



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

200
1822 - 2022

Man Geni Addysg Uwch yng Nghymru
Where Higher Education Began in Wales



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Hospitality & Guest Services in the Hotel Industry

[BMTIH4003]

Week 6 –

Part 1: Guest Service Expectations &
Developing A Culture of Service Style

Part 2: Brand Consistency Standards,
Grading & Corporate Culture

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Where Higher Education Began in Wales

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Important Reminder



Friday, 24th of February 2023

From 2pm until 3pm

**Level 4 Placement Meeting with Placement Lead
Lola Villard**

- Please attend the meeting
- Bring any questions you might have about placement to the meeting

Education Membership Scheme (EMS)

Free student membership is available to those studying at University of Wales Trinity Saint David.

The IoH is in partnership with University of Wales Trinity Saint David through our Education Membership Scheme (EMS).

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To register:

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Last Time...

- Changing Guest Services
- Market trends and lifestyle changes
- 3 Buzzwords:

Personalisation, Authenticity, One-of-a-Kind Experience

- Emerging consumer and experience trends
- Service expectations
- 4-week teaching recap



Today's Content

Part 1: Report-writing skills

- Assignment 2 task specification
- Report structure
- Student example
- Q&A



Today's Content

Part 2: Guest Service Expectations & Developing a Culture of Service Style

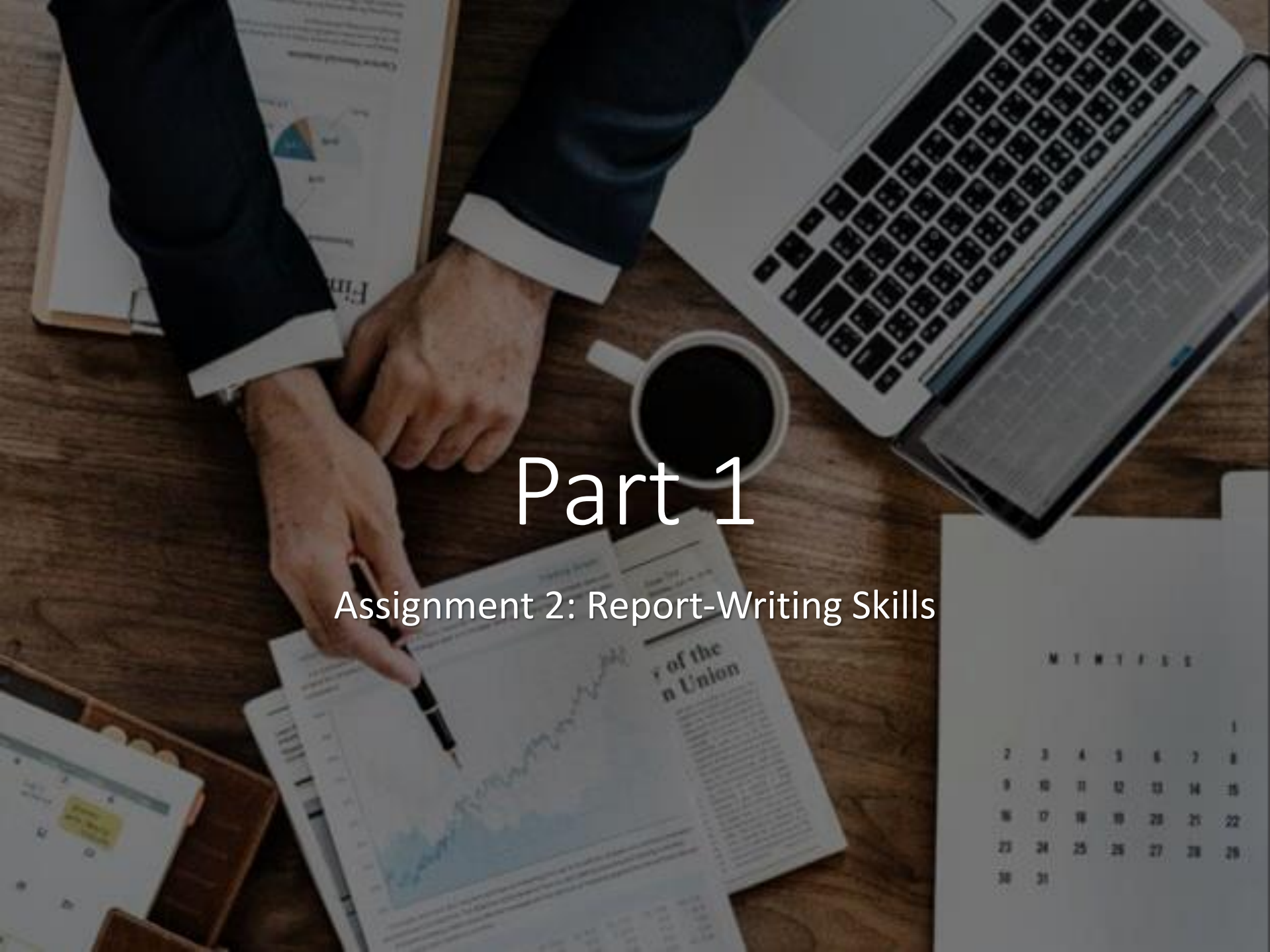
- Guest service expectations
- What is Service Culture? Why is it important?
How to create Service Culture
- The importance of service recovery
- Service Recovery Paradox (SRP)
- Complaint Handling
- Employee Empowerment



Today's Content

Part 3: Brand Consistency Standards, Grading and Corporate Culture

- Corporate culture
- Hotel star and diamond ratings
- Automobile Association (AA) etc.
- Mystery shoppers

A top-down view of a person's hands in a dark suit writing on a newspaper with a black pen. The newspaper features a line graph and the text 'r of the n Union'. To the right is a silver laptop with a black keyboard. Above the laptop is a white mug of black coffee. In the bottom right corner is a calendar page showing dates from 1 to 31. The entire scene is set on a wooden desk.

Part 1

Assignment 2: Report-Writing Skills

Assignment 2: Report

Assignment Title:	Assignment 2: Report entitled – Hotel standards, reputation management, building and retaining customer loyalty	Word count (or equivalent):	1500 words
Hand Out Date:	W/C 9th January 2023	Submission Deadline:	9th March 2023 23:55pm
Draft Deadline:	2nd March 2023 4pm	Return date of provisional marks & written feedback:	6th April 2023

Assignment 2: Report

Background:

The hospitality industry is very competitive, and businesses need to keep up with the latest hospitality trends to avoid being left behind. Additionally, keeping pace with the industry as a whole is a great way to ensure your business delivers the kind of customer experience people want and expect.

Task:

You are tasked with developing a **1,500-word report** (+/- 10%).

- The following **topics must be the focus** in your report:
 - Hotel Standards
 - Reputation Management
 - Customer Loyalty

Assignment 2: Report

- Consider the following questions:
 - What is the purpose of brand consistency standards? Do all hotels have the same standards?
 - How can hotels manage their reputation effectively? What is the importance of effective guest reviews management? What is the impact of negative reviews?
 - How can hotels build and retain customer loyalty (e.g. loyalty programmes)? What is the purpose of this?
 - What recommendations do you have for hotels regarding market trends? What are the obstacles facing certain businesses?

Assignment 2: Report

- Ensure you are not being too descriptive. Instead, support your discussion with **examples/case studies from the hotel and hospitality industry**.
- Demonstrate your knowledge and understanding by **providing analysis**, by **making comparisons between different global hotel players** (case studies) and by **proposing** realistic **recommendations** to the industry.



Report - Structure

- Your report should follow the **structure** below:
- Title Page
 - Executive Summary
 - Content Table
 - Introduction
 - Main Findings (including **sub-headings**)
 - Conclusion
 - Recommendations
 - Reference List (minimum of **15 references** is required)



Additional Guidance

- Level 4 Guidebook (pages 25-27)
- Study Skills
- Draft work: **Friday, 2nd March, at 4pm**
- Example Report

A hand in a white glove is holding a silver shaker over a tray of appetizers. The tray is filled with various small, elegantly plated dishes, including what appears to be a small cake with white cream, a piece of bread with white cream and a blueberry, and a piece of bread with white cream and a red berry. In the background, there are pink roses in a silver vase. The overall scene is dimly lit, with the focus on the hand and the tray.

Part 2

Guest Service Expectations & Developing a Culture of Service Style



Corporate Culture

Group Discussion:

- What is Corporate Culture?
- How would you describe the Corporate Culture of your current job/a previous job?

Type your answers in the chat box or raise your yellow hand.

Corporate Culture



Corporate Culture

['kɔr-p(ə)rət 'kəl-tʃər]

The beliefs and behaviors that determine how a company's employees and management interact and handle outside business transactions.

 Investopedia

Corporate Culture

Corporate culture refers to the beliefs and behaviours that determine how a company's employees and management interact.

Corporate culture is also influenced by national cultures and traditions, economic trends, international trade, company size, and products

Corporate cultures, whether shaped intentionally or grown organically, reach to the core of a company's ideology and practice, and affect every aspect of a business.

Marriott culture focuses primarily on the **employees' welfare** with their contributions to the performance of the company are constantly emphasised and duly appreciated.



Take good care of your employees,
and they'll take good care of your
customers, and the customers will
come back.

— *J. Willard Marriott* —

AZ QUOTES



Group Discussion:

- What is Service Culture?

Service Culture

Type your answers in the chat box or raise your yellow hand.



What is Service Culture?

- It refers to a company culture that is focused on customer service.
- A company with a service culture focuses its mission and processes on serving the customer first and foremost.
- The goal is to provide the best experience and most value for the customer, and each employee's duties should be focused on that goal. An effective service culture motivates team members to put the customer first.
- A service culture is a place where employees love to come to work and customers love to do business with you.



Service Culture

Group Discussion:

- Why is service culture important?
- How do customers experience service culture?

Type your answers in the chat box or raise your yellow hand.

Service Culture Best Practices for Creating A Service Culture: Disney



Four Steps for Creating A Service Culture



Define your Service Culture



Carefully design your hiring & selection process



Elevate the training process



Hold people accountable

Coaching
Recognition

Service Failure & Recovery

When things go wrong...
...and how to fix it!

Group Discussion:

- Do you agree or disagree with these statements, and why?

Type your answers in the chat box or raise your yellow hand.





Service Failure

Group Discussion:

- What is Service Failure?
- What is the wider impact if things go wrong?

Type your answers in the chat box or raise your yellow hand.



Service Recovery

Group Discussion:

- What is the importance of service recovery?

Type your answers in the chat box or raise your yellow hand.

Service Failure

A service failure refers to service performance that fails to meet customer expectations.

Service recovery refers to the systematic efforts made by a business to rectify a service failure and to retain customers' goodwill.

Service recovery plays an important role in achieving/restoring customer satisfaction and loyalty.

Don't forget to appreciate your existing customers!

It's 7x more expensive to get a new customer than to retain an existing one



Service Recovery



Complaint Management



Complaint management is the process of dissemination of information aimed at identifying and correcting various causes of customer dissatisfaction (Fornell & Westbrook, 1984).



It defines strategies used by companies to solve and learn from the previous mistakes in order to restore customer confidence in organisational reliability (Hart et al., 1990).



Customers become dissatisfied when product or service performances are not up to their expectations. Understanding the potential sources of dissatisfaction and customers' reactions to negative situations are mandatory requirements in the design of effective service recovery strategies. (Filip, 2013)

Service Recovery Model - LEARN

Listen

Upset customers have a lot to say, so pay attention. Take notes, ask questions, let them talk.

Empathise

True understanding can't be reached unless you take the time to truly look at things from your Customer's point of view.

Apologise

If you made mistake, own up and apologise. You can certainly offer to replace the item or correct the mistake

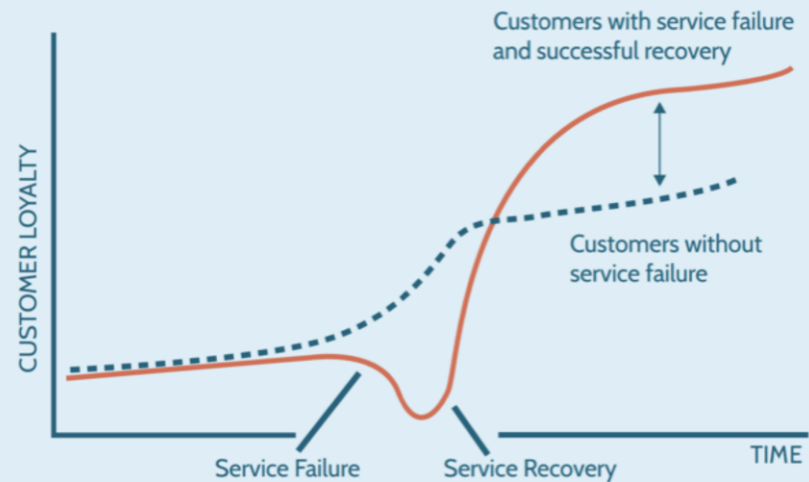
Resolve

Deliver a product that is executed correctly, apologise, and thank the customer for giving chance to repair the problem.

Never repeat

Great opportunity to learn and improve. The key here is not to repeat the same mistakes

Service Recovery Paradox (SRP)



Service Recovery Paradox (SRP)

It has been observed that customers become more loyal to a business after they have experienced a service failure, then if it had never occurred in the first place.

If second service failure occurs, the paradox disappears

Best Strategy: Do It Right the First Time!

A Service Recovery Story



The “Karen” Phenomenon

KAREN [kair-in]

disgruntled, middle-aged white woman with a sense of entitlement, usually to describe someone caught on camera throwing public, often racist tantrums of one variety or another.

The “Karen” Phenomenon

Group Discussion:

- Have you ever encountered a “Karen” situation?
- How did you deal with and resolve this situation?

Type your answers in the chat box or raise your yellow hand.

Summary: The Customers Is Not Always Right...

- Sometimes customers are wrong and employees need to know how to handle them accordingly. Taking ownership of a mistake that the business is not accountable for is a slippery slope
- Unreasonable expectations
- Hunt for freebies
- Not all customers are worth keeping

...But:



The customer is always the customer, and this means simply that solving the problem is often more important than who is right

If you can solve their problem without blaming yourself or others, you will reduce stress, everyone will feel better and you will be on your way to customer satisfaction



Employee Empowerment



Empowerment

Group Discussion:

- What does *Empowerment* mean to you?
- Why is it important?
- Why are some companies reluctant to empower their employees?

Type your answers in the chat box or raise your yellow hand.

Empowerment

Empowerment: *To enable, permit, or give power to; to promote individual self-actualisation for influence within a specific relationship*

Employee empowerment is the management philosophy of giving employees the freedom and authority to make independent decisions and act on them.

Does this definition match your original thoughts on empowerment? Why, or why not?



Empowerment

- The best companies empower their employees to make good customer-focused decisions.
- It is time to venture out of your comfort zone and empower your employees.



How can we make employees feel empowered?

- Build trust and respect
- Practise robust communication
- Convey vision and goals of the company clearly
- Provide state-of-art tools and resources
- Practise feedback
- Nurture a culture of rewards and recognition
- Inspire creative thinking
- Make employee engagement a top priority



Part 3

Brand Consistency Standards, Grading and Corporate Culture

HOTEL



Brand Consistency Standards

Group Discussion:

Based on what you have learned while preparing your presentation...

- How can hotels guarantee consistency across their brand?
 - How might this be monitored?

Type your answers in the chat box or raise your yellow hand.

➤ Your brand is far more than your name or logo. It encompasses everything from the personality and the values of your hotel to your customers' perceptions, notions and experience. It represents who you are, what you believe in and how you want to be perceived by your audience.

Why is branding important?

- Branding helps you outdo your competition
- Branding builds trust
- Branding opens up new revenue channels
- Branding harnesses the power of emotions and storytelling
- Branding helps your guests become advocates and ambassadors

Franchising – How Does It Work?



(FranchiseBusiness, 2016)

Hotel Franchising

Franchise brand consistency is required to create a uniform marketing message and maintain a strong identity across all franchise partners.

Brand values need to be maintained across every piece of marketing you produce.

It is important to remember that brand consistency extends to your company's product and services, for example operations, marketing, customer service and quality control.

Consistency defines your business clearly, cements the reputation of your products or services, and differentiates you from your competitors.

Hotel Franchising - Challenges

- Maintaining franchise brand consistency requires careful planning and a methodical approach to implementing and maintaining a consistent marketing approach.
- You may encounter resistance from your franchisees. Remember to respect your franchisees' independence and listen to their input when designing a marketing campaign that promotes brand uniformity. Many networks have a panel of franchisees who are involved in the early stages of new campaigns. This kind of early buy-in from your network can help those campaigns to gain traction quickly.
- Consider how brand messages will need to be managed when targeting the specific needs of local audiences. Regulating brand messages while appealing to local markets is a delicate balance.
- Examine the systems you have in place. Are they suitable for delivering your product or service across all your outlets?
- The aim of consistent franchise marketing is to grow your business. Are your marketing systems robust enough to keep pace with your expansion?

Marriott's Acquisition of Starwood

In 2016, Marriott International has completed its acquisition of Starwood Hotels & Resorts Worldwide, Inc., creating the world's largest hotel company.



Group Discussion:

- Who was affected by the acquisition?
- How can brand consistency still be guaranteed?

Type your answers in the chat box or raise your yellow hand.

Marriott's Acquisition of Starwood



(Marriott International, 2016)

Hotel Star Rating Systems

There are a few highly recognised hotel star rating systems set by reputed organisations:

1. AA
2. AAA
3. Forbes Travel Guide
4. Australian Auto Clubs
5. HOTREC

There are several other organisations that grant stars to hotels but there is no star rating system which is recognised and accepted globally.

The star rating guides by organisations mentioned above are probably the most recognised ones globally.

Hotel Star Rating Systems

AA – The Automobile Association founded in 1905 rates Hotels from a Star category of 1-5 and is a British firm. Other organisations like Visit Britain, Visit Wales and Visit Scotland have joined AA to have a unified system of Hotel star rating in the UK.



AAA- American Automobile Association is the most popular star rating Association in North America and especially in the USA. The AAA rate in terms of diamonds with 5 Diamonds pointing to luxury properties. Less than 0.5% (out of close to 30,000 hotels reviewed) get a five-diamond classification. Check more about Diamond classifications at the official newsroom of AAA.



Hotel Star Rating Systems



3. Forbes Travel Guide – The star rating system by Forbes has a legacy of over 5 decades and is popular across the globe. The new 2020 edition of star rating by Forbes is out now. Check the official listing page by Forbes to see the new entrants to the elite 5-star league. You can also explore star hotels from the country of your choice through the above-mentioned star rating listing from Forbes.

Hotel Star Rating Systems

4. Australian Auto Clubs- Clubs like RAA, NRMA etc. rate all lodging properties in Australia under the brand of Australian Auto Clubs. Physical inspection is one of the over 200 points in consideration for granting various star ratings to hotels.

5. HOTREC – The Hotel, restaurant association guides the star rating systems of over two dozen organisations in Europe.

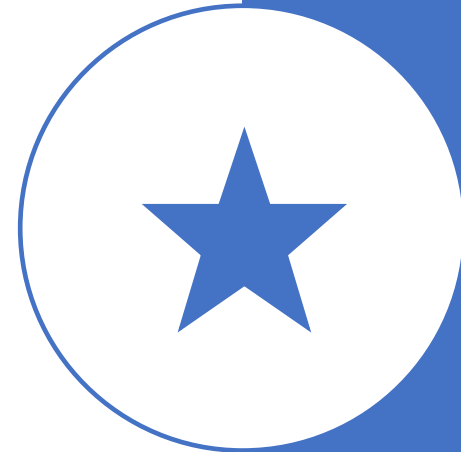


How does a hotel get a star rating?

Group Discussion:

- What do you think are the requirements a hotel must fulfil in order to achieve a 5-star rating?

Type your answers in the chat box or raise your yellow hand.





How does a hotel get a star rating?

- Hotel star ratings are a quantifiable summation of the different positive aspects of a hotel.
- The ratings are based on a specific set of criteria laid out by the establishment who are awarding the stars, which is used to determine which star is awarded.
- The rating of hotels generally goes up to 5 stars.
- A 5-star rating is sort of the Holy Grail in the hotel industry.
- To garner the 5-star hotel rating, you must offer the industry's highest level of services and accommodation.



How does a hotel get a star rating? – 5-Stars

All hotels in this category provide the highest degree of personal services.

- These hotels are usually located in exclusive areas or suburban neighbourhood.
- Garden tubs, in-room video library, large LED TVs, marble baths, exquisite interior decor are a few of the features of rooms in the 5-star category
- 24/7 room services is a must for a 5-star rating
- Heated pools, Jacuzzis, etc. are just but a glimpse of what these world-class hotels offer.
- Natural greenery and plants in lobby and common areas is another key feature
- 24/7 Reception that is often manned with members speaking multiple languages
- These hotels normally would have concierge as well as Butler services
- Turndown services and other housekeeping services on demand must be on offer to gain a 5-star rating
- 5-star hotels must have multi-cuisine restaurants and cafes (and arguably should also have bars with exceptions available)

4-Star Hotels



- These are large and usually formal hotels that boast decorated lobby areas. They often offer bellhop services.
- The rooms are usually spacious, well lit and outstandingly furnished.
- These rooms feature a raft of amenities, from large bathtubs to LED TVs
- A minibar and cosmetic products can be found in this category
- Reception is to be open for long hours with beverage services in the lobby
- Lobby seating area with the availability of newspapers and magazines
- They usually include one or two restaurants that offer services from breakfast all the way to dinner.
- You won't also miss valet parking services, concierge services, fully equipped fitness centres, and large swimming pools.
- Examples: Hyatt and Marriott hotel chains.
- A lot of most beautiful Boutique Hotels boast of 4-star rating.

3-Star Hotels



These are the basic amenities and services one can expect out of a 3-star hotel:

- Duty Manager and complaint management system
- Fitness centres and swimming pools
- (Valet) parking and luggage services
- More amenities in rooms including ironing and laundry facilities, mirrors, hairdryer to mention a few
- Telephone in the rooms
- Room service during the daytime should be available
- 24 hours Reception support available with receptionists speaking more than one language
- They also feature medium-sized restaurants that operate full day

2-Star Hotels



2-star hotels usually offer the following amenities and guest services:

- Onsite payment via a card
 - Reading light on a nightstand
 - Toiletries, sanitary facilities, linen shelves
 - Breakfast buffet
 - WiFi in rooms or in public areas and sometimes TVs and telephones.
-
- Often, 2-star hotels are located in close proximity to the public transport network, affordable tourist sites, and major intersections.
 - Although they might not feature a fully-fledged restaurant, there is always one close by.
 - It's not only the proprietors but also hotel chains that have properties in this category.
 - Examples: Ibis Hotels, Day Inn hotel chain, Ginger Hotels by Taj etc.
 - A lot of hotel chains like these have hotels in both 2-star and 3-star categories. Ibis Hotel has even moved to the luxury category in South East Asian Countries.

1-Star Hotels



Here are the basic things to expect at 1-star hotels:

- At least daily room cleaning
- Rooms fitted with WC, table, chair, bath towels and soap
- Reception services
- At least limited restaurant services with breakfast option
- Safe-deposit options in the room or anywhere in the hotel
- Phone calling facility available in the room or public areas
- 1-star hotels are usually small to medium-sized and are often located in propinquity to decently priced landmarks or attractions.
- One common feature is that bellhop and room services are not always provided.

Burj Al-Arab
Jumeirah Hotel,
Dubai



7-star hotels: How is that possible?

- There is no official rating of 7-star hotels
- The Burj Al Arab Jumeirah in Dubai, with its striking silhouette in the shape of a sail, is one of the most famous hotels in the world and a landmark of the city. It is a symbol for extraordinary luxury and therefore also as expensive as you would expect. One night in a double room costs well over 1,000€. A “small” suite is already 170m² here. You can even book a Rolls Royce with a driver if you wish.
- The hotel would clearly deserve 7 stars and has often received this categorisation in the press or in subjective review ratings on rating platforms. But the term “7-star hotel” is nowhere to be found on the official website.

The Burj Al-Arab Jumeirah Hotel in Dubai



Hospitality Quality Awards

1. International Hotel Awards

A lot of prestigious awards come under the International Hotel Awards umbrella. These include but are not limited to:

- 5 Star Small Luxury Hotel Award (under 50 rooms)
- 5 Star Luxury Hotel Award (Over 50 rooms)
- Best Airport Hotel
- Best Convention Hotel
- Best Sustainable Hotels
- Best Hotel/ Hotel Group Website
- Daily Mail UK Property Awards –(launched in 2005)
- CNBC Arabia Arabian Properties Awards (started in 2006)

Hospitality Quality Awards

2. The Caterer and Hotelkeeper Awards

3. The Gold List by Conde Nast Traveller

4. The CHTP of the Year

-Certified Hospitality Technology Professional

...and many more!

Mystery Shoppers



What is Mystery Shopping?

Mystery Shoppers

Who Uses Mystery Shopping?

Mystery shopping can be used within any industry, but the most common tend to be in retail, healthcare, and hospitality.

These include:

- High-street stores
- Hotels and accommodation providers
- Movie theatres
- Restaurants, cafes and fast-food chains
- Health care facilities
- Independent shops

Benefits of Hotel Mystery Shopping & Quality Assurance Audits

- Customer service evaluations to enhance customer experience
- Competitive analysis for improved competitive advantage
- Support your employees to deliver optimal guest experiences



Hotel Mystery Shopping – Operational Flaws & Pitfalls

- | | |
|--------------------|-----------------------|
| 1. Expensive | 7. Not Time-Sensitive |
| 2. Lack of ROI | 8. Unnatural |
| 3. Not Enough Data | 9. Inconsistent |
| 4. False Premise | 10. No Authenticity |
| 5. Not Specific | 11. No Prioritisation |
| 6. Staff Awareness | 12. Heavy Workload |



- What is Service Culture? Why is it important?
- How to Create a Service Culture
- The Importance of Service Recovery
- Complaint Management
- Service Recovery Paradox (SRP)
- Employee Empowerment



- What is brand consistency?
- What is franchising?
- Hotel and restaurant ratings
- AA, AAA etc.
- Mystery shoppers

Next Time...

Part 1: Reputation Management

- Social media influences
- TripAdvisor
- Digital management responses
- Guest reviews management



Tripadvisor

Part 2: Customer Loyalty

- The purpose of loyalty programmes
 - How to increase customer loyalty
- ...and much more!



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