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Hospitality and guest services

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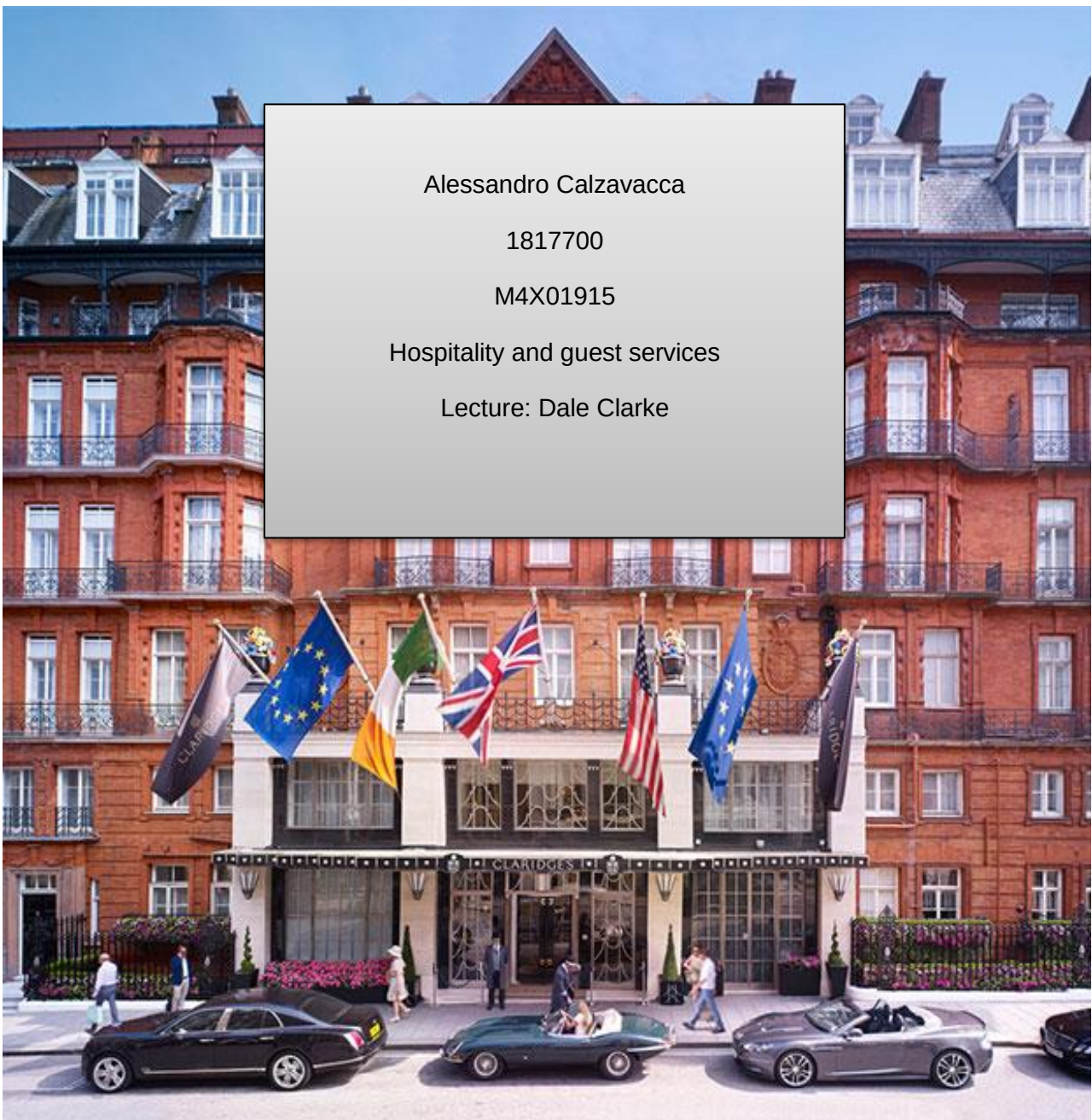


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INTRODUCTION

"Developments in international tourism have increased competitiveness among tourist destinations. Providing high quality services and maintaining tourists' satisfaction are important factors leading to the success of the destinations". (Tourism and Hospitality management, 2009) according to the author, development is the topic word, the challenge is keep the same speed. In my report I will start with an analysis of a rapport between basic needs of the tourism and management response, after richer in details about Claridge's hotel and his strategy for a perfect guest experience and how they adapt to customers needs.

HOSPITALITY PRODUCTION

Hotel production is part of the most recent production of services in the travel and tourism macro-sector, which are increasingly interrelated in meeting the needs of those who travel for the most varied reasons.

The need to understand the complexity of this productive activity generates the need to analyse the hotel product both on the demand side, which is highly segmented due to the variety and variability of needs, and on the supply side. (Epertutti, 2019)

TOURISM DEMAND

Those who travel, in fact, do not only require accommodation and catering services, which are the typical services of a receptive nature, but they also formulate a request for means of transport to reach the places where they must go and a demand for consumer goods that concerns the needs of everyday life, for a complete guest service and experience.

The first step is to identify the conditions that allow the development and the reasons that drive consumers to buy the hotel product. The main of these conditions are:

- income level;

Hotel demand, like any other form of demand for goods and services, is primarily an income function. It can therefore be said that the satisfaction of the tourist need will occupy in the "scale of values" a hierarchical position closer to primary needs depending on the income level of each potential consumer.

- free time;

Another important condition, linked to the previous one, is the free time that the high-income population has at its disposal.

- climatic factors;

The climatic factors concern the different geographical location between the areas where the tourist flows originate and the destination areas of the flows themselves.

- physiological, social and psychological factors.

Lastly, the physiological, psychological and social factors that influence hotel demand are no less important. Among the physiological factors we can remember the need for care and rest, especially when the pace of work is very intense. Psychological and social factors are manifold. For example, it is possible to recall the need for entertainment, which tends to be relevant in highly industrialized societies: the "lifestyles" connected with certain economic-social environments: fashion that guides the choices of individual subjects; and finally, the cultural factors.

MANAGEMENT ANALYSES

through a careful analysis of the different criteria for classifying hotel demand, it is possible to provide the management with useful information to identify the opportunities and implications offered by the market in which it operates.

This information will allow a correct definition of many policies and management choices such as, for example, the range of services to be offered, the customer segment to be satisfied, the convenient level of quality and price of the services themselves, etc.

This analysis begins by identifying two main directions that are:

- analysis of potential demand;
- quantitative and qualitative analysis of effective demand.

Each of them allows the identification of opportunities and constraints that influence hotel management.

The potential tourist demand represents the maximum demand obtainable by stimulating all the subjects that currently do not use receptive services or use it to a lesser extent than their need.

This study allows the hotel company to move towards choices regarding possible actions to be taken to stimulate new demand segments currently at the potential stage, for example through special offers for certain categories of people or with promotional actions.

The actual tourist demand, instead, is given by the request for receptive services that actually exists in a given period of time in a given area. It is therefore represented by all those subjects that with their choices constitute the market of the users of the receptive services.

The analysis of the effective demand makes it possible to draw valid indications both from the quantitative and qualitative point of view on the tourist market's assessment; it is therefore useful to examine it in more detail in the following aspects:

- 1) reasons;
- 2) destinations;
- 3) seasonality;
- 4) classes of users;
- 5) duration and frequency of the stay.

Based on the reasons, the tourist demand can be divided into:

- tourism demand itself;

The tourism demand itself includes all those requests for accommodation services connected to the needs of leisure, rest, care, culture and religion, which push people to move to places with suitable hotel equipment to meet the needs themselves.

- tourism demand for economic reasons;

The tourist demand with economic motivations is instead connected to requests for accommodation services typically originating from work reasons (for example representatives, congresses, training courses, trips away from home, etc.).

The determination of these different tourist classes makes it possible to give a basic and timeless classification of the different market segments. In fact, depending on the reasons that give rise to the various demand flows, the tourist market appears to be the result of different markets:

- entertainment tourism market;
- rest and care tourism market;
- cultural tourism market;
- religious tourism market;
- business tourism market.

The choice of the segment in which the company wants to operate involves different decisions, as the composition of the demand and the related needs to be satisfied are profoundly different depending on the various markets considered.

Another aspect concerns the destinations chosen by tourists. Each hotel company is in fact characterized by a specific location, an element that conditions the possibility of attracting tourist demand flows. In other words, the choice of location of a company represents a market decision, as it can mean the possibility of meeting the needs:

- of a single market: for example, through hotels located near spas that address the only demand for tourism for care,
- multiple markets: for example, with hotels located in large shopping centres that address multiple types of demand (leisure, cultural and religious).

Each of different location has particularities in the demand flows that can attract: the hotel that will be located, for example, in a large commercial-industrial centre, will have the possibility to offer its service mainly to the tourist-commercial market and only in a reduced way to leisure tourism. This may involve advantageous solutions on the one hand, as the two flows are characterized by opposite weekly trends. In fact, commercial tourism requires hotel services from Monday to Friday, while leisure tourism uses the hotel during the weekend.

Analysis can go further and deeper to open new segment and opportunity to the hotel and extend services and offer to the customer need.

The importance on the first step of my report is to highlight the wide market that hotel managements must face every day, the flows of the demand is unstoppable challenging the good result on good guest service.



CLARIDGE'S

CLARIDGE'S HOTEL

Claridge's hotel was first born in 1812, when a wealthy English decided to turn his building in a guest house hotel, addressed at 57 Brook street and Davies street. The history of the hotel is going through two World Wars and many changes, always keeping an high luxury profile. It is not just the structure that make the place a fairy tale hotel, but also the abundance of pieces of art collected during the years, offered from high profile artist on visit or residence. Famous the quote of residence artist David Downton "I expected the luxury of course and the service, but who knew about the magic? Claridge's is Claridge's and everywhere else is everywhere else" (David Downton, 2019)

With the desire to ensure that the hotel maintains the appearance of private house, there is no a standardisation of the rooms, 197 rooms, comprising 62 suites and 2 signature penthouses. Every room have the latest in communication and entertainment systems.

Overviewing the food and beverage department we find two bars, room service (24 hours, 7days a week) and two restaurant, a classic and historical one, while the second is still under construction giving space to a new vanguard cuisine, obviously it is not just food the offer of Claridge's hotel, spa and gym are on top floor with the London's rooftops view and several meeting rooms are available to the customers. Finally the famous ballroom divided in three wide rooms host massive events all year long.

The structure in this inimitable English style, the classic and high standard service help us to find one of the unique selling point of the hotel, which is not only the excess of luxury common in a lot

of central London hotels, but the history that Claridge's brings along, I love to define it as a "little box" of history in the heart of Mayfair. This point sometimes can play against, the time is changing, and the customers needs with it, that is why the management team promptly react, in fact massive renovations are happening nowadays in Claridge's. three more floors are under construction, new rooms, larger gym and more important, a swimming pool, requested from a lot of guest, it always been a weakness of the hotel.

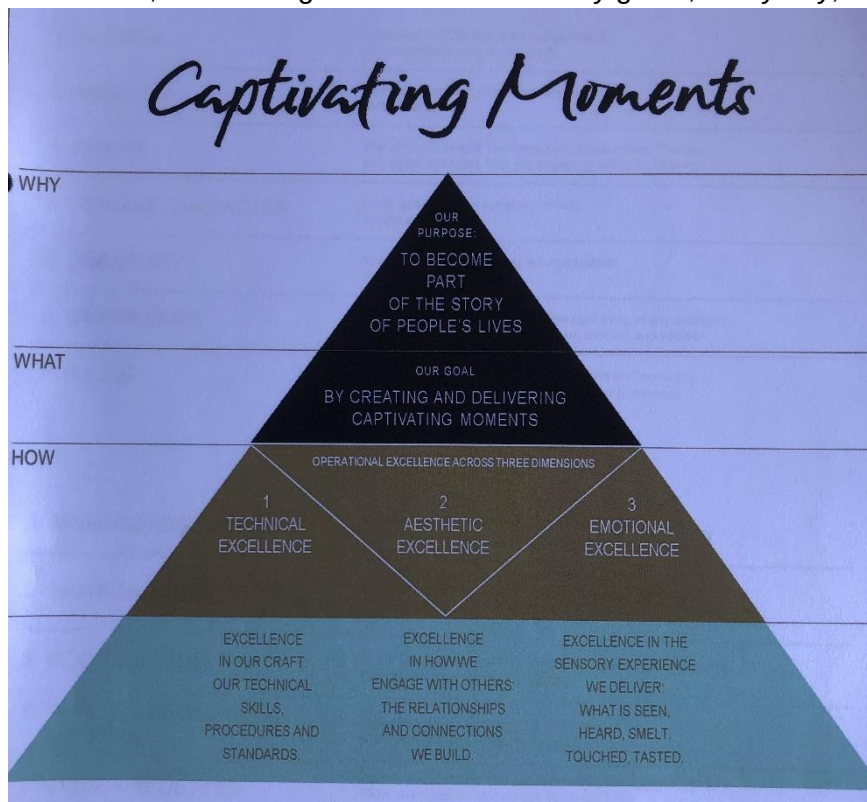
Building issues are not the only challenge the management team have to face every day, because the 27 managers across all department are working in synergy to deliver the perfect service.

How managers can make this happen? Simple, with the help of the almost 500 hundred employees working hard every day in the hotel. Everything starts with several training within the hotel, from basic as healthy and safety, evacuation procedure, fire alert, to offer always a safe environment to guest but what very create the exceptional hospitality guest service is what they call "Captivating Moments".

CAPTIVATING MOMENTS

This is the ultimate doctrinal method to summarize a perfect guest service, how we can see below, the graphic is split in three main topics WHY, WHAT and HOW after explain in the content of the pyramid.

On the top we find the purpose "to become part of the story of people's lives", that is the Claridge's hotel motto, this is the goal to reach with every guest, every day, in every guest experience.



the pyramid of the captivating moments is not the only help that the hotel is giving to its staff, there is also a "secret recipe" divided in ingredients and method, as a normal cooking recipe is giving the whole process to how better reach the final goal.

SECRET RECIPE

Our ingredients:

- **Passion:** a passion for Claridge's, for our guests, for our employees and for our craft.
- **Ambition:** the determination, motivation and support to be ever better.
- **Charm:** the ability to delight, fascinate and please others. People and an environment that are engaging, warm and friendly.
- **Genuine character:** in our people and in our environment, in every corner.

- **Creativity:** avoiding the obvious, using our imagination, finding solution.
- **Savoir faire:** the knowledge and ability to do the right thing in any situation.
- **Focus:** our unwavering commitment to excellence and accuracy.

Our method:

- **Make no assumptions:** read the guest.
- **Thing and go beyond:** forward think, stay one step ahead of the guests' needs.
- **Be connected:** to the guest, to each other, to luxury, to our goal and purpose.
- **Take ownership and initiative:** see thing through, right to the end.
- **Value the details:** know that the smallest thing can make the biggest difference.
- **Be true to who you are:** act genuinely and sincerely, let your personality shine through
- **Never stand still:** leave your comfort zone, anticipate, embrace change.

(Claridge's hotel induction, 2017)

I think to make the idea of how much the hotel keep is standard and proudly become part of the story of people's lives I need to quote the Hollywood legend Spencer Tracy saying "not that I intend to die, but when I do, I don't want to go to heaven, I want to go to Claridge's" (Spencer Tracy, 1950)

CONCLUSION

Tourism is a multi-disciplinary and complex phenomenon, and in the moment of post crisis economy development like the current one, it plays an important role to develop different sectors of economy. It is a fact, that tourism is becoming a popular topic for research in managing enterprises' practice because of its economic importance worldwide. (Rudchenko, 2017) As Veronika Rudchenko highlight in his final thesis on customer satisfaction, we need to have in our mind that we are part of the one of the most import sector of world economy and for the spoken reason strategy and reaction to the changes of the market are vital.

In a final revaluation of my report is opening my mind on a new statement, running beyond every changing in the market and sustain every customer needs make you competitive, make your identity and uniqueness compete in the market make you a winner (Calzavacca, 2019) That is what Claridge's taught me, a perfect balanced between classic and vanguard.

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