates confidence.*
- *Debrief every trip. What worked, what did not, what you would do differently. This is how you get better, every single time.*

A FINAL NOTE

The trip they remember.

The best travel experiences are invisible in the best possible way. The client does not think about the logistics, the confirmations, the contingency plans, the briefings and the follow-ups. They just experience the trip as something that felt effortless and perfectly designed for them.

That invisibility is your work. Every confirmation call. Every preference note sent to a hotel. Every backup restaurant quietly identified. Every driver briefed. None of it is seen. All of it is felt.

This manual will not make you a great travel concierge overnight. What it will do is give you the framework to work at a professional standard from your very first engagement, and improve with every trip you plan.

Use it. Adapt it to your clients. And when a client calls you from a destination to say it has been the best trip of their lives, you will know exactly why.

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