



Alex Polizzi

BUSINESS LEADER · CELEBRITY · MEDIA PERSONALITY

Most service businesses lose value in the gap between what the owner believes they deliver and what the customer actually receives. In family-run enterprises, pride in the product – and loyalty to the people running it – makes that gap almost impossible to diagnose from the inside. The tension between personal conviction and commercial performance is the defining pressure for any hospitality or service business trying to grow.

Hospitality and family businesses that cannot see their own operational blind spots turn to Alex Polizzi – presenter of Channel 5's *The Hotel Inspector* for over fifteen years and co-owner of *The Polizzi Collection* – for the direct, commercially grounded diagnosis that owners alone cannot make.

Alex Polizzi's 2026 Biography

Why organisations work with Alex Polizzi

- She has walked into more than a hundred real struggling businesses on camera and named exactly what was failing – her credibility is documented and specific, not theoretical.
- Audiences working on customer experience get something rare: an operator who can describe the gap between management assumption and customer reality from both sides of the front desk.
- Her commercial advice carries a weight most speakers cannot match – she applies the same standards to *The Polizzi Collection*'s three boutique hotels as she applies to the businesses she advises, with her own balance sheet as the test.
- Her BBC Two series *The Fixer* took her diagnostic approach beyond hospitality into retail, manufacturing, and food service – making her relevant to any audience grappling with family-run or founder-led business performance, not only hotels.
- She founded and scaled *Millers Bespoke Bakery* from start-up to a supplier of Selfridges, Harvey Nichols, and Fortnum & Mason, giving her genuine entrepreneur-to-operator credibility that extends beyond the family hospitality dynasty.

Biography highlights

- Presenter of Channel 5's *The Hotel Inspector* since 2008 – nineteen-plus series visiting and turning around struggling British hospitality businesses
- Presenter of BBC Two's *The Fixer* (four series, 2012-2015) – extending the business turnaround model to family enterprises across retail, manufacturing, and food

AVAILABLE FOR

- Speaking

ALEX'S SPEAKING THEMES

- Business Strategy & Growth
- Corporate Culture
- Customer Experience & Marketing
- Entrepreneurship
- Leadership

LANGUAGES: English

- Co-owner and active operator of The Polizzi Collection: Hotel Tresanton (Cornwall), Hotel Endsleigh (Devon), and The Star, Alfriston (East Sussex, opened 2021)
- Trained at the Mandarin Oriental, Hong Kong; worked for Marco Pierre White at the Criterion, London; held operational roles across Rocco Forte Hotels in Cardiff, Rome, and St Petersburg
- Read English at St Catherine's College, Oxford
- Co-founded Millers Bespoke Bakery; grew to supply Selfridges, Harvey Nichols, and Fortnum & Mason
- Author, *Alex Polizzi's Little Black Book of Hotels* (2010)
- Granddaughter of Lord Forte; mother is Olga Polizzi CBE, Director of Design at Rocco Forte Hotels

Biography

Most owners of service businesses are certain they know what their customers experience. Nineteen series of Channel 5's *The Hotel Inspector* suggest otherwise. Alex Polizzi has spent more than fifteen years walking into struggling British hotels and family enterprises and naming, clearly, what the management cannot see from the inside.

Her authority comes from two directions. She trained at the Mandarin Oriental in Hong Kong, worked for Marco Pierre White at the Criterion, and held operational roles across Rocco Forte Hotels in Cardiff, Rome, and St Petersburg. She also co-founded Millers Bespoke Bakery with her then-partner Marcus Miller - building it from a start-up to a supplier of Selfridges, Harvey Nichols, and Fortnum & Mason. She read English at St Catherine's College, Oxford.

That experience extends to The Polizzi Collection, three boutique hotels she co-owns and actively operates with her mother, the designer Olga Polizzi: Hotel Tresanton in Cornwall, Hotel Endsleigh in Devon, and The Star in Alfriston, East Sussex. Her advice to other businesses carries the weight of someone whose own commercial performance depends on the same standards she applies elsewhere.

For BBC Two's *The Fixer* (four series, 2012-2015), she extended the same diagnostic lens beyond hotels to family businesses in retail, manufacturing, and food - demonstrating that the tension between conviction and commercial reality is not a hospitality problem alone. The granddaughter of Lord Forte, she brings both the heritage of a three-generation hotel dynasty and the independence of someone who has built and operated alongside it on her own terms.

Key speaking topics

- Hospitality leadership and operational improvement
- Business turnaround in service and family-run enterprises
- Customer experience and service standards
- Commercial positioning for independent and boutique businesses
- Entrepreneurship and scaling founder-led businesses
- Recruitment and performance in service industries
- Family business dynamics and succession

Ideal for

- Hospitality industry conferences and hotel association events
- Family business forums and owner-managed business summits
- Customer experience and service excellence programmes (cross-

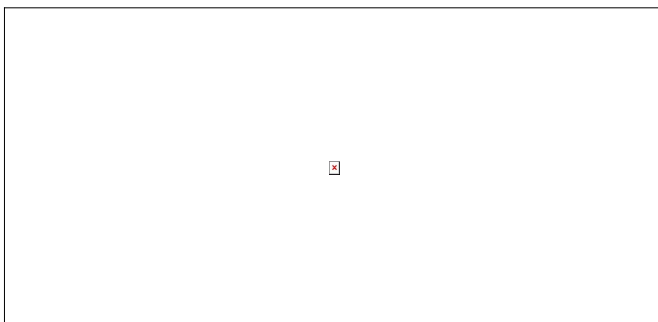
sector)

- SME and entrepreneurial leadership events where founder perspective is central

Audience outcomes

- A clearer framework for diagnosing the gap between what a business intends to deliver and what customers actually receive
- Practical understanding of the operational and cultural patterns that drive underperformance in service businesses
- Insight into how service standards, staff performance, and commercial positioning interact – and which lever to pull first
- Perspective on the specific challenges of running or advising family-owned enterprises, including how personal loyalty can mask business-critical problems
- Grounded confidence that improvement in service and commercial performance is achievable through process discipline, not wholesale transformation

Alex Polizzi's Videos



What Alex Polizzi's clients say

Fantastic! A wonderful person to work with who did a fantastic job of being an expert and winning the respect and the warmth of the audience.

Confederation of Passenger Transport UK