

STUDY MATERIAL

**FRONT OFFICE
OPERATIONS
(810)**

CLASS – XII

(2018-19)

UNIT 1

HISTORY AND EVOLUTION OF HOTEL INDUSTRY

The invention of currency and wheel in around 5th century BC are regarded as the two main factors that led to the start of hospitality as a commercial activity. Europe is regarded as the cradle of organized hotel business, and over the past century the modern hotel industry is said to be evolved in the American continent. From the ancient inns to the present day state-of-the art establishments that provide everything to the modern traveler, the hotel industry has grown by leaps and bounds.

The origin and growth of the hotel industry can be studies under the following three periods:

- ❖ Ancient Era
- ❖ Grand Tour
- ❖ Modern Era

Ancient Era

This era is marked by the earliest recorded evidences of the hospitality facilities in Europe in 500 BC. Ancient cities of Greece also had large number of commercial places that offered fooding and lodging facilities to travelers. The inns of the biblical era offered a cot or bench in the corner of a room or sometimes even in a stable. Privacy and Personal sanitation had no existence. In 3rd century AD. Many lodging places grew in Europe and Minor Asia (part of Asia adjoining Europe). These were known as '*Mansions*'.

The Industrial Revolution in England changed travel from social to business travel. The lead in organized hotel keeping as we see it today was taken by the emerging nations of Europe, especially Switzerland. Their lodging establishments were called as 'Chalets'.

Grand Tour

The second half of the 18th century, before the French Revolution (1789-99), is referred as the 'golden era of era'. In those days, 'Grand Tour' of the European continent was taken by the wealthy families in Britain for educational purpose. This tour lasted for several years. It gave a big push to the hotel industry particularly in prominent cities of France, Italy, Germany, Austria, Switzerland and Ireland. This gave rise to the development of the modern hotel industry.

The world's first tour operator, Thomas Cook organized a rail tour from Leicester to Loughborough.

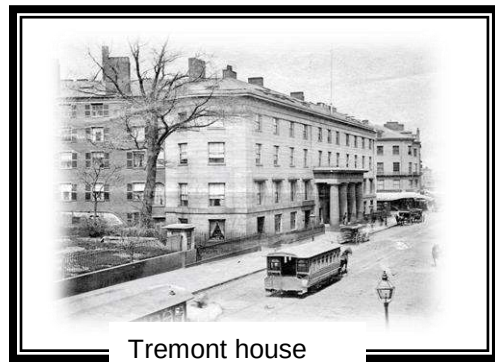
Modern Era

The improvisation in the modes of transport made journeys safer, easier and faster enabling economical as well as frequent mass movement. The development of rope ways lead to the growth of many hotels in the Alpine ranges particularly in Switzerland.

The two world wars severely affected the hospitality industry. The massive destruction caused by the war and the resulting economic depression proved to be a major setback for the travel business. However the development of aircraft and passenger flights accelerated the growth of the hotel



City Hotel, New York 1794



Tremont house

Industry.

Tremont house in Boston American entrepreneurs are credited with changing the face of the hospitality industry with their innovation and aggressive marketing. The inauguration of the city hotel in New York in 1794 marked the beginning of the present day hotel Industry.

The opening of the Tremont house in Boston in 1829 is another Landmark in the evolution of the hotel Industry. It is regarded as the First Luxury hotel having 170 rooms.

The year 1908 saw the emergence of the first Business hotel, the Statler Hotel, in Buffalo, New York. It was a 450 room multi-storeyed hotel. In the years 1920's, hotel building entered a boom

phase and many famous hotels were opened, including Waldorf Astoria, New York's Hotel Pennsylvania and the Chicago Hilton & Towers, which was originally named as Stevens.

The increase in automobile travel in 1950's led to the rise of 'motor hotels' or 'motels' a new category in the hotel industry. The following decades saw the introduction of budget hotels that offered basic facilities at half the rates. Gradually with the passage of time, these evolved into countrywide and international chains.

In the last ten decades, hospitality industry has grown tremendously. Many new concepts of management contract, leasing, timeshare, condominiums membership hotels have emerged.

Review Questions

Multiple Choice Questions

1. What are the reasons for travelling?
 - a. Trade
 - b. Pilgrimage
 - c. Social
 - d. All of the above

2. Which was the first building that was especially erected as a hotel?
 - a. The Tremont House
 - b. City Hotel
 - c. Exchange Coffee House
 - d. The Palace

3. Which hotel is regarded as the first business hotel in the modern era?
 - a. The Tremont House
 - b. The Palmer House
 - c. City hotel
 - d. Statler Hotel

4. The word Hospitality is derived from the word:
 - a. Hostel

- b. Hospital
- c. Hotel
- d. Hospice

5. is the world's first Travel agency:

- a. Cox & Kings
- b. Thomas Cook
- c. SOTC
- d. Mercury Travels

Major hotel chains of India

The origin of Indian Hotel Industry can be traced back to the Mughal period when Musafir-Khanas and sarais were offered to stay. But with the coming of Britishers in cities like Kolkata and Mumbai, these sarais and Musafir-Khanas were changed into new style of lodgings i.e, inns and western style hotels. The major players behind developing Indian hotels include:

TIMELINE OF INDIAN HOTEL INDUSTRY

Year of Starting	First Property	Place	Major Hotel Chains of India
1840	Pallanjee Pestonjee	Mumbai	Independent (First Luxury Hotel)
1843	Auckland Hotel	Kolkata	Independent (Later known as Great Eastern hotel)
1871	Esplanade Hotel	Kolkata	Independent
1903	Taj Mahal hotel	Mumbai	Taj group of Hotels
1934	Clarke's Hotel	Shimla	Oberoi group of hotels
1965	Ashoka Hotel	Delhi	ITDC
1971	Chefair	Delhi & Mumbai	Centaur Group of Hotels
1974	Chola Sheraton	Chennai	Welcome group of hotels
1981	Jaypee Siddhartha Hotel	New delhi	Jaypee group of hotels
1986	The Leela Mumbai	Mumbai	Leela venture
1996	Club Mahindra Resorts	Munnar	Club Mahindra Holidays

2000 & onwards	Various chains
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Welcome Group of Hotels

Logo



Founder

Indian Tobacco Company (ITC)

Year

1974 (First hotel in 1975)

Speciality

Its restaurants Bukhara, Dakshin, Peshawari, DumPukht and Kebabs and Curries are well cuisine brands today.

Brands

ITC- Luxury Collection hotels, Welcome Hotels/Sheraton Hotels, Fortune Hotels, Welcome Heritage Hotels.

Taj Group of Hotels

Logo



Founder

Jamshed ji Ratan ji Tata

Parent Company

The Indian Hotel Company-IHC (a part of the TATA group of Industries)

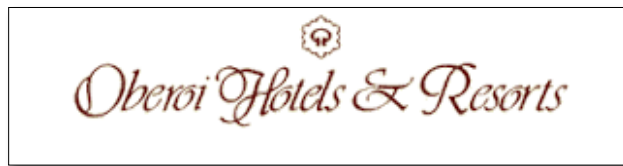
Year

1903

Brands	Taj Luxury Hotels, Taj Business Hotels, Taj Palace Hotels, Taj resorts, Taj Garden Retreats, Taj Cultural centre, Vivanta by Taj, Gateway Hotels.
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Oberoi Group of Hotels

Logo



Founder	Late Rai Bahadur Mohan Singh Oberoi
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Parent Company	East India Hotels (EIH)
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Year	1934
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Brands	Oberoi Hotels & resorts, Trident Hotels, Oberoi Vilas Hotels and Oberoi Cruiseliners.
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Ashoka Group of Hotels

Logo



Founder	Indian Tourism Development Corporation (ITDC)
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Year	1965
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Brands	Elite Hotels, Classic Hotels and Comfort Hotels
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Jaypee Hotels LTD.

Logo



Founder

Jaiprakash Gaur

Parent Company

Jaiprakash Associates limited.

Year

1981

Brands

Jaypee Palace (Agra), Jaypee Vasant Continental (New Delhi), Jaypee Siddhartha Hotel (New Delhi), Jaypee Residency Manor (Mussourie), Jaypee Green Resort (Greater Noida) etc.

Review Questions

Match the following:

Fortune Hotels

East India Hotels

Gateway Hotels

Jaypee Group of Hotels

Trident Hotels

ITC

Siddhartha Hotel

Indian Hotel Company

4.5 Major International Hotel Chains

Holiday Inn

Logo



Founder

Kemmons Wilson

Parent company

Intercontinental Hotel Group (IHG)

Year of Foundation

1950

Product Line

Holiday inn, Holiday Inn Garden Court, Holiday Inn express, Holiday Inn Sunspree Resort.

Intercontinental Group of Hotels

Logo



Founder

William Bass

Parent Company

Public Limited company(IHG itself, founded by Pan American World Airways)

Year of Foundation

2003

Product Line Inter Continental, Crowne Plaza, Hotel Indigo, Staybridge Suites, Nickelodeon Family Suites, by Holiday Inn, and Candlewood Suites.

Sheraton group of Hotels

Logo



Founder Ernst Henderson and Robert Moore

Parent Company Starwood Hotels and Resorts Worldwide (Later it was purchased by ITT Corporation-New York, then called as ITT Sheraton.)

Year of Foundation 1937

Product Line Four Points, Element, St. Regis Hotels and Resorts, Le Meridien, Westin Hotels, W Hotels and Aloft.

The Carlson Group of Hotels

Logo



Founder William B. Johnson

Parent Company Carlson Companies (Minneapolis, US)

Year of Foundation 1938

Product Line	Radisson Hotels, Country Inns & suites, Park Inn, Park Plaza and Regent International.
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J W Marriott Group of Hotels

Logo



Founder	J. Williard & Alice S Marriott
Parent Company	Marriott International
Year of Foundation	1927
Product Line	Full Service Lodging, Select Service Lodging, Extended Stay Lodging, Timeshare.
Brands	Marriott Hotels, Resorts & suites, Marriott Courtyard, Marriott Residence Inn and Marriott Fairfield Inn.

The Hilton Group of Hotels

Logo



Founder	Conrad Hilton
Parent Company	Blackstone Private Equity
Year of Foundation	1919

Product Line	Luxury, Full service, Select Service, Limited Service, Extended Stay Suites, Timeshares
Brands	<i>Hilton Garden Inns, Doubletree by Hilton, Embassy suites, Conrad International and Hampton Inns.</i>

Ramada Group of Hotels

Logo



Founder

Marion W. Isbell

Parent Company

Wyndham Worldwide

Year of Foundation

1953

Product Line

Ramada ltd (Budget Properties), Ramada Inns and Suites (Full Service Properties), Ramada Hotel, Suites & resorts (Full Service Properties), Ramada plaza (Lower upscale), Ramada Renaissance.

Hyatt Group of Hotels

Logo



Founder

Thomas J. Pritzker

<i>Parent Company</i>	<i>Hyatt Hotel Corporation</i>
<i>Year of Foundation</i>	<i>1957</i>
<i>Product Line</i>	<i>Grand Hyatt, Park Hyatt, Hyatt Regency, Hyatt resorts and Spa, Hyatt Place, Andaz, Hyatt Vacation Club.</i>

Review Questions

Fill in the Blanks:

1. is the parent company of Radisson Group of hotels.
2. Holiday Inn Hotels were founded by.....
3. hotel is the parent company of Sheraton hotels.
4. Crowne Plaza is a Brand name of
5. JW Marriott hotel was founded in the year.....

Summary

Hospitality Industry is an umbrella term for a broad variety of services, including but not limited to, hotels, food service, casinos, etc. The industry is very diverse and global, and is greatly impacted by fluctuations within the economy and also by various happenings across the world.

In this unit, you have learnt that the origin of the global Hotel Industry can be traced to early lodging facilities in Europe. But the modern hotel industry took shape in the American continent. Some landmarks being City Hotel, New York, The Tremont House in Boston, and the Statler hotel in Buffalo. Indian hotel industry has also risen by leaps and bounds from ancient times to modern era. The prominent Indian and International Hotel Chains with a brief outline of their establishment, growth and different product lines have also been clearly drawn out in this unit.

PRACTICAL ACTIVITY

- ❖ Prepare a chart and write down the timeline history of Oberoi group of hotels.
- ❖ Prepare a project in file and enlist the various international chain hotels which are operating in India.
- ❖ Prepare a project on chart and classify the Taj group of hotels into different parts and enlist any five hotel names along with place and photo , under each segment.

UNIT 2

ETIQUETTES AND MANNERS

When guests arrive at a hotel or a restaurant or an event, they will expect and want to be treated with courtesy and respect. This is where a good grounding in proper etiquette is important for workers in the hospitality industry. In this context, etiquette does not really refer to things like knowing which fork to use at the dinner table. Instead, it refers to a knowledge of the cultural norms that govern interactions.

Hospitality is an important consideration for both the guest and the service professional. Every guest expects and deserves hospitable treatment. Providing hospitality to meet guests' needs involves not only an array of services but a positive attitude combined with etiquettes and manners that make the guest's stay enjoyable.

Etiquette

The physical appearance of the hotel staff helps to maintain your overall appearance, but the way they act also contributes to the hotel's reputation. Employees should be encouraged to report for duty five to 10 minutes before their shift starts and to always treat guests with respect. A code of conduct is outlined by the hospitality organizations that employees must follow. Those who receive high praise from guests or continually meet or exceed expectations are rewarded for their efforts.



Etiquettes and Mannerism for Service Professionals

WHILE TALKING TO GUEST

1. Facial expressions

- Always smile
- Always maintain an interested and helpful expression
- Maintain Eye Contact

2. Distance, Speech, Gestures

- Maintain distance of at least 2 feet
- Speak softly and clearly

WHILE STANDING

1. Posture

- Stand Erect at ease
- Weight balanced on both feet
- Shoulders Straight
- Chest out/ Stomach in

COURTEOUS BEHAVIOUR

1. Anticipation

- Anticipate guest needs. • Examples
- Open the door for the guest
- Hand him/her a pen.
- Light his/her cigarette.
- Reach out for the bag, he/she is carrying.

2. Familiarity with guests

- Do not get familiar with the guest, even if he treats you like a friend.
- Remember your relationship with the guest is professional.

3. General

Be aware of the offensive habits you have

- Biting nails
- Picking hair, nose, ear.
- Yawning.
- Sneezing / coughing without covering your mouth.

Refrain at least, when in guest's view.

WHEN ON DUTY

- Handle equipment without banging.
- Stay calm. Do not get nervous or hurried.
- Do not talk loudly or hold lengthy discussions, in guest areas.
- Do not talk in vernacular. Guest will misunderstand.
- Do not hang around in guest areas.
- Do not come to guest areas when not in uniform.

WHEN WITH THE GUEST

- Do not grumble. He is not interested in your woes.
- Do not speak poorly about other guest, staff or department.
- Do not hint or solicit tips.

HANDS

- Avoid unnecessary movements of hands and facial gestures
- Keep hands on the sides or behind your back • Do not keep hands in pockets or on the hips.
- Do not cross arms across the chest.

GOLDEN RULES FOR GOOD TELEPHONE TECHNIQUES

- Get organized
- Answer all calls courteously
- Answer all calls promptly (within the third ring)
- Always answer pleasantly and with greeting
- Identify your establishment
- Identify your department
- Identify yourself
- Ask caller's identity
- Ask caller's need



Do's of Telephonic Communication

- Know how to operate the system
- Use good telephone techniques
- Use official procedures when dealing with external calls
- Look after the equipment
- Familiarize yourself with all the features of the system
- Close the call pleasantly

“HAVE A PLEASANT DAY. SIR.”

“I'M GLAD I COULD HELP, MADAM”

“THANK YOU VERY MUCH, SIR”

“YOU ARE WELCOME , MADAM”

“GOODBYE AND THANK YOU , SIR”

Don'ts

- Don't answer the phone with “HELLO”
- Don't leave the line “OPEN” while you are talking to someone else
- Don't slam the receiver
- Don't eat , drink, chew, or smoke while talking on the phone
- Don't end the call without pleasant close
- Don't consider the telephone as a toy
- Don't be wasteful, time on telephone cost money
- Don't transfer the call just to get rid of the caller
- Don't forget that the caller may become impatient if you don't attend him promptly

Building a Positive image on Telephone

- Be Polite and Helpful
- Modulate voice
- Friendly , Interested/helpful, cheerful and concerned tone
- Should not sound mechanical
- Speak clearly, slowly and distinctly

- Do not use technical/unfamiliar terms
- Be Brief but not rushed
- Listen attentively
- Make notes
- Repeat the information to confirm the correctness of information
- Interrupt call courteously
- Transfer call courteously
- Advise the person briefly on the caller's name and nature of enquiry. Make the connection
- Complete the call
- Put the caller on hold if need be



What to say.....If ?

- The person being called is busy on another line
 “I am sorry , Mr. Gupta is busy on another line; do you wish to wait, or he may call you back?”
- The person being called is not in his office.
 “I’m sorry, Mr. Sharma is not in. This is Ms. Monica speaking from the reception. May I help you?”
- The party being called doesn’t want to talk to the caller

“Mr. Sharma is not free at the moment.’

or “Mr. Sharma is not available.”

or “Mr. Sharma is not at his desk at the moment.”

“SEVEN DEADLY SINS OF SERVICE”

- Apathy (absence of passion)
- Brush-off (To ignore or behave coldly toward);
- Coldness
- Condescension (lack of respect)
- Robotics
- Rule book
- Runaround (form of evasive excuses)

ATTRIBUTES OF HOSPITALITY PROFESSIONAL:

Professionals should have the following traits or attributes:

- Be conscious of their image-they dress smartly and carry themselves confidently.
- Be knowledgeable and have the required specialized skills and experience
- Be hard working, self disciplines individuals who are accountable for their words and actions.
- Be visionary leaders who can motivate their subordinates.
- Be honest and trustworthy
- Willing to learn from mistakes
- Respond to a crisis and effectively resolve problems.
- Always be optimistic by displaying positive attitude
- Be compassionate and humble
- Always be willing to help others

The hospitality business and you

Answer with a Yes, No or Sometimes

1. *Can I talk to strangers?*
2. *Am I pleasant and courteous even when under stress?*
3. *Am I at ease when using the telephone?*
4. *Do I generally look clean and neat?*
5. *Can I follow orders?*
6. *Do I accept criticism gracefully?*
7. *Do I like staying busy?*
8. *Do I do detailed work well?*
9. *Do I enjoy working with other people?*
10. *Do I enjoy helping people?*

Give yourself 2 points for each yes, 1 point for sometimes and 0 for no. If you scored 16pts. or more you would make an excellent hospitality worker

Review questions

1. Define Etiquettes.
2. Why are good manners important for successful hospitality professional?
3. Discuss Good telephone etiquettes.

UNIT 3

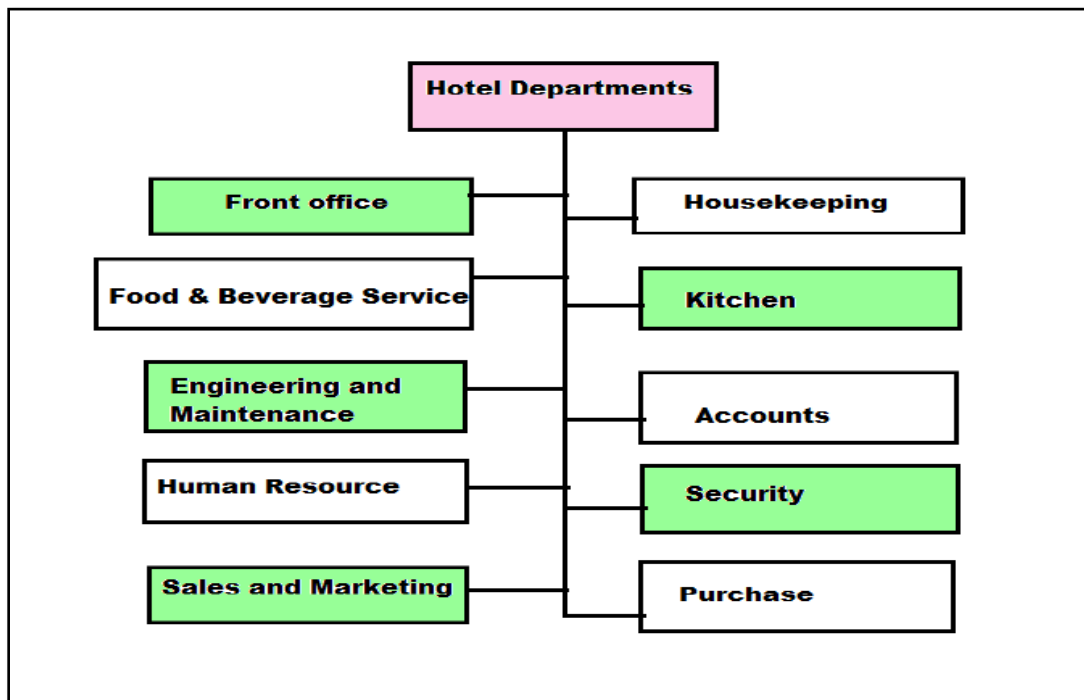
HOTEL ORGANIZATION

When we stay in a hotel as guest and enjoy its services and facilities, we seldom think how the hotels is able to provide us such flawless and smooth services. Every hotel, whether it is small or large, is an organization that utilizes its resources in a definite way to attain its business objectives. The hotel is organized such that it can carry out its vision, mission, objectives and goals. We shall be learning the organization of the hotel in the following ways:

- Departmental Organization on the basis of functions
- Departmental Organization on the basis of revenue

- **Departmental Organization on the basis of functions**

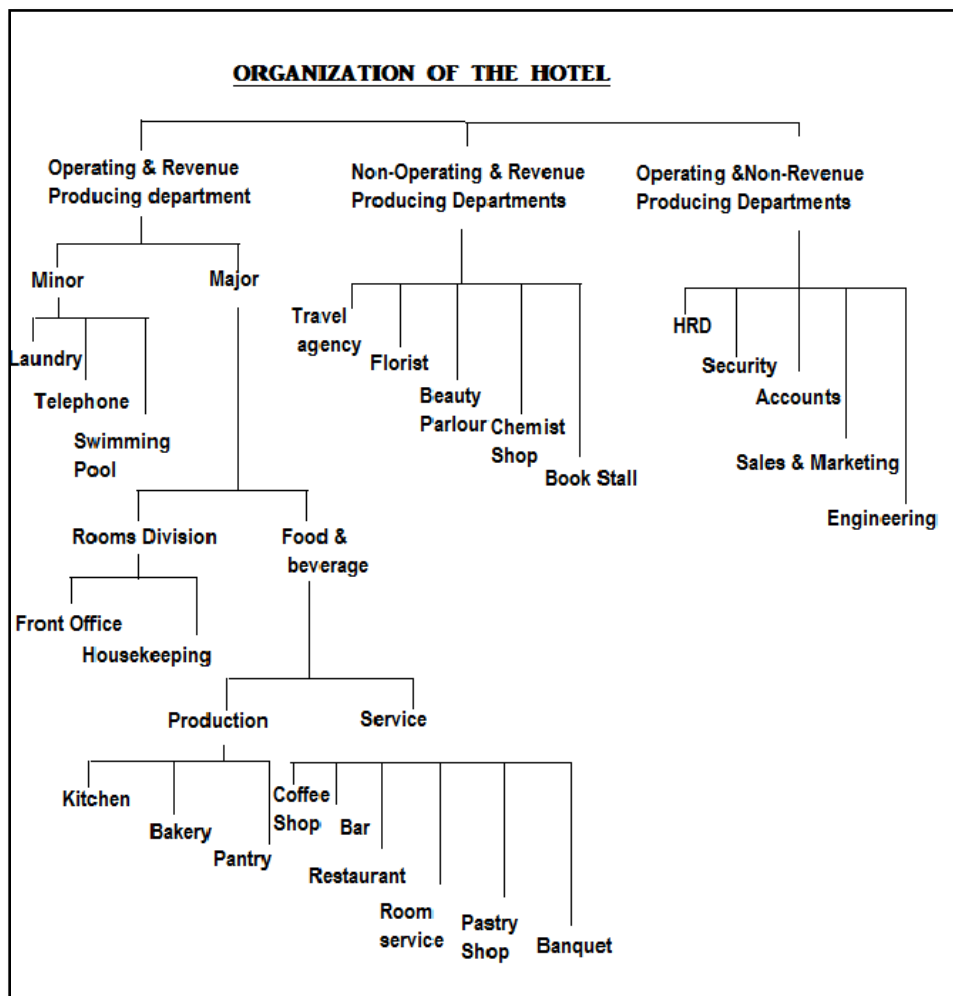
In order to provide a wide range of services efficiently to its guests, a hotel is usually divided into different departments, each being responsible for certain functions and duties. For a hotel to operate effectively and harmoniously it is vital that the hotel's departments coordinate with each other.



- **Departmental Organization on the basis of revenue**

Some departments of the hotel are more important as far as revenue is concerned; some do not produce revenue but are very important from the operational point of view. Thus, the departments of a hotel can be classified under three main categories:

1. Operating & Revenue Producing Departments
2. Operating & Non-Revenue Producing Departments
3. Non-Operating & Revenue Producing Departments



Staff Organization/Hierarchy chart of large and medium hotels

As a hotel comprises of a large number of staff responsible for different areas of work, there is a need to coordinate the activities of the different staff and departments. Each worker has to clearly understand their duties and responsibilities, as well as how their work fits in with that of the other staff or departments of the hotel.

The relationship between the different positions within a hotel can be represented by means of an organizational chart or hierarchical chart. This gives a pictorial display of the relationships and how they interlink with each other. It enables the manager to know the positions of staff within the hotel, as well as who is responsible for whom.

Organization of a small Hotel

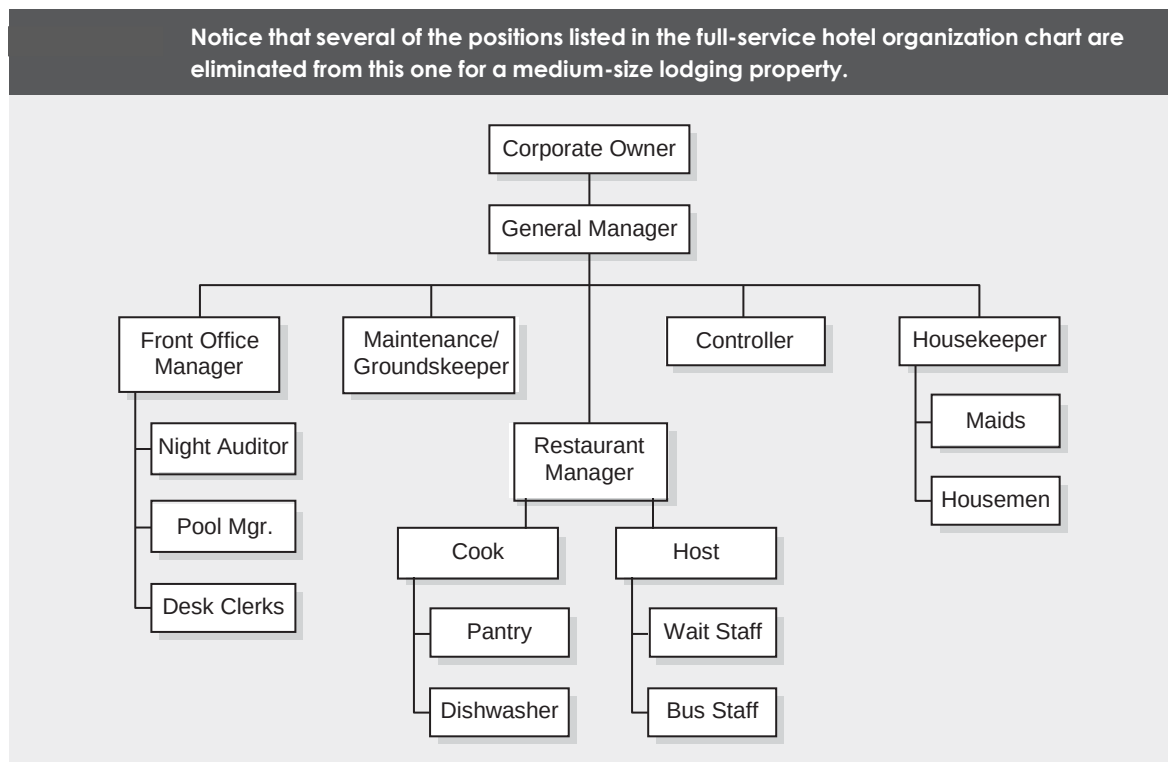
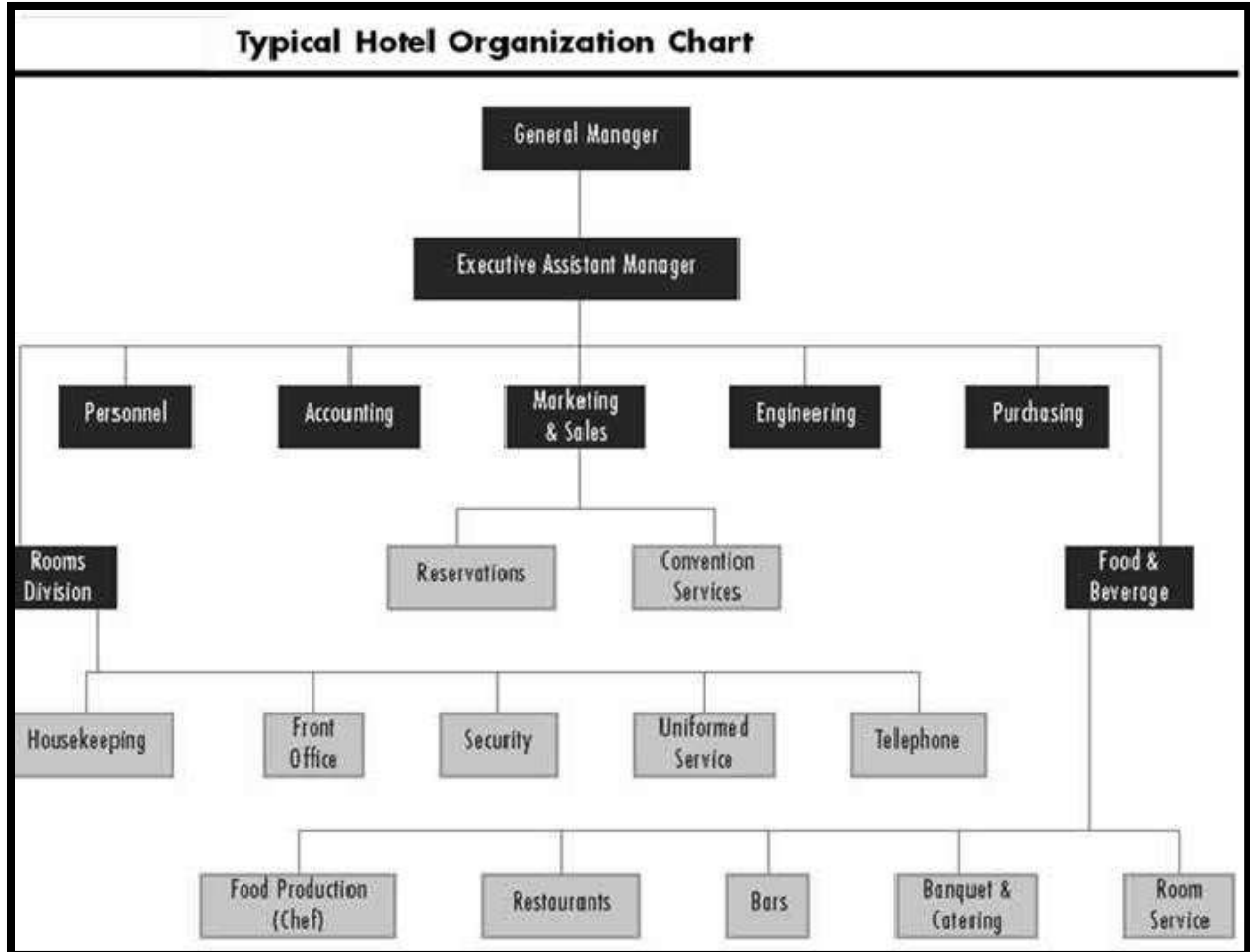


Fig.

Organization of a Large Hotel



Review questions

1. What are the main differences between the organization structure of a medium size and a large hotel?
2. Classify the departments of a hotel on the basis of revenue generation.

Summary

In this unit you have learnt that the hotel industry is so big and diverse that each hotel has come up with specialty products and services to carve out a niche for itself. Depending on the location, or the clients they are targeting, or services on offer, hotels

can be categorized variously to provide customers an indication of their profile and what to expect from them. The main advantage of classification is that it lends uniformity in services and sets a general standard of a hotel.

This chapter highlights how a Hotel is organized into various departments. For the effective management and operation of a hotel, which by its very nature is customer oriented business, it must be broken down into different departments. The type of work and the number of departments in a hotel vary according to the size of the property. In order to better group these departments on an organization chart, they can be classified in two ways: firstly, on a purely financial basis, i.e. whether or not these departments are revenue earning, in other words an operational departments; or according to whether it is a department which offers help, guidance and assistance to an operational department. Such sections are known as service support departments.

Departments may also be broken down into two groups according to their location. Departments which are in the 'front of the house', i.e. deal directly with guests, are said to be front of the house, whilst those that have little or no customer contact are 'back of the house'

A hotel is usually a single building, either large or small, but inside that building is a team pf people who make it work. For anyone to control and make a financial success of that hotel it requires teamwork, organization and a sound management and staff structure.

PRACTICAL ACTIVITY

- ❖ Prepare a list of 10 single unit hotels and 10 chain hotels.
- ❖ Prepare a chart depicting classification of hotels on the basis of various parameters.
- ❖ Prepare a chart on Departmental Organisation and staff organisation of large and medium scale hotels.

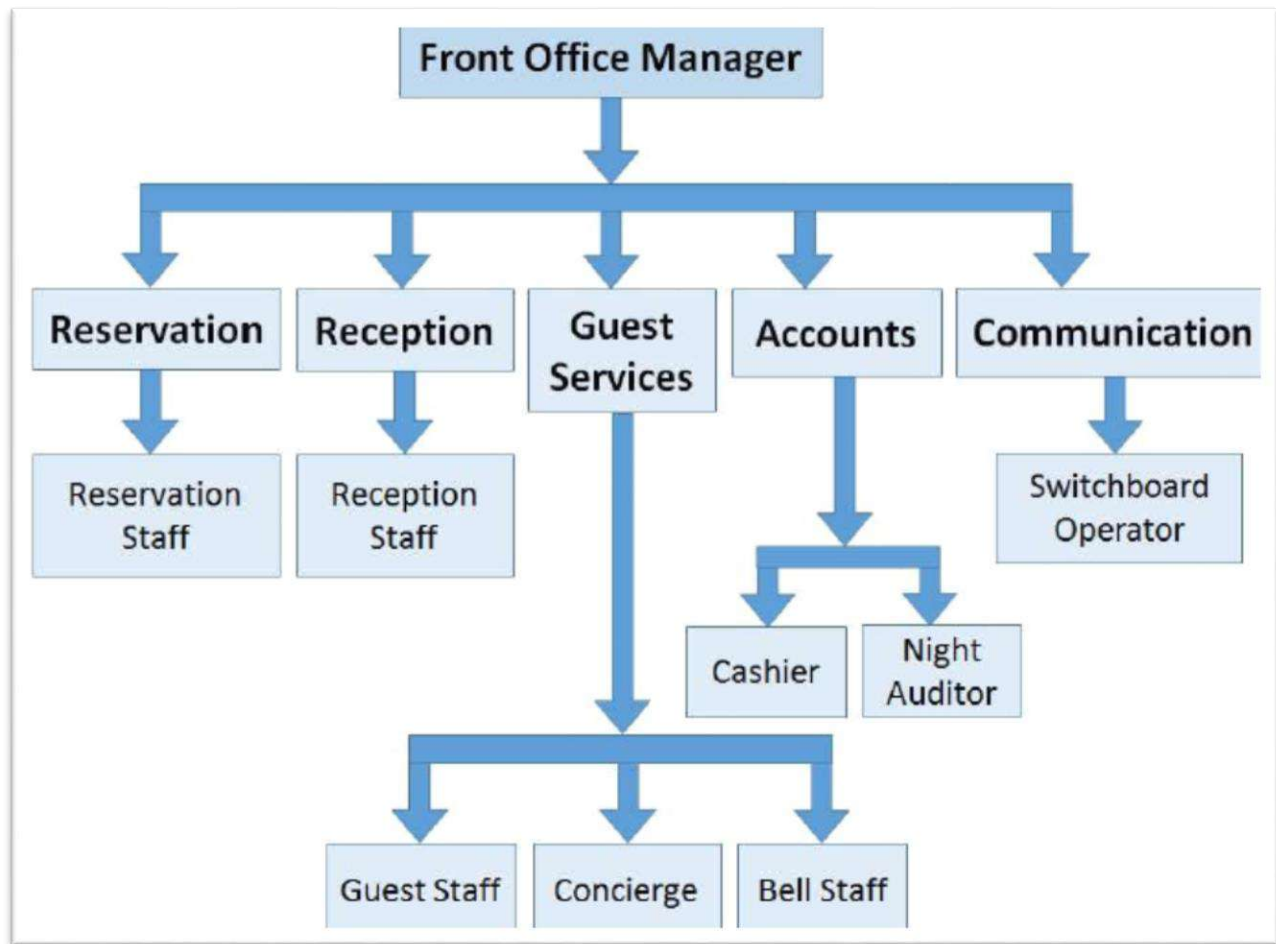
UNIT 4

ORGANIZATION OF FRONT OFFICE DEPARTMENT

Hotel Front office or reception is the first location where guests arrive and come in contact with the hotel employees. Hotel Front office is a place of work which is the replicate of a hotel. The operation of the hotel Front office is to instantly get in contact with patrons. Employees working in the front office might also care for simple tasks, comparable to sorting emails and serving to on printing and typing tasks. front office employees have got to use extraordinary skills on applied sciences too, reminiscent of utilising the printers, fax machines and cell. This is the reason why training is required earlier than the staffs started to work, although some might best be easy duties. Essentially the most common work for the hotel front office worker will probably be a mixture of going in touch with purchasers and in addition serving to out internally within the office.

Operational Structure of Front Office

There are lot of staff working under front office manager. The structure of the front office department changes according to the size of the hotel business, physical size of the hotel, and the hotel management policies. Following is the general structure of the front office department:



Hotel Front Office Sections

Front office department manager heads the team of staff working on various activities and responsibilities in the front office department. Few prominent activities that the front office staff is involved in are:

- □ **Reservation:** It includes handling request of customers for reserving accommodations.
- □ **Reception:** It includes receiving the guests according to the highest standards and registering them appropriately. It also includes bidding the guests off.
- □ **Guest Services:** They are also known as Uniformed Services. It includes personalized guest services such as:

- o Handling guest luggage.

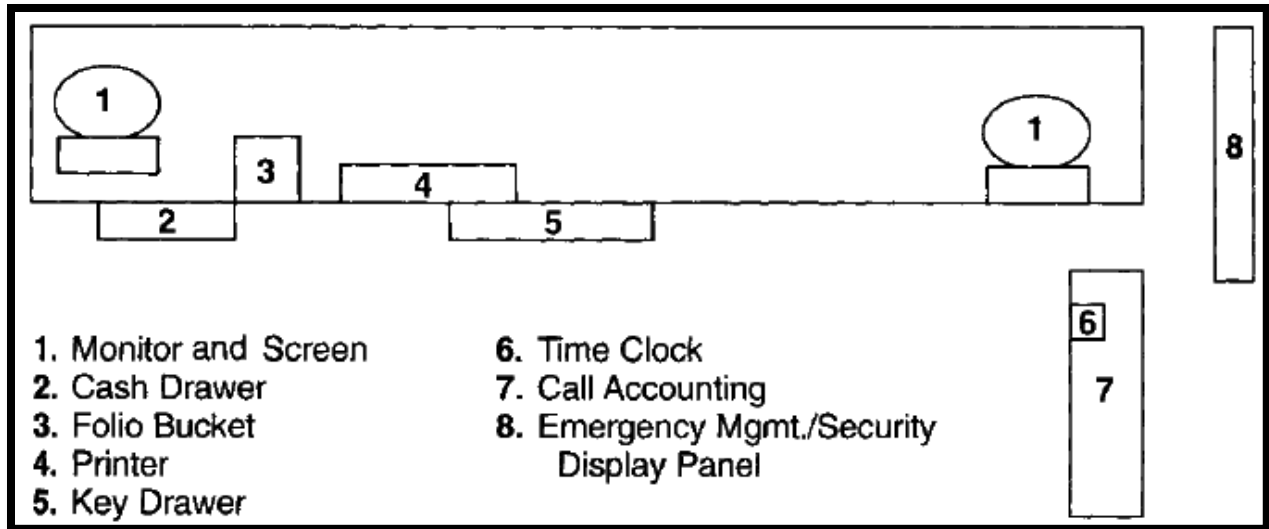
- o Handling guest mail.
 - o Delivering newspapers in accommodations.
 - o Paging the guest inside the hotel (locating the guest in the hotel).
 - o Arranging for a doctor in emergency.
 - o Parking guest's automobiles.
 - o Arranging for reservations at the places of entertainment outside the hotel.
- ☐ ☐ **Accounts:** It mainly includes a front office cashier and a Night Auditor. The cashier is responsible for handling guest payments. He typically reports to the accounts manager rather than the front office manager.
- The night auditor performs the duties of front desk reception as well as accounting partly during the night shift. He needs to report to the heads of both departments, front office, and accounting.
- ☐ ☐ **Communication:** It involves handling communication among various other departments and guests of the hotel.

Front Office – Staff Qualities and Competencies

Being a part of the service industry, the front office staff needs to have the following qualities and competencies. The front office staff members are required to:

- ☐ ☐ Understand their respective roles and responsibilities in the hotel and front office as an operation.
- ☐ ☐ Equip themselves with basic etiquettes and mannerism.
- ☐ ☐ Possess pleasant, polite, and cordial personality.
- ☐ ☐ Wear clean and neat uniform with same accessories and footwear.
- ☐ ☐ Conduct themselves with professionalism, positive attitude, and cooperative nature.
- ☐ ☐ Possess extraordinary communication skills.
- ☐ ☐ Be a team player.
- ☐ ☐ Possess the ability to tackle tricky situations.

Positioning the Front Desk



The front desk is where the guests temporarily await to find an accommodation or to clear their bill. Hence, it needs to be positioned appropriately such that the staff and the guests can use them conveniently. The front desk needs to be:

- ☐ ☐ Positioned at an adequate height and reach.
- ☐ ☐ An adequately lit-up area.
- ☐ ☐ Aesthetically furnished.
- ☐ ☐ Preferably near the hotel lobby and lift.
- ☐ ☐ Preferably near the sitting area.
- ☐ ☐ Wide enough to make the staff member communicate with the guests across the desk.

Review questions

1. Make a list of the variety of jobs in the front office department.
2. Indicate the main duties of these jobs.
3. Develop a list of helpful communication skills in this department.

UNIT 5

INTRODUCTION TO THE HOSPITALITY INDUSTRY

The hospitality industry is among the oldest commercial activities in the world .It is ,infact an integral part of the larger business enterprise known as travel and tourism ,which provide a wide range of travel related services such as modes of travel , accommodation, food and drinks, recreational activities and other facilities required by the modern age traveller. A little preview of the history of hospitality industry is as follows



Conrad Nicholson Hilton was an American hotelier and the founder of the Hilton Hotels chain.



César Ritz was a Swiss hotelier and founder of several hotels, most famously the Hôtel Ritz in Paris and the Ritz and Carlton Hotels in London. He was known as "king of hoteliers, and hotelier to kings," and it is from his name and that of his hotels that the term ritzy derives.



Charles Kemmons Wilson (January 5, 1913 – February 12, 2003) was the founder of the Holiday Inn chain of hotels.



John Willard Marriott, Sr. (September 17, 1900 – August 13, 1985) was an American entrepreneur and businessman. He was the founder of the Marriott Corporation the parent company of one of the world's largest hospitality, hotel chains, and food services companies.



The origins of Sheraton Hotels date to 1933, when Harvard classmates Ernest Henderson and Robert Moore purchased the Continental Hotel in Cambridge, Massachusetts. The chain got its name from the third hotel the pair acquired, in Boston, which already had a large lighted sign on the roof saying "Sheraton Hotel," which was too expensive to change. Instead, Henderson and Moore decided to call all of their hotels by that name



Jamsetji Nusserwanji Tata (3 March 1839 – 19 May 1904) was an Indian pioneer industrialist, who founded the Tata Group, India's biggest conglomerate company



Rai Bahadur Mohan Singh Oberoi was an Indian hotelier, the founder and chairman of Oberoi Hotels & Resorts, India's second-largest hotel company, with 35 hotels in India, Sri Lanka, Nepal, Egypt, and Hungary.

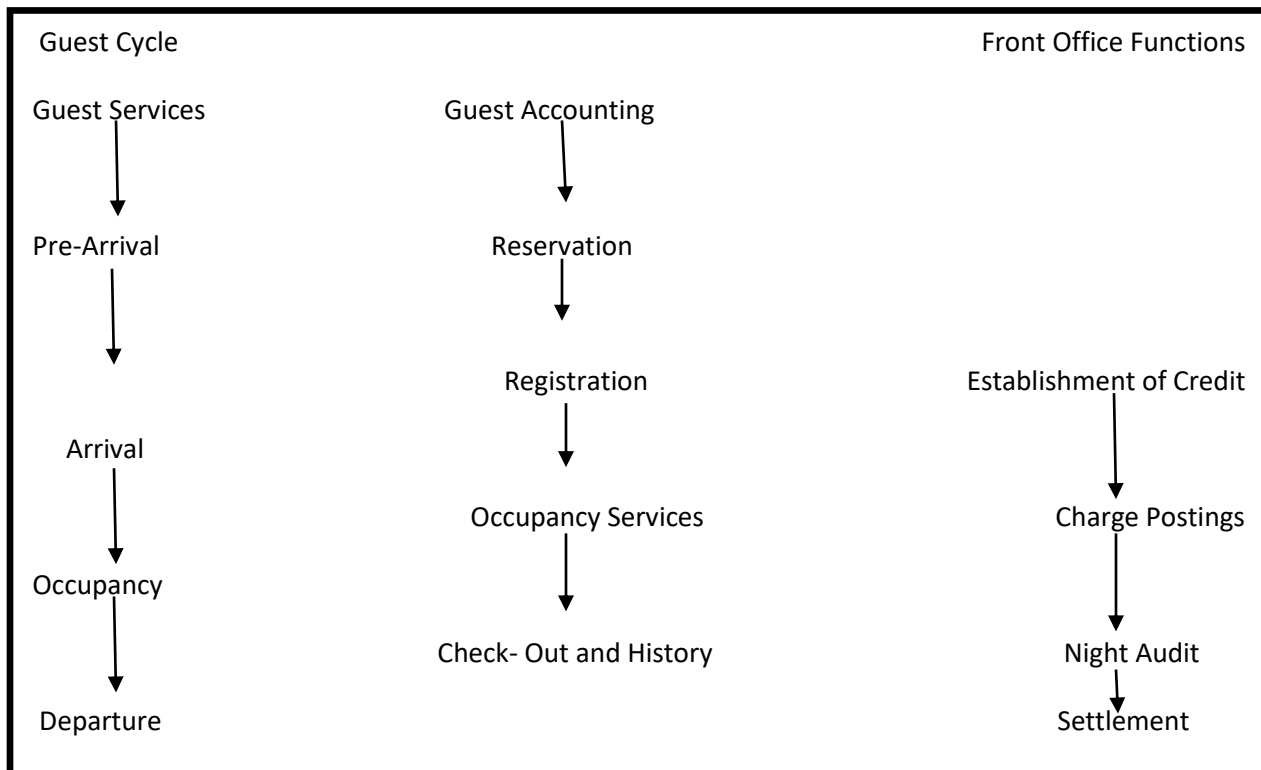


Captain C.P Krishnan Nair founded a hotel company in the name of The Leela Palaces, Hotels and Resorts . The first Leela Hotel opened in Mumbai in 1987.[6] This was followed by the Leela Goa, the Leela Palace in Bangalore, and the Leela Beach Resort in Thiruvananthapuram.

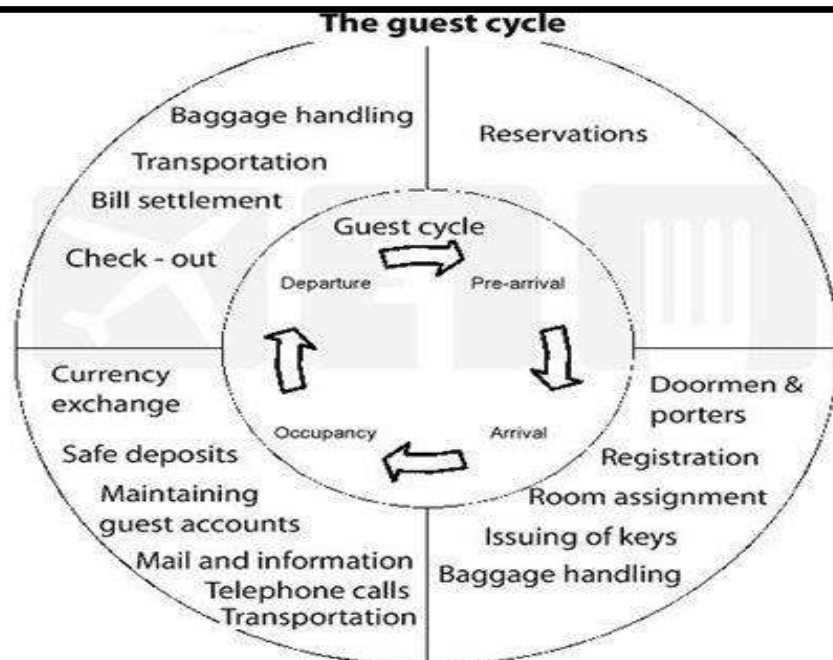
INTRODUCTION TO BASIC FRONT OFFICE OPERATION

Front Office plays a critical part in Tourism and Hospitality Industry. It is the central artery of the lodging property and is the main channel of communication and information dissemination. Front Office is responsible for carrying out the front-of-the-house functions and serves as a liaison between management and guests. Regardless of how the hotel is constructed or organized, the front office is always an essential focal point. In this chapter we will discuss various front office operations in terms of various stages of a guest's stay referred to as guest cycle.

Guest Cycle And Related Front Office Functions



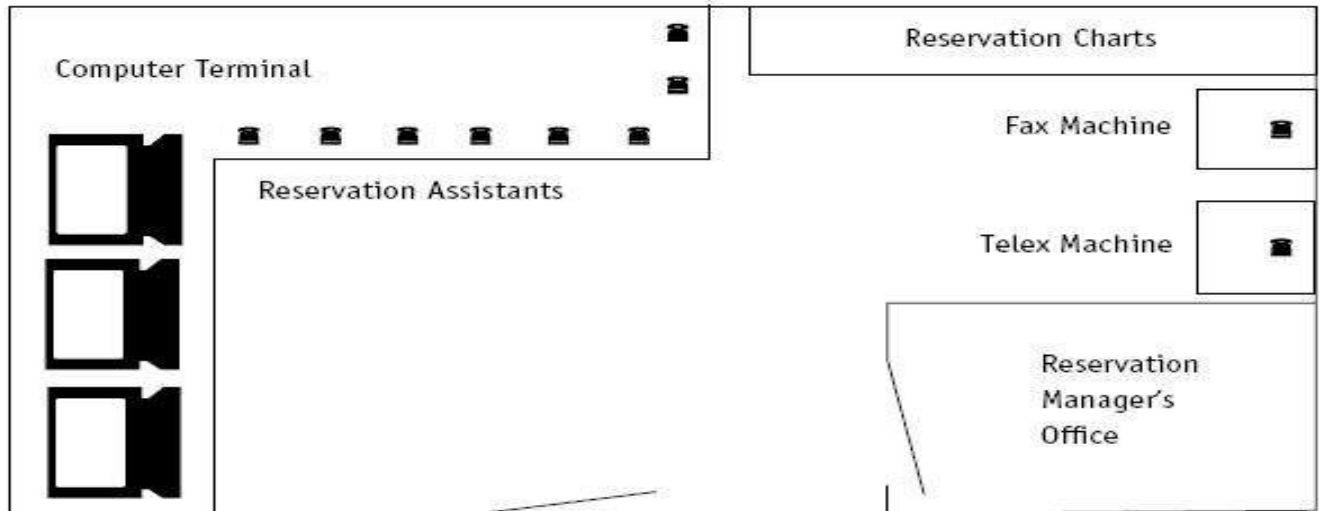
Interaction During The Guest Cycle



Reservation

The most important outcome of the reservations process is having a guestroom ready and waiting when the guest arrives. This guestroom should not be just any room , but the room that best meets the needs the guest expressed the reservation process.

Layout of the Reservation Section: The location of the reservation section depends upon the size of hotel and the volume of business of the hotel.



Typical activities associated with the reservation process include

- Conducting the reservation inquiry
- Determining room and rate availability
- Creating the reservation record
- Confirming the reservation record
- Maintaining the reservation record
- Producing the reservation reports

Types of reservations



Tentative Reservation –

This is when a request from a prospective guest is received for some future day arrival and the hotel blocks the room for this guest provisionally in the hotel records such as charts and diaries and racks or computer and sends a letter of offer to the prospective guest. The offer has a cut off date by which the guest should send his confirmation which may be in the form of a letter , guarantee by company , credit card or deposit and whichever the hotel may require. Once the confirmation from the guest is received by the hotel till the cut off date the hotel makes the tentative booking into confirmed booking otherwise the tentative booking is cancelled and records updated

Waitlisted Reservation –

A reservation is waitlisted when the requested category of room is not available for the requested dates. The waitlisted reservation is confirmed when the hotel receives a cancellation request for the room of the same category. This way the hotel ensures that its rooms will not remain vacant in case of cancellations. The hotel does not guarantee a room for waitlist reservations: it is understood that the guest will be assigned a room only in the case of cancellation or a no show.

Confirmed Reservation –

Once a guest confirms a reservation request, the hotel blocks a room for specified stay dates and sends a written confirmation of the same to the guest. A confirmed reservation can be of the following two types:

- **Guaranteed reservation**
- **Non - guaranteed reservation**

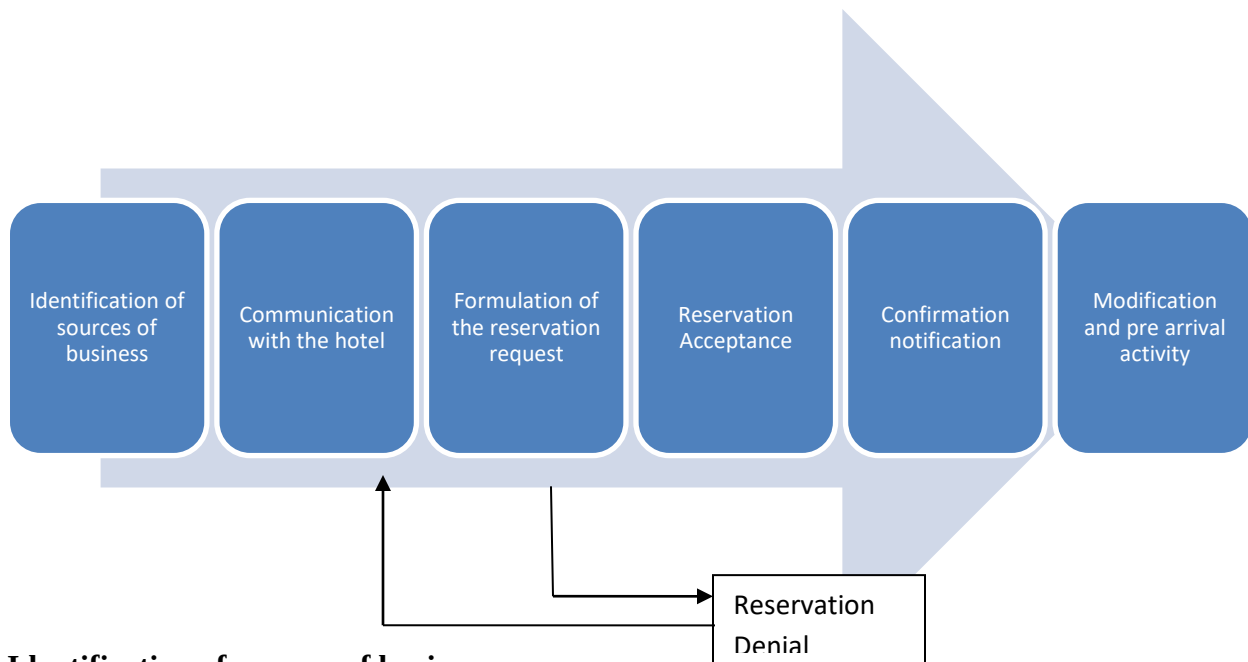
Guaranteed reservation –

Guaranteed reservation means that the guest has paid for the reservation in advance, and the hotel must hold the room for the guest, it ensures that the hotel will hold the room for the guest until a specific time of guest's scheduled arrival . A method of payment is provided by the guests. In case the guest does not show up or cancel the reservation , he/she will be charged for one night accommodation . If the hotel fails to provide the room for a guaranteed reservation guest, legal penalties can be applied if the guest files the complaint.

Non guaranteed reservation –

Non-guaranteed reservation is when the hotel agrees to hold a room for the guest until a stated reservation cancellation hour (Usually 6 p.m.) on the day of arrival.

The Flow Of Reservation Process



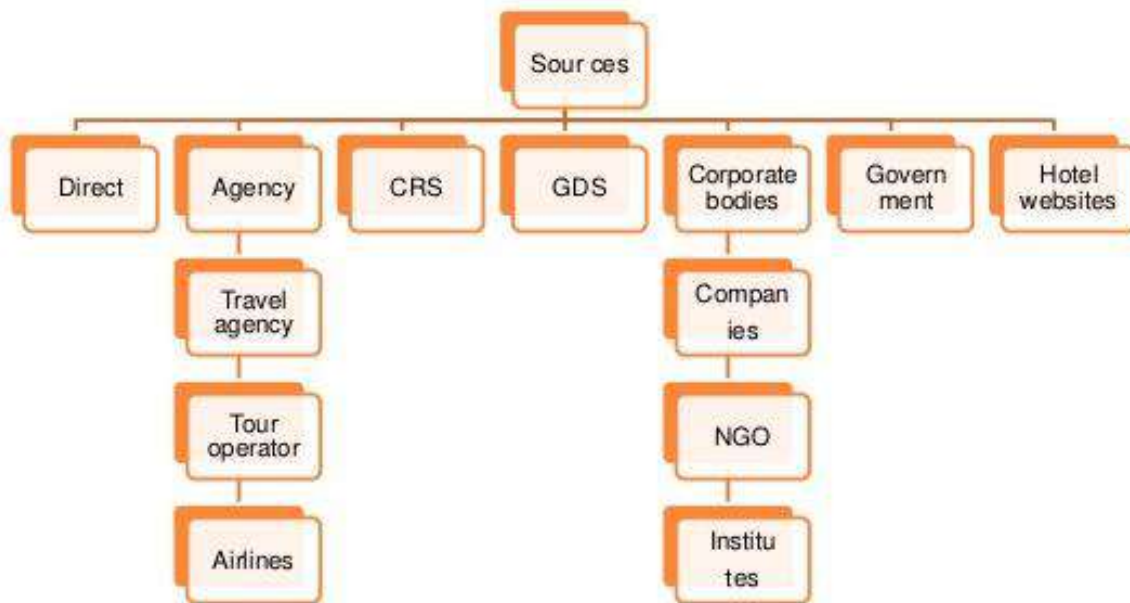
Identification of sources of business

The hotel normally identifies two major sources of business : Free Independent Travelers (FIT) and associated Travelers (Groups) . The FIT component is simply a nongroup affiliate seeking overnight accommodations . Regardless of whether a request is made by an individual , a family or a collection of friends ,a request may still be termed as FIT reservation if it meets certain qualifications. When meeting groups,convention groups,and the like are seeking guest room space in the hotel,these types of requests are referred to as group reservations. Groups are differentiated from the FIT reservations based on 1. Whether a group coordinator is involved ,2. Whether the group will pick up some or all of its member's charges 3. Whether special room rates ,services and/or room types apply. Group reservations typically require that a block of rooms be initially reserved for the group with a specific rooming list following at a later date (see Pic 1). It should be noted that if a group does not have all of its blocked rooms booked by a reasonable date , most hotels will release the uncommitted rooms from the group's block. FIT reservations , however usually allow for both blocking and booking to take place simultaneously. Regardless of its source of business , a reservation request begins the hotel's reservation process

Communication with the hotel

There are a numerous ways a hotel can learn about the guest's request for available space. An 800-number toll-free telephone line, the postal service,the devices,or referral systems may all become important,communication links between the sources of business and the hotel property . It is important that the potential customer be aware of how to contact the hotel in order for lodging management to maximize guest room sales. A property recieves reservation inquiries in variety of ways . reservation request may be made in person , over a telephone , in a mail, via

facsimile or telex, though the internet, through a central reservation system , global distribution system or through an inter sell agency



Personal approach-

The may directly give their reservation to the hotel. They are also termed as FITs (Free individual travelers) or chance guest. Those guest are also termed as walk-in guests.

Travel agent -

Travel agent acts as a middleman between guest and hotel by making a reservation for a guest. A travel agent may make a reservation for FITs (Free individual travelers) or chance guests.

Tour operator-

These are wholesalers who coordinate with different mode of transportations, hotels, tour, associations, tourist offices etc.

Airlines -

Different airlines book hotel rooms for their regular crew members or for their clients in case of cancellation of their onward flights and also for the use of their executives.

Central reservation system-

There are two basic types of central reservation system,

- a) Affiliate network and
- b) Non affiliate network

- A) An affiliate network is a hotel chains network where all individual units are linked through the central network. Chain hotels link their operations to streamline the processing of reservations and reduce overall system costs; and at the same time it also allows the non chain properties to join the system as overflow facilities. Overflow facilities receive reservation requests only after all room availabilities in chain properties within a geographic area are exhausted.
- B) A non affiliated reservation system connects non chain properties and enables independent hotel operators to get the benefit of reservation which the units of chain get and this system also takes care of the advertising of the properties.

Cancellations and amendment, if any, must be done at both places i.e at the CRO as well as at the hotel concerned. This will help the CRO to update the room status immediately in their computers. The various CRS networks available in India are –

- **Amadeus – Hires**
- **Galileo –Room Master**
- **Abacus Hotel Net**
- **Sabre- Sharp Plus**
- **Team Four Hospitality – Resnet**
- **Utell Reservations**

Global Distribution System –

Most modern hotel central reservation systems, whether they are affiliate or non-affiliate reservation network connect with one of the global distribution systems(GDS). The largest and best known GDSs include SABRE, Galileo International, Amadeus, and Worldspan. GDSs provide worldwide distribution of hotel reservation information and allow selling of hotel reservations around the world.

This is usually accomplished by connecting the hotel company reservation system with an airline reservation system. Most travel agents around the world have terminals connected to one of the many airline reservation systems to book airline travel. By having hotel accommodations and automobile rentals available in the computer system at the same time, most airline systems provide single source access to most of the travel agents's selling requirements. In one transaction, a travel agent can sell an airline ticket, hotel room, and car rental. The various GDS networks available in India are –

- **SABRE**
- **Galileo International**
- **Amadeus**
- **World Span**

Companies/corporate houses

The companies may book rooms or other services for their visitors, executives, delegators or clients in a hotel at special rates.

Embassies/consulate offices -

They provide large business in capital cities for their visiting dignitaries, executive, officers etc

NGOs/INGOs

These group book hotel rooms directly for conducting seminars, research, training programmes etc.

Universities and other educational institutions –

These are also good of reservation students's associations, professors, technicians and employees are the reliable source to hotel

Government Office and Ministries

The can be a good source of reservation of rooms for several visiting dignitaries, executive, officers from different countries to participate conference and seminars conducted and hosted by government officials.

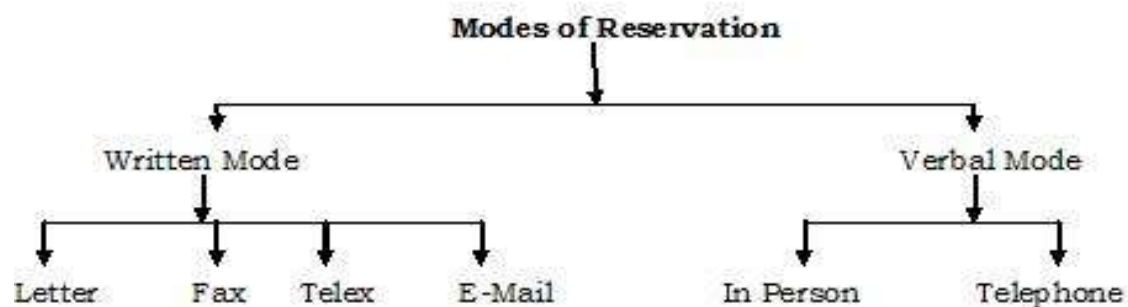
Inter-sell agencies

They are two or more business organizations, like Airline and Hotels, promoting each other's business for mutual gain. Hotels and car rental companies may also be inter-sell partners.

Referral groups

They are an informal or sometimes formal association of hotels who refer guests to each other in case of sold-out status or if a guest is travelling to another city where the hotel does not have a branch.

Modes of reservation



The

reservation may come from the guest directly through different organization but the medium through which the reservation requests reach the hotel are also different and they are as follows:

1. Letter

A return request for room, reservation is sent directly to hotel reservation section through the post office, hand delivery or by courier.

2. Telephone

Today's most common system is a telephonic reservation. These are a faster way of getting confirmation and are handled directly by reservation staff. Guest can directly reserve hotel rooms through the telephone.

3. FAX (Far access Xerox)

The most common and cheapest modes of reservation in which written statement and graphics are transmitted over telephone lines.

Review your progress

Q.1 Expand the following

- (a) GDS
- (b) CRS
- (c) RSO
- (d) PMS
- (e) SMART

Q.2 Fill in the blanks

- (a) GDS is a _____ system which brings together the room inventories of different hotels.
- (b) Informal association of hotels referring guests to each other are known as _____ groups.
- (c) A guest may give his reservation either through a _____ mode or through a _____ mode
- (d) Reservations are important not only for the guests but also for the _____.

Q.3 Answer the following questions

- (a) Define Reservation
- (b) What is the importance of reservation for the guests
- (c) List the sources of reservation and discuss each one of them in brief.

Factors Affecting Reservation

Confirmation

It is legal document indicating acceptance of room request made by a guest and the hotel. It may be either guaranteed or non-guaranteed reservation. It affects room occupancy by if a guest does not check in or check out on time.

Cancellation

This means the room which was previously booked again becomes available for resale due to personal reasons or natural rules then guest has to pay a certain compensation and remaining amount are refunded.

Overbooking

It is the tendency of booking more room than the room available in the hotel. It is a strategy adopted to maximize room revenue and in order to prevent no show, last minute cancellation. Overbooking must be practiced carefully in case of overbooked room guest must be transferred to same standard hotel and the extra burden should be handled by the hotel itself.

Walk-in

Walking refers to a guest who arrives at the hotel without reservation. They are always called chance guest. Walk-in should be handled carefully and accommodated by following walking formalities with secure advance deposit. If walk-in could not be accommodated they should be referred to a similar hotel nearby. Walk-in generates revenue but also bear risk to the hotel.

No-show

A guest who doesn't arrives to pick up the reservation and for which formal cancellation is not done by them. In this case of no-show, a hotel will compensate some amount of money and remain money is refunded. In a case of natural circumstances like an earthquake, flight delayed total money are refunded. Generally no-show occurs in small number in a hotel, but it can affect the reservation and hotel business as well as hotel revenue.

Over and Under stay guest

If a guest stays in hotel rooms beyond the scheduled departure date that is called overstay. Guest who check out before scheduled departure date then it is called under the stay. This types of guest in the hotel can affect the normal operation of a hotel.

Formulation of the reservation request –

Once a hotel is contacted by a guest about reserving space its staff must intelligently formulate the reservation request and complete a reservation record . The reservation record is the permanent file form used to store all the information pertinent to a specific reservation. In formulating the request ,the three most important factors are a) the expected date of arrival ,b)the room type,3) desired, and c) the number of rooms needed. Using this information the hotel staff can search the room availability file via the designated arrival date . If the date is not closed , the reservationist proceeds by checking room type and numberof rooms available . Along with this preliminary data , a reservation record will usually be judged complete when it includes the following information -

- Guest's first name
- Guest's complete address
- Guest's group/company affiliation
- Arrival date and time and departure date
- Number of nights
- Room type requested
- Number of persons in party
- Number of rooms required
- Number and types of bed
- Rate quoted
- Date reservation received

Reservation Acceptance –

A reservation can either be accepted or denied based on availability of space in day(s) in question . An acceptance would lead the receptionist into the confirmation phase , while a denial could cause a series of options to be exercised.

Confirmation notification –

The acceptance of reservation is followed by a notification confirming the blocking of a room or group of rooms. The confirmation establishes :

- A check on the paper satisfaction of the reservation request
- An agreement of room rates
- An agreement of method of payment
- A statement of the hotel's cancellation procedure

Modification and pre arrival activity -

Once the reservation has been accepted and confirmed many changes to reservation record can occur prior to the guest's arrival .Changes in the arrival or departure dates,number of rooms required ,number of persons in party and outright cancellations are examples of common prearrival activities. Any time a change in a reservation record is required , the record must be pulled and physically altered to keep the records up to date. The modification and maintenance function is crucial to an effective reservation process. The cancellation record normally will contain the following information:

- Cancellation Code number
- Date Cancellation received
- Guest's name
- Guest's scheduled arrival date
- Source of cancellation notification
- Initials of clerk logging the cancellation

Systems of Reservation

Depending on the needs of the hotel and the volume of business, a hotel may adopt either:

- **Manual System** : In a manual system, all the reservation records are maintained manually. This old system of reservation is suitable for a small property, where the number of rooms is less and the volume of reservation requests is also low
- **Automated System**: Automated reservation systems are computerized reservation systems that are used to store and retrieve room status information and conduct transactions. The information stored in the automatic system is the same as in a manual system. However, the processing of reservation request does not require manual study of bed room journals, density charts, or conventional charts. The reservation assistant can check the availability of rooms by clicking on a link on the computer. In this system, the reservation information is keyed into the electronic format of the reservation form, and this information is transferred to the central server where the room status is updated automatically.

Manual System of Reservation

The hotel may use the following in a manual reservation:

- **Diary system of reservation**: As the name suggests, in this system a daily diary is kept, in which the reservation agent lists all arrivals due on a particular day.
 - It is usually kept on a loose-leaf basis.
 - The top page represents arrivals on the current date; this is removed and sent to the front desk for receiving the guests.
 - The hotel booking diary may be hard bound also. The diary system of reservation is only suitable for very small properties.
 - The tools used in diary system of reservation are as under:
 - Booking diary
 - Room status board/ reservation journal
 - Expected arrival list/ Movement list
 - Cancellation register
 - Black list

BOOKING DIARY

MONDAY 22ND JANUARY

NAME	TYPE OF ROOM	NO OF NIGHTS	RATE	DATE BOOKING	CONFIRMATION	ROOM NO	REMARKS
Mr Avinash Kumar	single	2	5000/-	22/1/2013	Fax	306	No smoking

- **Whitney system of reservation:** This system of room reservation, developed by the American Whitney Duplicating Check Company, is suitable for small and medium properties—with up to 150 rooms. It is based on the use of standard size slips, known as Whitney slips or Shannon slips, which can be held on a metallic carrier on Whitney racks.
- The advantages of using Whitney system are as under:
 - Bookings can be kept in order of the date of arrival.
 - Booking records may be arranged in alphabetical order.
 - The racks and carriers can be used over and over again. The running expense is only of the slips.
 - The Whitney racks are placed vertically, saving storage space

Whitney slip	
Name of guests	Number of people

Arrival date	Departure date
Room tariff	special requirements
Address	Telephone number

Advance Reservation/Letting Chart

This is also referred to as the room reservation chart, advance letting chart or bed booking chart. The chart is used for allocating rooms for specific periods and shows at a glance

1. Which rooms are let.
2. How long they will be occupied.
3. Which rooms are available for letting
4. For what periods of time.

The entry is done by the receptionist allocating a room at the time of booking and noting this in the diary. An entry is made on the chart in pencils, with the name of the guest or a reference number of the booking. The chart is usually made by small hotels.

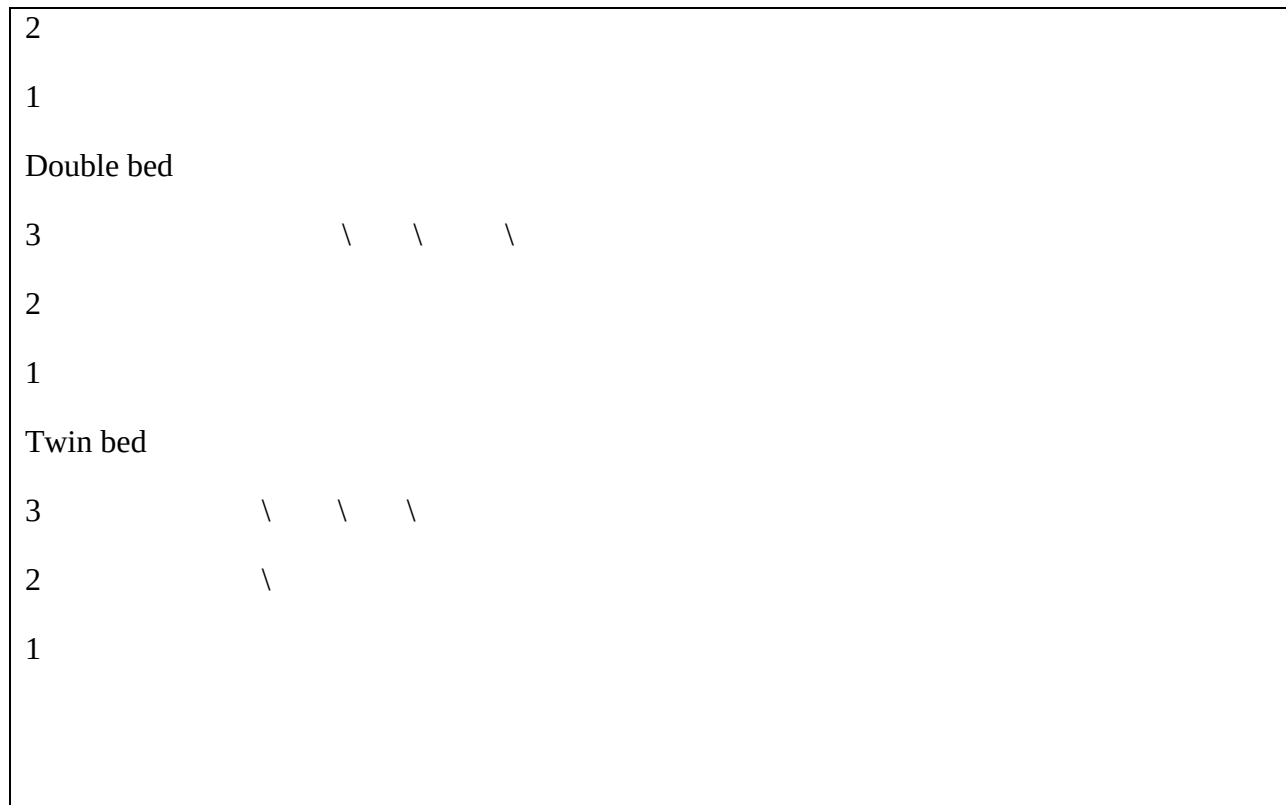
ADVANCE LETTING CHART

Room numbers	1	2	3	4	5	29	30	31
101(s)		Mr. D Singh						
102(s)		MR. Mehta Ravi						
103(D)								

104(D)	
105(T)	
106(T)	
107(T)	MS Rao Sunita

DENSITY CHART

Numbers of room								
Dates →	1	2	3	4	5	29	30	31
Single bed								
5	\	\	\	\	\			
4	\	\	\					
3								



The density chart shows at a glance exactly how many rooms are available to let and their type. On this chart rooms are classified into groups of a similar type and no allocation of a specific room takes place until the guest arrives at the hotel

Importance of Reservation for the hotel –

The reservation department plays a very important role in increasing the efficiency of the hotel. The data generated during the reservation process can be utilized to accelerate the facilitation of guest services and planning the activities of sales and marketing department . The reservation process is of vital importance to a hotel as it:

1. Gives the first impression of the hotels to the guests
2. Sells the main product of the hotel (accommodation)
3. Generates customers for the other department
4. Provides important management information to other departments
5. Updates room availability record and thus maximises the revenue generated from room bookings.
6. It prepares the housekeeping and front office for arrivals by communicating the arrival details taken at the time of reservation
7. It helps in planning the distribution of staff at the front desk
8. It provides the reservation data to the finance department, which forecasts the volume of business on the basis of confirmed reservations.

9. It generates customers for the hotel –first time customers as well as repeat customers – by handling reservation queries and requests politely
10. It maintains hotel occupancy records, which help the management to plan business strategies- change in room rates , renovation of rooms,expansion programs.

Importance of Reservation for the Guest –

A person travelling to another city likes to book a room in advance in the hotel of their choice . This is to avoid any problem in securing a comfortable place to stay on the arrival of the guest in the city. A confirmed reservation has the following advantages for the guest :

Assurance about accommodation : The guest is sure that when she reaches the destination , she will have a place to stay

Choice in the type of accommodation : The guest can make the reservation as per the

- Type of room or suite
- As per the guest's budget
- Preference of the floor, view,and personal choice
- Receive correspondence at the hotel address

Check – In Procedures

The check – in procedure involves all stages from arrival of a guest to the issuance of the room key to the guest. In case of manual or semi-automated operation systems the process begins as the guests arrive at a hotel and are greeted by the front office staff , subsequent to which they complete the registration formalities , and finally the guests are assigned rooms and issued the room key by the front office personnel. In a fully automated system , the same activity is performed automatically by self-service terminals located in the hotel lobby.

The procedure for normal check-in may be summarized in the following stages:

Stage 1: Receiving and Registration

Receive the guest in front of house

- Open the door and welcome the guest (The doorman buzzes the bell desk)
- Bring the luggage and baggage into the lobby (This is done by the bellboy/ porter)
- Escort the guest up to reception desk (usually done by the bellboy/porter)

Receive the guests at reception

- Welcome the guest promptly with a cheerful and pleasant smile
- Address with the appropriate surname, if known.

Register the guest

- Complete the registration card or register the guest
- Verify the information on the registration against the reservation ensuring the accuracy of name, date, and payment mechanism.
- Stamp check-in time on the registration card.
- Carry out the final check of the registration card for guest signature.
- Discuss room preference with guest as per the availability, or select an available room which is "ready to let" and allocate the room.

Stage 2: Allocation of the room

Allocation of the room means assigning a vacant and ready (VR) room to the guest for staying. In order to allocate a guest room, accurate room status information is required. For this purpose, a room status board or room rack is kept in the reception. When the room has been allocated, the reception should;

- Block or code the room as sold.
- Prepare key card of related room number by entering the arrival and departure date, rate and offer it to the guest for signature.
- give the room key to either the guest or the bellboy
- record guest arrival on daily arrival list

Stage 3: Secure advance Payment

Advance payment should be done for security purpose. It is usually done by accepting a cash deposit or taking a credit card. While handling advance deposit, whether cash/ cheque, always:

- Issue a receipt for cash/ cheque and record the payment in the guests 'ledger.
- Accept credit card and evaluate for its credit limit and availability.
- Get the imprint of the card and obtain a guest signature.

(Type of guest in this procedure are categorized as chance guest FIT, GIT, and VIP)

Stage 4: Information service

Receptionist is responsible for informing guest about facilities and services offered by the hotel.

This helps to increase the sale. At this point, the receptionist should;

- Acknowledge the guest about the hotel's activities, facilities, and service with direction and location.
- Enquire if the guest requires a wake-up call. If so, record it correctly.

Stage 5: Complete the check-in formalities

After the check-in formalities are completed,

- The bellboy should escort the guest up to the allocated room.
- Inform other departments and sections about the guest arrival by arrival notification slip.

Stage 6: Open the guest folio

- Open guest bill/ folio.
- Record the key information for billing purpose (room rate, number of nights, departure date and mode of payment)
- File the bill in the guests' folio box together with the completed registration card.

Group Check-in Procedure

- Rooms are already blocked for the group
- Tags to identify baggage should be attached to the baggage and room number (errand card).
- Registration card may be distributed through the group leader.
- Welcome drinks should be provided before the room assignment to VIP.
- VIPS should be received by the Front Office Manager or General Manager.
- Receptionist notifies the housekeeping for welcome card and bouquet of flowers and room service for fruits in the guest bedroom.
- In some instance, registration of the guest may take place in his/ her room
- In the case of airline crews, physically disabled, old guest, etc., the registration card can be completed in advance, necessitating only the guest signature on arrival.

Check-Out Procedure

The term check-out refers to the departure of the houseguests at the end of their stay which Mostly occurs from early morning till mid-afternoon. The check-out of the guest is done by the front office cashier. He is primarily responsible for settling the guest outstanding account. The check-out for individual guests is divided into two categories:

Normal check-out

When a check-out takes place in its usual time e.g. 7:00 am to 12: noon, it is referred to as normal check-out. The general procedure for handling a normal check-out are:

1. Greet the guest with the ready smile: Always address the guest by their surname (if known) Confirm the guest intention to check-out of hotel. Details, i.e. name, pax, and room number and inquire about additional recent charges. Check the departure date. If the guests are leaving earlier than expected, other departments will need to be informed.
2. Establish correct guest room number: Establish the correct room number and other details, i.e. tax, departure date, check out time, etc. If the guests are leaving earlier than expected, other departments will need to be informed.

3. Check for the check out: If so, the late charge should be levied. Examine the current Entries on a guest account in particular check-out e. g laundry, mini-bar, room service, telephone charge, message, etc.
4. Prepare all the guest's folio/master bill: Prepare all the guest's folio and present the final bill to the guest for checking accuracy.
5. Settle the guest account: Provide front office service until guest departure, such as receiving the room key, checking safe deposit box/ locker, etc. Offer the assistance of the bell boy/ porter to collect luggage and baggage.
6. Update the front office record: AI per the room status list, file the copy of the bill and any vouchers that need to be kept in case of future reference. Notify all the concerned departments that the guest has departed, bill to settled and room is vacated.

Speedy check-out/Express check-out

There will be occasions when a guest will want to depart the hotel without having to queue at the desk, or wait for the bill to be prepared. In this case, a speedy or advance check-out facility is usually available to the guest. Usually, a speedy check-out can be carried out as follows:

- An estimate made of the anticipated charges, e.g. two rooms nights # \$100 per night and an advance payment are made for the total amount e.g. \$200.
- Charges are posted as they occur so that the bill may be closed immediately at given time.
- If payment is by credit card, the guest signature is taken on the credit card voucher at registration and the cashier only needs to fill in the bill total on the day of check-out.

Group Check-Out Procedure

The departure of a group requires proper planning and organizing. Delay and confusion should be avoided in the group check-out. The front office agent should ensure that all the members of the group leave with their baggage after having paid or signed any outstanding bills.

Prior to guest check-out, front office staff should;

- ensure that there will be adequate staff on duty,
- ensure and list room number at the time of check-out,
- ensure that all outstanding charges are entered on the bill and that the bills are completed for presentation,
- ensure that the guest or group leader signs the bill that is to be sent to the travel agents,
- ensure that all the luggage are removed from the room and placed in the lobby,
- ensure that the transport facility is available for luggage to load.

Summary -

The quality of the guest experience is dependent on the quality of front office operations and the processes in place to handle guest needs. Each staff member interacts with the guest at some point during his stay and is instrumental in forming a friendly and trusting relationship. Whether the guest stays a day or a week, front office operations staff are critical to a successful guest experience. There are numerous activities performed by front office in order to have a smooth functioning of the hotel. Making reservations for guests is a function of front office operations. Even though guests may make reservations online, reservations have to be monitored, verified and often changed at the guest's request. Once guests arrive, the front desk staff reviews their reservation information for accuracy. Each staff person must be well trained on front desk systems, rates, accommodation types and how to handle special requests. It is said that “First impression is the last impression” but in hospitality the impact you leave during the end of the guest's cycle plays a very crucial role. The checkout is the guest's final experience with front office operations and the end of the guest cycle. Guests expect a quick check out with accurate billing. Even though many hotels print out final bills and slide them under the guest room door well before dawn, guests still feel more comfortable making a final stop at the front desk to be sure everything is in order.

PRACTICAL ACTIVITY

- Write the steps in handling reservation of a guest.
- Write a note on group reservation.
- What do you understand by over booking? Discuss in brief.
- List and briefly discuss the reports used in reservation process.

Assignment for the students to visit the websites of different hotels & hotel booking portals

- Students to visit the websites of at least 5 hotels and five hotel booking portals (e.g. make my trip, clear trip, yatra etc). Students should note down their observations and share them in the class.

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UNIT 6

Hotel Safety and Security

Lodging property managers have many responsibilities, one of which is security. From the earliest days of the hospitality industry, one of the most important duties of an innkeeper has been to protect guests from any harm to his life or property. Although interpretations of protection may vary from country to country, every legal jurisdiction imposes some form of security obligations on hotels. Security regulations go beyond the innkeeper-guest relationship to include hotel employees and others on the properties who are not guests. Therefore, providing security in a hotel is the broad task of protecting people, be it the guests, employees, and others and assets. It must be stated, however, that each lodging property is different and has different security needs. A hotel's safety and security may include in – house security personnel and contracted security officers. Hotels generally prefer ex- army or ex- police officials as their security officers because they are already well – versed with various security aspects and have a lot of experience in the field . Security responsibilities may include patrolling the property, monitoring surveillance equipment, and in general insuring that the guests, visitors and employees are safe and secure.

Safety



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Security

Security Department in Hotel Management -

The security department is often regarded as a passive department, reacting only when called on. In reality, it is a very active department, setting policies, organizing programs, and delivering training programs to promote guest and employee safety. The director of security is a trained professional who must ensure that a busy hotel filled with guests, employees, and equipment stays safe. One of the department's goals is to prevent emergencies through planning. Another goal, however, is to train all hotel employees to respond to emergencies.

Organization chart for a security department



Types of Security in the Hotels Security mainly cover following three aspects:

- 1) PHYSICAL ASPECT OF SECURITY
- 2) SECURITY OF THE PEOPLE
- 3) SECURITY OF SYSTEMS AND MACHINERIES

Physical Aspect of Security –

It mainly covers the internal and external security of the guests and the staff of the hotel. The internal security covers security issues against theft, proper lightning, fire safety and even tracking the unwanted guests in the hotels. The external security aspect covers issues to minimize the incidents inside and outside the premises of the hotel. The external security measures used are proper manning of security guards in the hotel, proper fencing of the pool area and even the installation of CCTV (Closed circuit television) cameras within the campus of the hotel.



Security of the People –

The security of the people encompasses security of hotel staff and the most important security of the guests. Out of these, the security of guests is of prime importance as it can affect the business and operations of the hotel. For security of staff measures like effective recruitment /selection, identification of staff, checking previous records of the staff with previous employers etc should be adopted. For the security of the guests, there should be efficient guests room security, wide angle door viewer, night torches, chain on doors etc. Even the hotel staff should be briefed not to reveal any confidential or any sort of information of the in-house guests to the outsiders

A) Doors, locks, key control, and access control



During a grand opening, a hotel traditionally throws out the keys to the front door. This symbolizes that everyone is welcome. Yet the symbolism doesn't preclude the need to provide access control to all parts of the building and grounds. When most people think of access control, they first think of guestroom access, but there are hotel areas that require security control, including offices, pool and fitness centre, meeting rooms and lockers, and other areas, for example, locking hotel storerooms help prevent hotel employees from unauthorized entry and from stealing hotel property, whether it is food, linen, or other supplies.

Locking fitness centre and pools helps prevent guests, visitors and employees from using the facilities when they cannot be properly supervised.

Guestroom access security is the most common security need. Electronic guestroom locks have greater flexibility compared to manual systems. Different systems can record every authorized and every unauthorized entry attempt. If a guest reports a robbery, the person responsible for hotel security can query the guestroom lock and identify the keys that were in the last 10, 20, 30 or 50 entries. For guests, security is enhanced because new key codes are issued each time a guest check in. keys are issued during check in. keys are issued during the check in process, and usually will work only for a limited time period-for example, the issued key is good until noon on the scheduled date of departure. If the guest decides to extend the stay, the key must be recorded. Similarly, the guest departs a day early; the key can be rendered invalid by checking in another guest in the room.

For employees, guestroom keys are coded by department, and also have time limits on them. For eg, hotel maintenance employee may be given a temporary guestroom key to fix a problem in a

guestroom. The key may be good for a specific time period, such as between 10 A.M and 11 A.M. If more time is needed, the key must be recorded.

Guestroom doors locks also may include chains or other backup locks on the inside of the door, so that they provide guests with good security. Balcony and patio locks may include not only the lock on the door, but also an extra lock that is controlled from the inside of the room. When connecting rooms are not needed, it is important that the connecting door be closed and locked. Only hotel employees should have the keys to open those doors.

Most hotels have multiple key-security levels. The lowest level is the individual guestroom, office, store room, or meeting room. The next level is often called a “section master” key. Section master keys are generally used in housekeeping when a room attendant is assigned a specific group of rooms to clean or inspect; he or she can carry one section master key instead of carrying many separate guestroom keys. A floor master key is generally the next level up; it provides access to an entire floor. There can be several buildings master keys. One building master can cover the guestroom section of the building, including all storage closets in that part of the building. Another building master can cover all public areas, such as dining and meetings rooms. A grand master key gives access to all doors locks in the building. An emergency key or “E-key” is an emergency override key that allows access to all rooms, even if they have been locked from the inside.

All the lodging property’s keys, no matter what level they are, should have controls on them. Guestroom keys are recorded every time new guests checks in or change their departure date. Other keys do not need to be changed as often, but still need to be controlled. Section master keys and floor master keys should be issued at every shift. If a key is lost or stolen; it must be reported immediately and appropriate actions taken to invalidate that key.



B. Guestroom Security

The guestroom security extends beyond the guestrooms door locks. Another security device found on guestroom doors is the peephole. Peepholes usually contain a fish-eye lens that allows guests to see to the left and right when looking out. Peepholes are usually placed conveniently in the door for guests of average height. In rooms that are specially designed for differently able people , a second peephole is provided for guest in wheelchairs to see all areas of the hall. Telephones are also an important part of guestroom security, as they allow guest to call for help whenever necessary. Clear instructions, such as “Dial 0 for emergencies,” should be on or near every guestroom telephone.

C. Safe Deposit –



Though hotel is not responsible for the guest valuables, the rule to this effect is written in the guest registration card and also notified in the in guest room but a hotel offers a free safe deposit facility for his valuables. Hotels have bank type of lockers installed at the front office cash. A locker is allotted to guest that can be opened by using two keys .The master key is with the front office cashier and other key is issued to the guest. A contract is also signed in between the guest and the hotel. Whenever a guest wants to open his locker it has to be entered into the locker operating register. Signatures are always verified with the specimen .Head cashier inserts his key then a guest inserts his own key, and then only a lock can be opened. Guest is left alone to operate his locker. If the key is lost by the guest, then the locker will be drilled open in presence of the guest and can be charged for the replacement of the locker. These days some hotels have installed electronic safe deposit boxes in each guest room .this safety box can be operated by using an electronic number. Guest can use any number to open the lock. The number selected by

the guest becomes the locker's code number .The guests are advised to keep their valuables in the electronic safety box. Though hotel is not responsible for any lost item .But hotels take this issue as prestige issue so an inquiry is done on the hotel security level.

Security of hotels



A. Control of Persons on Premises

Controlling people on the premises is one of the most difficult issues for hotel managers and security personnel. Hotels are private property, so people can be excluded if they have no specific reason for being on the premises. It is in these situations where training the hotel staff in security issues is so important. Surveillance systems use video cameras, motion detectors, and other security devices to monitor hotel areas. Cameras are usually connected to monitor in the security offices, Front desk, telephone dept., or other areas where there is generally someone to watch them. Motion detectors and other forms of passive security can set off alarms. Some hotels have signs posted stating that they are private property

B. Perimeter and Grounds Control

Perimeter and grounds control can take many forms. Surveillance systems are very useful in providing security monitoring of such outdoors areas as parking lots, pools, tennis courts, and other areas. Parking lots should be well-lit; guests and employees feel safer in well-lighted parking lots or structures. Parking facilities may also have gates to control traffic; sometimes these gates are staffed for extra protection. Fences are often needed, especially in high risk areas.

The hotels management should train valet parking attendants, landscape staff members, maintenance staff members, and other to watch for unauthorized people on the grounds.

1. Security Guards-

All the hotels should have well trained security personnel not only during the night time but even during the day time and they should be well versed to deal with any sort of emergency situations. Even the security guards should be well trained with the firefighting equipments. Besides all the above security measures, there should be a check on external, internal, material and people access control. They should try to anticipate movements of each and every guest whether inhouse or an outside visitor to the hotel.

2. Defibrillation Units-

Defibrillation units should be deployed among police and all the emergency communication managers in the hotel to sought out any incident of heart attacks etc. in the hotel.

3. Emergency Power-

The hotels should have adequate provision of emergency power in case of electrical outage to provide uninterrupted guest services in the hotel.

4. Fire Alarms-

Fire now a day has become a very common emergency situation in the hotels. To deal with the emergency of fire, hotels should install smoke detectors and fire alarms in each guest room and corridors to monitor entire complex round the clock. The hotel staff should be well trained with the fire fighting equipments and should be told practically on how to use them.



5. Guest Elevators –

The guest elevators should be interfaced with the room electronic locking system where the room card key will lead the guests to the floor on which he is staying in the hotel.

6. Emergency Manual-

Hotels should have an emergency manual detailing all the operations and working in any event of various sorts of emergencies in the hotel.

C. Protection of Assets

The physical and intellectual assets of the hotel must be protected as well. Important devices for securing the assets of guests are hotel safe deposit boxes and, for those hotels that offer them, in room safes. Hotels provide some sort of safe deposit box facility for guests at no charge. Guests must be noticed of the availability of these boxes, usually through notices in guestrooms. For added extra security of the guests in the hotels, all the employees should be provided with a photo ID which they should wear always during their work shift so that they can be easily identified by the guests. There may be more than one safe for hotel use. When a deposit is made into the safe, the amount, the date, time, revenue outlet, and name require someone other than the person responsible for the drop was actually envelopes found in the safe as the first step in ensuring that the contents are accurate. Both general hotel safes and drop safes are fire-rated to protect the contents from fire. Hotels must also protect the assets of employees. Employee changing and locker rooms should be secure and safe. Many hotels provide locks for employees. When uniformed employees arrive for work, they each require a uniform and a lock for the locker they store their personal valuables in. other hotels use a more flexible system, involving a lockable bag that holds employee clothing and other items. The bag is turned in to a secure area after it is filled, and it is claimed at the employee's shift.

D. Security of the Systems and Machineries –

In hotels, there are very expensive equipments which are used during daily operations. All the records of missing or misplaced items should be made and regular physical inventory should be done to check the missing or misplaced items. The main system room should be locked always when not in use to avoid the important information to be accessed by the unwanted people.

Types of Emergency Situations Encountered in Hotels During the operations and functioning of the hotel, there can be any emergency situation which can come across. The hotel staff should be well trained to find an optimum, quick and proactive solution to these emergencies. The various types of emergency situations encountered in hotels are as under:-

- 1) Bomb threat emergency situation
- 2) Fire threat emergency situation
- 3) Lost and found
- 4) Death of an in-house guests in the hotel

- 5) Accident emergency situation
- 6) Theft emergency situation
- 7) Illness and epidemics emergency situation
- 8) Handling drunken guest
- 9) Vandalism
- 10) Handling drunken guest

1. Bomb Threat Emergency Situation –

In case of any call received regarding the bomb threat, the hotel should tie up with the local police authority and follow their instructions. The person who receives the call should take complete details of the situation and should even try to note down the voice and accent of the person calling regarding a bomb threat. Immediately the hotel should inform the anti bomb squad and should defuse the bomb after locating the place where it is planted.

- Signal the colleague to also listen in the call and try to find out the location through exchange.
- Listen the caller carefully and make it prolong and get all the information carefully- place where planted, time of explosion and strength of explosives.
- If possible this call may be taped and note the back noise and try to catch information from accent and police to be informed.
- Immediately after disconnection the G M and security officer has to be informed.
- If the location is identified the department head should be also informed
- People from that suspected area have to be evacuated from that particular location.
- After “all clear” signal from the police the normal process of hotel can be continued.

2. Fire Threat Emergency Situation –

Fire is the most common emergency situation which could break in the hotel at any point of time. The most probable reason of fire break in the hotels can be kitchen or faulty wirings in the hotel. The concerned staff should be immediately informed and fire brigade should be informed immediately. Do not panic. If the hotel staff is well versed with the fire fighting equipments then immediately fire extinguisher should be used. The supply of electricity and gas should be immediately turned off whenever any news regarding fire comes to the hotel.



3. Lost and found –

This is a term used in hotel parlance to refer to any item which is left by the guest or temporarily misplaced by the guest but traced later by the hotel staff. Such articles to be handed over to the housekeeping department which maintained a special locker for this purpose .if the item belongs to the guest who has already checked out, then a letter has to be sent to the forwarding address left by the guest while checkout or which is there in the registration card .If no reply is received by the hotel within certain time limit, that may be auctioned to the hotel employees as per the hotel rules. If the lost belongings are found in the public areas and the guest is still residing in the hotel then housekeeping department keeps those items with them till any complain is made at the front office or in the lobby, in this case guest is required to give a description of the article which is lost ,before that item is shown to him .

4. Death of an In-House Guest in the Hotel –

Whenever information comes regarding death of an in-house guest the Front Office Manager should be reported directly who informs the General Manager and the Security Manager. Later on the police authority is even told and the hotel doctor is summoned to confirm the death of the guest. The residential address of the guests is also identified and the relatives are informed. Once the doctor has confirmed the death and the police has given the permission the dead body is removed by the help of a stretcher. In the meanwhile if the deceased guest was under some other doctor consultation then that doctor is also enquired. A death certificate is also prepared and a report is prepared mentioning the time, room number and other details related to the deceased guest. The guest room is locked and sealed and after the permission and clearance of police the

room is opened and spring cleaned and can be resold again after the approval of the local authority

5. Accident Emergency Situation –

Accidents can take place in the hotels at any point of time due to faulty stairs, ramps, and balconies and even due to the parking places. The hotels should ensure that handrails, non slip surface should be used while framing the architecture plan for the hotels.

6. Theft Emergency Situation –

Front desk is having cash with them so there is also possibility of theft. Also there are belongings of in house guest .To discourage theft, front office should inform the guest to deposit their valuables in the safety deposit locker.

7. Illness and Epidemics Emergency Situation-

There should always be a Doctor on call available for the hotel so that in case if any guest suffers from any kind of problem he /she can be given the concern treatment as soon as possible.

8. Vandalism –

The front office staff must call the hotel security and order the main door to be locked. If thing get out of the hand police must be called.

9. Damage to property by the resident guest –

The front office cashier is instructed to raise a charge for the value of the damages to property, a responsible guest will never argue but if he does the subject to be referred to the general manager.

10. Handling Drunken Guest-

A drunken guest may disturb other guest. In order to avoid this the drunken guest should be escorted to an isolated area like back office. Hotel staff should calmly handle the situation
Security Measures Adopted By the Hotels In order to make the guests stay a pleasant and memorable experience, the hotels adopt certain security measures like :

For FEMALE / WOMEN GUESTS, the hotels adopt certain extra security measures which are as under

- 1) Mirrored walls of the guest room floor / corridor so that the female guest can actually watch who is walking behind her,
- 2) Well lit public areas like lobby, bars, swimming pool and parking place,
- 3) Valet parking services to avoid the need of a female guest to enter the parking area where doubtful and suspicious people can be present,
- 4) Assigning rooms closer to the elevators,

5) Assigning room to the female guest on a special executive floor with a security guard manned for 24 hours a day. Even up-gradation can be done for the female guest if room on the special executive floor is unavailable.

Refer the following picture for various safety hazards and causes of injuries -

SAFETY HAZARDS & CAUSES OF INJURY

falls	Cuts & abrasion
worn carpets, frayed edges Uneven floor, missing tiles Slippery floors, water, highly polished Wire or lamps, equipments, Poor lighting No hand rails in bathroom	◦ Razor blades, cut glasses ◦ Opening of tins ◦ Falling objects ◦ Poorly stacked on shelves ◦ Knife too sharp
Burns, scalds	Lifting injury
Care less lighting of gas equipment Smokers, heaters, lamps, hot water bottles, Overloading of meter Too hot water from showers Touching hot surface	Attempt to lift heavy article Lifting in correctly
	Electric shock
	Touch bare live wire Touch with wet hands Not properly earthed

Refer the following picture for the accidents, its symptoms and precautions

shock	Mental / physical pain cold shiver	Lay flat,keep warm by blanket
Heart attack	Acute chest pain,breathless,	Sit forward on chair, take to hospital
stroke	High blood pressure,loss of consciousness	Call doctor
diabetes	Prespire, gets nervous,carry medicines	Give food/ tablets/ injection of insulin
asthama	Difficulty in breathing	Tablet / puff given
poisoning	Swallow/ inhale/inject poisonous substance	Vomit by warm water & salt,if unconscious call doctor/ ambulance
Cuts & abrasion	Risk of infection	Clean with warm water antiseptic, dressing bleeding heavily apply pressure,
Electric shock	May result in burn,shock even death	Switch off current, artificial respiration,suitable treatment
Nose bleeding	Due to blow/ fall	Soft part pinched,turn head, put cotton
Fracture& sprain	Fall, collision , pain swelling , bleeding	Sprain – crepe bandage, pain / swelling do not move part ,take to hospital
Eye irritation	Burning / swelling of eyes	Eye drops/consult doctor

Communications and records

Good communication forms the backbone of any successful security program. Providing mobile communication devices, such as radios and pagers, to key employees is one way to ensure good communication strategy is to post security information in high-traffic employee's areas to help keep security awareness at the hotel high. Security should be a frequent topic of discussion for

departmental and staff meetings. In addition, the hotel should regularly publish security information. Employees should be given very specific instructions on what to do when they identify a possible security problem. Just as important, all hotel staff members should receive on how to communicate to guests and other people during an emergency. Dealing with the public at large is just as important. When the news media becomes aware of a hotel emergency, they will attempt to contact the hotel for comment. Every employee should be aware of the hotel's policy concerning media contact and why compliance with the policy is so important.

Security Records

Any activity that has security-related dimension to it be recorded for future reference. Reports about robberies, assaults, personal injuries to guest or employees, and property damage or theft; vehicle maintenance records; and preventive maintenance records all should be part of a security record program. Security records are important for several reasons; first, they allow hotel management to track issues. Vehicle maintenance records allow hotel to track maintenance issues, such as tire wear. Most municipalities mandate periodic testing of the fire alarm system and recordings of the results. Finally, security records may assist the hotel with insurance claims made by either the hotel or the guest. In either case security records can present the hotel's view of what happened. This is especially helpful when hotel staff members are called upon to describe a security incident that occurred many months ago.

Review your progress

Q.1 State whether True or False

- (a) Protecting employees and their assets is also a part of hotel's security program.
- (b) Safety locker installed at the front office for guest use is operated using one key.
- (c) A floor master key gives access to all door locks in the hotel.

Q.2 Fill in the blanks

- (i) Terrorist attack of _____ in USA has greatly increased the Security concerns of hotels.
- (ii) In a hotel right of admission is _____
- (iii) _____ Keys are more secure compared to manual keys.

Q.3 Answer the following questions

- (1) Explain how security system is important in guest security?
- (2) Proper control of Keys is important for strong hotel administration. Discuss.

- (3) 26/11 has alarmed the security system of not only country but of a hotel? What could be the precautions (equipments and systems) which could have helped the administration to avoid that incident?

PRACTICAL ACTIVITY

- ❖ Prepare a list of various equipments used as a safety tool in the hotels.
- ❖ Prepare a plan of action on how you as a security head of a 5 star hotel will deal with a sudden fire threat at your hotel.
- ❖ Identify two man –made security threats and plan out a procedure to handle it.
- ❖ Role Play Worksheet: Handling a drunk guest
Scene: A GUEST AT 11:30 P.M. AT FRONT OFFICE

GUEST: Hello good evening. I want a martini right now.

F.O.A (LADY): Good evening sir, the bar is closed, I will request to the F&B service. Please go to your room sir, your drink will be sent to your room.

GUEST: No, I will have it in this lobby, I like this lobby and “you as well”

F.O.A (LADY): Sorry sir , you are crossing your limits. Please go to your room.

(The guest was constantly insisting on remaining there, FOA calls up a male colleague for help)

F.O.A (MALE): Excuse me sir, let me escort you to your room, the other guests are getting uncomfortable.

GUEST : To hell with others , I have paid , I am paying , I will pay , I am “The guest”

(Finally the security officer is called, guest attacks him, the situation gets uncontrolled and later police was called up by security)

Summary –

Providing security to guests and their property is not only the moral responsibility of the hotel but is also binding upon them, by law, to follow specific safety regulations. Hotels have a structured security program where emphasis is on security needs of the guests and their property. Electronic keys for the guest rooms and in-room electronic safety lockers for the guests have greatly helped in addressing security concerns. Hotels develop a standard operating procedure to handle emergency situations. Bomb-threat, Fire, Death , Illness , Drunk guest etc. are the situations that concern the hotel management and efficient handling of all such emergencies is a part of the front office department profile. Documentation of all security procedures is important for the hotel as it's a part of the security records. These records are useful for any insurance claim, court cases and to absolve the hotel in case of an undue claim by a guest.

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UNIT 7

PROBLEM SOLVING AND SITUATION HANDLING

Hospitality extends through a wide variety of industries and typically deals with different types of customers and their demands , . While there are certain niche skill sets that one must have to succeed in the field of hospitality. A few of them are as follows -



1. Creative Problem Solving

The hospitality industry is based on the concept that the customer is always right, which means many employees have to come up with creative solutions that will appease the customer while helping the company. For example, a cook might need to change how he or she stores food to cater to gluten-free customers. House managers often compliment parts of a meal if a customer is unhappy to increase the likelihood that they will leave satisfied.

When problems arise, there typically isn't a lot of time to test multiple solutions and run them past management. In this case, creative problem solving can help hospitality employees think on their feet and keep customers happy. Oftentimes this skill comes from experience and changes depending on the location. What might be an acceptable solution in one restaurant or bar would not be allowed in a different one?

2. Teamwork

Hospitality employees often rely on teams to get through shifts and keep customers happy. Waiters and other serving workers help each other by picking up tables when one section is busy, helping each other deliver food or bus spaces, and solving problems for customers to keep them happy.

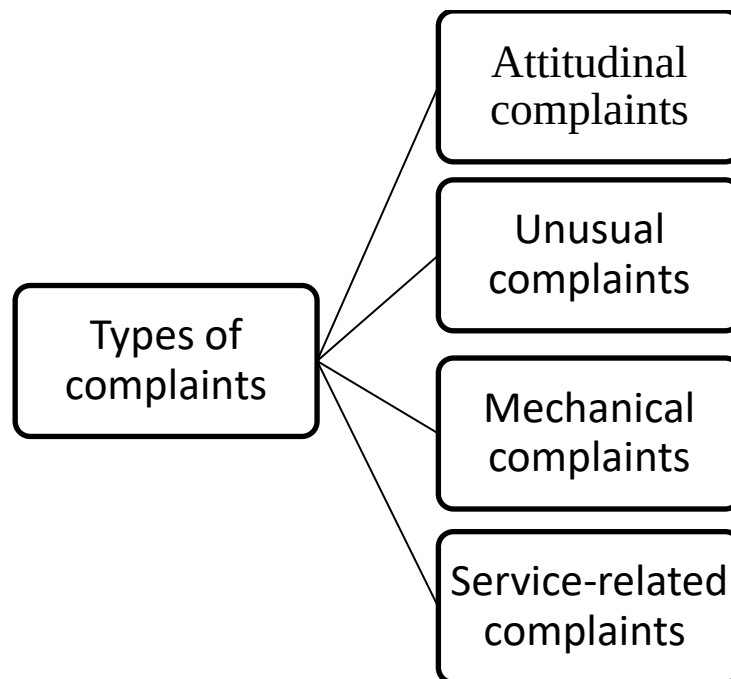
When hospitality workers can't (or won't) work as a team, they risk creating a toxic work environment that leads to higher turnover rates and increased disagreements. This also increases

the costs of companies who need to spend time and money rehiring. In the same way that hospitality workers have to be professional with customers, they also have to be professional with each other.

3. Situation Handling

Front office management and staff should keep the following resolution guidelines in mind when handling guest complaints. When expressing a complaint, the guest may be quite angry. Front office staff members should not make promises that exceed their authority. Honesty is the best policy when dealing with guest complaints.. If a problem cannot be solved, front office staff should admit this to the guest early on. Front office staff should be advised that some guests complain as part of their nature. The staff should develop an approach for dealing with such guests.

Types of complaints –



1. **Mechanical complaints** - deal with equipment problems within the hotel. Example: the air conditioner, the vending machine, or the lights are not working. Most guest complaints related to hotel equipments malfunctions. It is usually concerned problems with air conditioning, lightening, electricity, room furnishing, vending machines, ice

machines, door keys, plumbing, television and so on. Effective use of a front office log book and maintenance work orders may help to reduce the frequency of mechanical complaints.



2. **Service-related complaints** - are usually associated with the hotel service. The guest may experience a problem with hotel services and may get dissatisfied. It can be of wide ranging and about such things as long waiting time for service, lack of assistance with luggage, untidy room, missed wake up call, cold or ill prepared food or ignored request for additional supplies. The front office generally receives more service related complaints when the hotel is operating at or near full occupancy.



3. **Unusual complaints** – Guest sometime expects the Front office staff to resolve or at least listen such kind of complaints which are unusual and hotel cannot do anything about them. Sometime guests demand something that simply is unwarranted or impossible to deliver such as they may complain about the absence of a swimming pool, lack of public transportation, bad weather and so on. Hotels generally have little or no control over the circumstances surrounding unusual complaints. Front office management should alert front desk agents that on occasions guest may complain about things the staff can do nothing about them. Through such orientation, staff will be better prepared to handle an unusual situation with the appropriate guest relations techniques and avoid a potentially difficult encounter.



3. **Attitudinal complaints** - Hotel does come across instances when guest complaints about impolite, unprofessional and indifferent behaviour of staff members of the hotel. The moment an employee disagrees with the guest, his conflict with the guest begins which leads to guest complaints. Guest may express attitudinal complaint when they feel insulted by rude or tactless hotel staff members or sometimes guest overhear staff conversations or who receive complaints from hotel staff members. Managers and supervisors should listen and attend to the complaints and problems of the guest. This can be especially critical to maintain good guest relations.



Ways of handling guest Complaints:

Dealing with Complaints

- 1. Identifying Complaints**
- 2. Handling Complaints**
- 3. Follow-up Procedures**

Identifying Complaints

All guest complaints deserve attention. An excited guest complaining loudly at the front desk requires immediate attention as he is affecting property's business. Guest Relations Executive play an important role to systematically identifies its most frequent guest complaints and handles guest complaints accordingly.

Front office can identify complaints by reviewing a property kept front office log book. Another way to identify complaints involves the evaluation of "Guest Comment Card" or "Guest Feedback Form". It may be distributed at the front desk, placed conspicuously in the guest room to fill by the guests during the time of their departure, or mailed to guests after their departure. It is very essential for management to identify and address recurring complaints and problems. By examining the type of complaints and the staff members involved in it, front office management may gain insight into common and less common problems.

Handling Complaints

The front office may receive complaints about other departments' services, regardless of whether those operations are managed by the front office or not. The hotel and its revenue outlets should maintain close communication and develop procedures designed to satisfactorily resolve guest complaints otherwise, guest may continue to be upset and the front office will continue to hear about the problem. It is usually counter productive to ignore a guest complaint. The front office should have a contingency plan in place and be empowered to deal with situations.

Front office management and staff should keep the following resolution guidelines in mind when handling guest complaints:

- When expressing a complaint, the guest may be quite angry. Front office staff members should not go alone to a guest room to investigate a problem or otherwise rest potential danger.
- Front office staff members should not make promises that exceed their authority.
- Honesty is the best policy when dealing with guest complaints. If a problem cannot be solved, front office staff should admit this to the guest early on.
- Front desk agents should be advised that some guests complaint as part of their nature. The front office should develop an approach for dealing with such guests.

Guidelines for Handling Guest Complaints: Front office management and staff should keep the following resolution guidelines in mind when handling guest complaints. Here are some tips to handle guest complaints at hotel effectively to ensure guest satisfaction.

Allow the Guest to Speak: It is important that staff give a patient ear to the guest while he is complaining and do not make an effort to interrupt. The guest is already angry and the interruption will cause his or her temper to flare even further. Allow the guests to describe in detail, the reason for their unhappiness with the hotel or its service. The guest may yell and shout, but the front office staff should never take it personally. Instead the staff should concentrate on resolving the issue. While he can ask questions to understand the reasons better, it is important that he let the guest speak out his mind. He shall ask open-ended questions if he is not clear about the issue and this will show the guests he is genuinely interested in understanding their problem and resolving it. It will help the guest

calm down and speak more coherently. As a receptionist, he/she should be aware of the difference between a genuine problem that requires solving and a situation where the guest is venting his frustration. So, allow the guest to speak and listen to the complaint carefully to find out what is really troubling the guest.

Listen: Whenever a hotel employee is set out to handle a guest complaint the first thing that he must do is listen. Listen attentively to the guest with concern and empathy and understand what is exactly wrong to the guest and try to figure out why he is upset. Do not interrupt, sometimes a guest just wants to vent. Of course, other times they have a real problem that needs solving. Listen to the guest to determine whether any of your policies were not abided by or if this is something outside or not contemplated by your systems. Try to listen for clues about what's really bugging them. Is it the problem with their meal or their room? Or is it something else. Listen to what they want from you to resolve the issue.

Understand: All too often we are defensive when dealing with guest complaints. Being defensive, at least at the onset, can inhibit your ability to truly understand why the guest is not satisfied with your services. They will tell you the problem, how they think it should be resolved, and give you a critical window into their thinking on the matter. So before you attempt to explain anything, challenge their complaint or offer a resolution to the situation try to put yourself in the shoes of the guest. Given what you now know, try and see from their point of view. Until you view the issue from their perspective you cannot have a complete picture of the reason for the complaint. So always think, if I was in their shoes how would I feel?

Empathize: Complaint has to be handled positively and with empathy for the guest, aspiring for 100% guest satisfaction as the outcome. Empathy is defined as the ability to imagine oneself in another's place and understand the other's feelings, desires, ideas and actions. If you look at the situation or problem from the guest's perspective, you will be able to better understand their frustration and/or anger. Empathizing with the guest is a good way to handle guest complaints as it shows them that you understand what they are going through. It will help to defuse the situation. The best way to show your empathy to

guest is by naming the emotion. You have to articulate to the guest what they are feeling and validate it. “I understand how you feel, I would be frustrated too.” Or, “I completely understand and if that happened to me, it would make me very upset.” By naming the emotion, expressing understanding and placing yourself in the guest’s place, you begin the process of diffusing the situation.

Apologize: Apologize to the guest for the inconvenience caused. This is a big one, and easy step to be followed. Even if you are not wrong or not part of the problem, it is important you issue an apology to the guest. The apology should be issued even if the guest is angry and yelling at the top of his voice. To apologize to guest standard phrases such as: “I am sorry for the inconvenience this has caused you” or “I am really very sorry this happened” can be used. Unfortunately, many employees tend to take this sort of thing personally and feel apologizing for something they may not have done or may not have had any control over to be uncomfortable. They should try to get over it as no one is blaming them or considering their fault. They must see it as an opportunity to improve guest service rather than taking it personally.

Isolate: Take the guest out of the front area and try to isolate him from other guests if possible, so that other guests won't overhear.

Take Notes: Writing down the key facts and pertinent details down on the guest request tracking sheet saves time if someone else also gets involved. Also, guest tends to slow down when they see the front desk agent trying to write down the issue. More important, the fact that a personnel is concerned enough to write down what they are saying is reassuring to guest.

Stay Calm: In complaint handling the matter is to listen, understand, and then discuss with the guests their concerns in a calm and friendly manner while conducting an open discussion regarding the issues complained of avoid responding with hostility and defensiveness. Do not argue with the guest. Calmly defend your policies or personnel if

you must but do not permit the conversation to erode into an argument at any point.**Guest's Self-esteem:** Be aware of the guest's self-esteem. Show your personal interest in the problem and try to use the guest name frequently. While listening guest complaint give the guest your undivided attention and concentrate on the problem, no on placing blame. Do not insult the guest.

No Fighting: Recall, whether correct or not guests believe that they are correct. As such, they may be 100% wrong but fighting about the issue will only exacerbate their complaint. Fighting with the guest will never resolve the issue and will only lead to heightened aggression and anger on their part. Often times it comes down to tone and respect. So, defend if you must. But do not fight with the guest.

Handle the Complaints Smoothly: When dealing with an irate guest face-to-face or over the phone, it is important to be professional and courteous. Using a polite tone and demeanor will let you show the guest that you are making an effort to understand the situation and can help in defusing it. You should not show your nervousness, as this creates an impression of uncertainty and adds fuel to the fire. By being calm and confident, you will have a more positive effect. The fact that a guest approaches you shows an indication that he believes in you and expects you to handle the complaint positively and resolve his problem.

Take action: Going from apology to taking action should be seamless. The very next sentence out of your mouth should be what you are going to do about the guest's complaint. The guest deserves to know what is going to happen next and what they can expect. The foundation to most guest complaints is the discontent from what was expected and what actually happened. This is your chance to reestablish an expectation and deliver on it. Taking the appropriate action can only be done if you really hear the problem, fully understand the guest's feelings and combine it with a sincere apology.

Resolution: The psychology of the offering of a resolution cannot be understated. Recall, the goal is to resolve the guest dispute with the guest being fully satisfied with your

goods or services. Even if the guest's complaint is unwarranted listening, understanding, elevating, and offering some form of resolution allows the guest to feel that they have won, that they were correct, and that your organization wants to make it right.

Offer a resolution where possible to guest. Once you have listened and understood the guest's complaint and have avoided fighting over the same divert the guest's focus to how you intend to resolve the matter. Here, it is difficult to include all manners of resolution which can be offered given the nature and scope of the goods and services which could be offered, but some suggestions include offering a discount, refund or partial refund of money paid, if warranted. Discounts on future goods or services are another popular remedy.

If the issue is personnel specific simply offering to change out their representative with another will often suffice. If guest asks for a particular service which is not available with the hotel. Give your guests alternatives and suggestions. Further, try to convince the guest that you have made a note of their suggestions and show your appreciation by telling them that you will ask management to implement them as soon as possible. For most, this will resolve the issue and they will be satisfied. Unfortunately, however, there will always be those select few that you cannot please no matter what you offer. For those, you must incorporate resolve.

Resolve: In every guest service situation you will ultimately come to a point of what you can and cannot do to address the issue. Most situations will be able to be addressed and the guest issue resolved to their satisfaction. Unfortunately, from time-to-time, there will be issues which simply cannot be resolved. Whether it is because the guest is requesting something or on such matters that is out of the reach of hotel stated policies or are simply being unreasonable in their requests. For those guests you must understand that despite your best reasonable efforts to offer a reasonable resolution they are unwilling to join you in reality and accordingly, although our aim is always to please the guest if that which the guest demands cannot be satisfied you must maintain your best offered solution and no more. While offering solutions to guests do not promise the impossible solutions, and do not exceed your authority.

Take responsibility to Resolve your Guest's Problem: As much as possible, you should try to resolve the guest's problem. Remember, the guest has come to you with the hope that you can help them out. This is the time to show them that you are willing to aid them. Unless the situation is something you cannot resolve or address, avoid transferring the problem to another person but, If you do have to take the complaint to someone else then, stay on the call until the other person answers, first introduce the caller and transition the situation then after make sure that person understands the problem very clearly and is now full of aware the guest's name and problem. Never blindly transfer an angry caller; if the call is forwarded to a voicemail box or gets disconnected, the guest will be more angry when they call back.

Elevate: Once you have heard the complaint, understand the basis for the same and you are not in a position to resolve the complaint or the problem is out of your authority. In that case elevate the guest complaint to a supervisor, manager or Duty Manager where possible. Often this move alone is sufficient to alleviate some of the guests' concerns by instilling in them a sense of importance, that their complaint is significant enough to be elevated to someone higher in the chain of command. One note of caution when elevating be careful to fully inform the guest the issue is being elevated of the relevant facts prior to having them speak with the guest. If this is not done the new representative will be in a position which they must ask the guest to repeat what happened. While most guests, as part of the venting process, will gladly share their story again with the supervisor they should not be made to feel that they must do so for the process to continue to run its course.

Ask the Guest for an Appropriate Solution: Many times asking the guest to suggest an appropriate solution can go a long way in diffusing the situation. Also, if the solution is reasonable and you have the authority, you can immediately act upon it. If you do not have the authority, explain this to the guest and give him a time frame within which his problem will be resolved. If the guest gives an unreasonable solution, be calm and explain why the hotel cannot use it. Then give the guest an alternative to calm him down. It is important that you first apologize and then take action to resolve the guest's problem.

This transition should be seamless. Immediately after apologizing for the inconvenience caused, you should inform the guest about steps you will take to address his complaint and how long it will take. This is only possible if you listen to the guest's complaint and understand it completely.

Corrective actions: Set an approximate time for completion of corrective actions. Be specific, but do not underestimate the amount of time it will take to resolve the problem then monitor the progress of the corrective action.

Follow up: Even if the complaint was resolved by someone else, contact the guest to ensure that the problem was resolved satisfactory. Report the entire event, the actions taken, and the conclusion of the incident.

Inform Higher Authorities: Inform the Manager of all complaints immediately, even if you have successfully resolved the situation.

Log Book: Note down the incidence in the log book and give handover to the next if the issue is still not resolved. Guest should be kept informed of the developments and record all the details in Guest Call Register

Learn: Above all, use guest complaints as a manner to learn about potential flaws in your systems. Maintain a manner of tracking guest complaints and the resolution thereof such that, over time, trends or specific issues may be identified to the point that if you see one or more specific situations occurring with any frequency systems can be amended or put into place to address the same in the future before they become future complaints.

Writing: Ultimately, when all is said and done and a resolution has or has not been reached always take the time to memorialize the same in writing. If, as in most cases, the matter is resolved to the guest's satisfaction, you will want to send the guest a brief follow-up email confirming that the issue has now been resolved and the specific resolution involved. In those unfortunate times when a solution cannot be reached, you want to send an email clearly

memorializing what transpired such that should the issue ever come back you can quickly review the email and be versed in the same as needed.

Follow-up Procedure

Follow-up the Problems with Guests: Once a guest's problem has been resolved, it is important that you follow up with him to find out whether he is happy with the solution. This will allow you to confirm that the problem has really been resolved and that the guest is now happy with the services of the hotel. A follow up also makes the guest feel special and this can make a huge difference in the overall impression that the guest has about the hotel. A follow up can build guest loyalty and pave the way to repeat business.

Follow Up Procedure: Front Office manager may use the Front Office log book to initiate corrective action, verify the guest complaint have been resolved, and identify recurring problems. This comprehensive written record may also enable management to contact guests who may still be dissatisfied with some aspect of their stay at check out. After the guest has departed a letter from the Front Office Manager expressing regret about the incident is usually sufficient to promote good will and demonstrate concern for the guest satisfaction.

Following are the examples of a types of customers and how to deal with them -

1. The Meek Customer

The Meek Customer will avoid submitting a complaint because he or she doesn't want to be a pain or believes you don't care.

How to Respond: Start a conversation - perhaps during a check-in call or by sending a Net Promoter Score (NPS) survey - to gauge customer satisfaction, start a dialog, and actively resolve any complaints.

The Risk: The customer will leave quietly without giving you any indication as to what went wrong. 91% of unhappy customers who are non-complainers simply leave. Do not view absence of feedback as a sign of satisfaction.

2. The Aggressive Customer

The exact opposite of the Meek Customer, the Aggressive Customer will loudly voice any complaints and will not accept excuses.

How to Respond: Thank the customer for sharing their concern and listen. Be polite, agree on the definition of the problem, and explain what's being done to resolve the situation and when.

The Risk: In heated customer situations, it's easy to become confrontational. Mirroring the customer's aggressive behavior will only make the situation worse. Thanking the customers for sharing their concerns lets them know you are sincerely interested in hearing what they have to say and reaching a mutually-beneficial resolution.

3. The High Roller Customer

Perhaps your enterprise customers, these individuals pay well, and expect premium support. A High Roller Customer is likely to complain in a reasonable manner, unless he or she is an Aggressive Customer hybrid.

How to Respond: This customer wants the best. Listen respectfully, acknowledge that a problem exists, understand the details of the situation, and work to resolve the issue as quickly as possible.

The Risk: Like The Aggressive Customer, the High Roller Customer doesn't want to hear excuses. They want the problem resolved in a timely manner.

4. The Rip-Off Customer

Instead of looking for an answer or satisfactory support experience, the Rip-Off Customer is looking for a handout.

How to Respond: Maintain composure and respond objectively. If the customer constantly and repetitively says your solution isn't good enough, use accurate quantified data to backup your response.

The Risk: If not handled correctly, this customer may take advantage of your company and end up with something he or she doesn't deserve.

5. The Chronic Complainer Customer

The Chronic Complainer Customer is never happy and continuously reports issues.

How to Respond: Although it may be frustrating, it's still your responsibility to provide excellent support to the Chronic Complainer. He or she wants an apology. Listen respectfully, provide a sympathetic ear, and put forth an honest effort to correct the situation.

The Risk: It's very likely that the Chronic Complainer will contact support again. However, unlike the Rip-Off Customer, this customer will accept and appreciate your efforts to fix the situation. Despite their constant complaints, Chronic Complainers are often repeat customers and will tell others about positive support experiences.

No matter the complainer, actively take note of what your customer is saying. Complaints, although frustrating, present an opportunity to strengthen your support experience. After a support issue is resolved, use customer feedback as inspiration for new community content. For example, create a best practices checklist or new tutorial video based on a lessons learned from a conversation with an unhappy customer. This will create a more powerful self-service experience that benefits not only your customer, but also your support team.

Summary –

Guest complaints are inevitable. In hotel providing services or facilities to guests no matter how great your goods or services are the old adage will eventually be proven true: You cannot please 100% of the people 100% of the time. The key to running a successful hotel is providing flawless guest services to guest and if guest still complains about services, tackle complaint. A big part of

handling complaint is addressing guest complaints and ensuring that these complaints are resolved to the guest's satisfaction. Successful resolution will have a positive effect on the guest, who will be more conducive to returning to the hotel in the future, as the way the complaint is handled and resolved makes the guest feel special and shows him that the hotel is genuinely interested in keeping its guests happy and satisfied.

Hotels should never forget that the best way to advertise their service is through a satisfied guest. If a guest is dissatisfied, he will give negative feedback and bad reviews about the hotel and its services. This will have far-reaching consequences, as many guests now use online sites to provide feedback about hotels. Other potential guests read this and use it to base their decisions on whether to use the hotel or not. On the other hand, if a guest leaves the hotel satisfied, not only will he give positive feedback, he will return with friends and family the next time he is in city and pave the way to repeat business for the hotel.

PRACTICAL ACTIVITY

Mention the expressions or phrases used for handling Guest's complaints mentioned below:

Complaint: There are not enough towels in my room.

Response: I'll inform housekeeping to deliver more towels to your room right away sir.

Complaint: The sink is leaking in the bathroom.

Response: Sorry for the inconvenience, maintenance will be shortly to fix the problem.

Complaint: I seem to have misplaced my important file. Has one been turned in?

Response: Not yet sir, but I'll let you know if someone does. May, I have your good name and room number.

Complaint: I specifically requested an ocean view, but the room I was given has a view of the pool.

Response: I am extremely sorry for the wrong allocation of room ma'am; we'll change your room immediately.

Complaint: The soup served to me is not warm enough.

Response: I apologize for that ma'am. I'll have the chef warm it up immediately.

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UNIT 8

Responsible Hotels

Introduction to Ecotourism –It is a form of tourism that involves visiting natural areas – in the remote wilderness or rural environments. According to the definition and principles of ecotourism established by The International Ecotourism Society (TIES) in 1990 , ecotourism is “Responsible travel to natural areas that conserves the environment and improves the well being of local people”. Martha Honey , expands on the TIES definition by describing the seven characteristics of ecotourism , which are :

- Involve travel to natural destinations
- Minimizes impact
- Builds environmental awareness
- Provide direct financial benefits and empowerment for local people
- Respects local culture
- Supports human rights and democratic movements

Such as:

- Conservation of biological diversity and cultural diversity through ecosystem protection
- Promotion of sustainable use of biodiversity , by providing jobs to local populations
- Minimization of tourism’s own environmental impact
- Local culture, flora and fauna being the main attractions

Ecotourism Society Pakistan (ESP) explains ‘ Ecotourism is a travel activity that ensures direct financial support to local people where tourism activities are being generated and enjoyed . It teaches travellers to respect local cultures of destinations where travellers are visiting . It discourages mass tourism , mass constructions of hotel, tourism resorts and mass activities in fragile areas”

Introduction to Eco – Hotel -

It is a term used to describe a hotel or accommodation that has made important environmental improvements to its structure in order to minimize its impact on the environment . The basic definition of a green hotel is an environmentally – responsible lodging that follows the practices of green living. These hotels have to be certified green by an independent third party or by the state they are located in.

Criteria of Eco-Hotels -

- An eco hotel must usually meet the following criteria :
- Dependence on natural environment
- Ecological sustainability
- Proven contribution to conservation
- Provision of environmental training programmes

- Incorporation of cultural considerations
- Provision of an economic return to local community

Characteristics of Eco-Hotel -

Green hotels follow strict green guidelines to ensure that their guests are staying in a safe , non-toxic and energy – efficient accommodation . Here are some basic characteristics of a green hotel :

- Housekeeping uses non – toxic cleaning agents and laundry detergents
- 100% organic cotton sheets , towels and mattresses
- Non –smoking environment
- Renewable energy sources like solar or wind energy
- On-site transportation with green vehicles
- Non – disposable dishes
- Offers a fresh –air exchange system
- Newspaper recycling program

Here are green certifiers you can trust. They all take their roles as watchdogs of sustainability seriously. Look for their logos on the websites and brochures of hotels and other tourism operators.



EarthCheck -Favored by many leading eco-conscious hotel companies—e.g., Intercontinental, Langham, Taj, Radisson, Six Senses—the EarthCheck six-step process starts with benchmarking to lay the foundation for sustainable practices and ends with several levels of certification. It is based in Australia.



Green Globe - Green Globe Certification provides certification, training and education, and marketing services in 83 countries worldwide. The Green Globe Standards are based on Agenda 21 and principles for Sustainable Development endorsed by 182 Governments at the United Nations Rio de Janeiro Earth Summit in 1992. Its website lists certified hotels by region and country.



Sustainable Tourism Eco-Certification Program - STEP is a comprehensive sustainable tourism certification program offered by Sustainable Travel International. Companies in all sectors of the travel and tourism industry can be certified through STEP.

North America



Energy Star -The U.S.-based EPA program rates the energy efficiency of appliances used in businesses. More than 241 hotels participate in the United States. A score of 75 out of a possible 100 is the minimum to be considered energy-efficient. You can search for certified hotels on their website.



Green Key (U.S., Canada) -Based in Canada, this is a self-assessment program designed to assist a hotel in determining its current environmental footprint. Upon completion of the program and being awarded a one-to-five Green Key rating, an on-site inspection may be conducted to confirm the rating.



Green Seal - (U.S.) Green Seal is a non-profit organization founded in 1989. Their program certifies a wide range of products and services in the United States, including hotels and restaurants.



LEED - (U.S.) The U.S. Green Building Council created this program—an acronym for Leadership in Energy and Environmental Design—to certify that buildings meet standards of energy efficiency, conservation, and community sensitivity. USGBC's rating system has four levels: Certified, Silver, Gold and Platinum. Green Building Councils in other countries have similar programs.



Mexican Regulation (Mexico) - This Mexican government regulation allows for the certification of sustainable tourism businesses. The regulation is enforced by the Secretaría de Medio Ambiente y Recursos Naturales (SEMARNAT), the national government agency responsible for developing environmental policy and legislation.

European Union (EU)



Green Tourism Business Scheme (GTBS) - (U.K.) The GTBS is the national sustainable tourism certification scheme for the UK. It is the only green tourism certifier validated by Visit Britain, through the International Center for Responsible Tourism. Businesses are assessed by a qualified grading advisor against rigorous criteria in areas like energy and water efficiency, waste management, biodiversity and more. Businesses receive a Bronze, Silver or Gold award based on their level of achievement. You

can search the GTBS website for green certified places in England and Scotland to stay, eat, shop and visit.

Latin America & Caribbean



Certification for Sustainable Tourism (CST) - (Costa Rica). In Spanish it's Certificación para la Sostenibilidad Turística, and it provides certification services to hotels and tour operators in Costa Rica. CST is regulated by the Costa Rican National Accreditation Commission and consists of a scale of five levels of sustainable tourism achievement.



GREAT Green Deal (Mesoamerica, Caribbean)- GREAT is an acronym that stands for Green, Responsible, Exclusive and Amazing Tourism. GREAT Green Deal provides certifications for hotels, restaurants, tour operators, transportation businesses and community-based tourism projects. Based in Guatemala, it provides certification services to countries throughout Mesoamerica and the Caribbean.



Rainforest Alliance Verification - (Latin America, Caribbean). Verification is a way to evaluate and improve businesses' commitment to sustainability, measuring their progress and helping to prepare them to become certified. Also, in countries where no certification program exists, verification offers businesses a benchmark—which helps them determine where they stand—and demonstrates their achievements to others. Once a business gets Rainforest Alliance Verification, it needs to become certified within two years by a certification program, if one is available where the business is located. The Rainforest Alliance has also launched a website for those seeking a green certified tourism operator in Latin America or the Caribbean.

Benefits for the hoteliers

- Since hotels consume a significant amount of resources that can have adverse effects on environment, going green is the only way for both hotels and guests to experience the following benefits.
- Stay ahead of competition: Your hotel can gain competitive advantage over others as today's guests respect the idea of conserving the environment.
- Decreased costs: Hotels can considerably lower their operating costs by implementing environment friendly practices.

- Provide a healthier environment: Due to the significant reduction of energy and water waste, you can provide your guests a healthier living and a healthier workplace for your employees.
- Marketing opportunities: Hotels can market their property in a unique way highlighting the environmental friendly practices.
- Enhanced guest experience: Hotels can provide their guests with natural and green amenities (toiletries, in-room services) to create a lasting impression.

Summary -

The concept of green tourism is becoming popular globally and this is expected to drive the market for Ecotel certification shortly. Most of the tourists and travellers across the globe are aware of the concept of Ecotel hotels. Hotel guests are becoming more conscious about environment problems, and many among such guests have started considering these problems while making a choice for accommodation. These tourists like to contribute in the act of environment preservation. Ecotels are the trend setters in the tourism and hospitality industry, where the hotel guests want to participate in the green practices. The procedures and standards laid by eco-friendly Ecotel hotels are being implemented by most of the tourism wings such as resorts, hotels, restaurants, industrial catering, travel and trade, motels, etc. All these tourism wings encourage the guest participation as well, which is expected to generate awareness about the Ecotel hotels and sustainable practices.

PRACTICAL ACTIVITY

- ❖ Prepare a list of activities you will inculcate in your hotel to be able to make it a green hotel
- ❖ Prepare a report on the various environment friendly activities performed by any 5 star property of your choice.

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