

# Hospitality Audit

for

## Hotel ABC

Torremolinos (Malaga), Spain

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*For reasons of confidentiality the hotel name has been changed, but this is a true example of a Hospitality Audit.*

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## **1.The Hospitality Index**

### **1.1 What is the Hospitality Index?**

The Hospitality Index is an independent score to represent the core values of an establishment to assess its services offered to a guest to measure management performance.

It is based on the following eight components:-

- Staff
- Amenities
- Facilities
- Cleanliness
- Comfort
- Value for Money
- Free Wifi
- Eco-friendliness

The Hospitality Index deliberately excludes the reviews of Location, as this is a component that is outside the management's sphere of influence. As the Overall Score on these sites is influenced by Location then this is also excluded.

Instead the average of those components' scores becomes the Hospitality Index.

Each component has a score ranging from 1 (poor) to 10 (excellent).

By comparing an establishment's Hospitality Index with other hotels, an establishment can see how it ranks against its competitors at city, regional and country level.

The result can be used to highlight areas of improvement. In other words, it is a quantifiable management tool.

Apart from obtaining a score for each component and the creation of the Hospitality Index, these are ranked against other hotels.

### **1.2 The Representative Guest**

A Representative Guest is a "mystery shopper". Somebody who stays at the establishment for a couple of days to try out its services, and reports back on their experience. Both good and bad.

Any encounters with members of staff will also be named to show what the Representative Guest experienced during their stay. This is listed in the "Encounters" section of the audit.

The review of the Representative Guest does not influence the Hospitality Index. However their views become essential to finding specific areas of improvement.

### **1.3 The Purpose of the Hospitality Audit**

Using the Hospitality Index as a measure of the General Manager's performance, especially comparing where their establishment ranks against other hotels in the same city, it can be used to highlight areas of specific improvement.

A consequence of fixing the areas of concern leads to better reviews and therefore to more bookings.

An annual Hospitality Audit will also help an establishment to compare itself year on year. To see if it is improving or slipping, or even to measure the changes made during the year.

### **1.4 SWOT Analysis**

A SWOT analysis identifies areas of

- Strengths
- Weaknesses
- Opportunities
- Threats

A common business tool this is also included in the audit.

### **1.5 Recommendations**

Finally the Recommendations section assists the General Manager with a suggested Action Plan on how to improve the guest's experience at their establishment.

## 2. The Overview

### 2.1 The Hospitality Index at Hotel ABC

The Hospitality Index of the Hotel ABC is 7.974.

Hotel ABC is ranked 17<sup>th</sup> out of 18 amongst 4 star hotels in Torremolinos, Malaga.

### 2.2 Rankings Per Component

The specific rankings per component are:-

Component	Score	Ranking	Out of
Staff	8.466	17	18
Amenities	7.600	15	15
Facilities	8.078	12	18
Cleanliness	8.245	16	18
Comfort	8.100	16	18
Value for Money	7.500	17	18
Free Wifi	7.800	11	18
Eco-friendliness	8.000	11	15
Hospitality Index	7.974	17	18

### 2.3 The Competitors

Only hotels with at least 50 reviews in Booking.com are analysed to enable a fair comparison between competing hotels.

As Malaga is a popular holiday destination the hotels have prime locations next to the beach.

The Competitors in Torremolinos with their respective rankings per Hospitality Index components are:-

Table 1: Hotel Rankings of Competitors by Components

Hotel Name	Overall Ranking	Staff Ranking	Amenities Ranking	Facilities Ranking	Cleanliness Ranking	Comfort Ranking	Value For Money	Free Wifi Ranking	Eco-friendliness
Hotel Riu Costa del Sol	1	1	2	1	2	1	1	4	1
Hotel Isabel	2	4	1	2	1	2	3	10	4
Melia Costa del Sol	3	6	5	6	3	3	10	3	2
Moon Dreams Torremolinos	4	2	3	10	8	9	6	5	6
Medplaya Hotel Pez Espada	5	7	10	7	7	6	5	8	5
Sol Torremolinos - Don Marco	6	10	9	5	6	7	12	6	7
Sol Torremolinos - Don Pablo	7	11	4	4	5	5	4	15	3
Hotel Ocean House Costa del Sol	8	8	7	9	10	8	7	1	12
MS Aguamarina Suites	9	5	11	3	4	4	2	18	15
Fénix Torremolinos	10	3	12	14	12	12	8	2	8
Sol Torremolinos - Don Pedro	11	12	6	8	11	10	11	12	10
MS Amaragua	12	14	8	11	9	11	14	16	9
Aluasun Lago Rojo	13	13	-	15	15	14	15	7	-
AluaSoul Costa Malaga	14	9	13	13	17	13	13	13	13
BLUESEA Gran Cervantes	15	16	-	17	14	17	9	9	-
Hotel MS Tropicana	16	15	14	16	13	15	16	14	14
Hotel ABC	17	17	15	12	16	16	17	11	11
BLUESEA Al Andalus	18	18	-	18	18	18	18	17	-

## 2.4 In Conclusion

Guests do not consider this hotel to offer Value for Money, and highlights areas of concern of Staff, Cleanliness and Comfort.

This product is a beach hotel and has been stripped away from amenities that would greatly improve a guest's experience.

### **3. Review Analysis**

Reviews from booking.com, expedia.com and priceline.com from 1<sup>st</sup> January 2023 up to 15<sup>th</sup> January 2024 have been analysed and split into common categories.

#### **3.1 Property Condition**

Very old needs a serious makeover.

The hotel itself is a very poor 3\* not at all a 4\* looking tired in many areas

Very old, the door did not close and I had to wait for the maintenance over an hour without being able to move from the room, broken extra bed, doors creaked.

The rooms are dated.

The rooms should be upgraded.

The condition did not match the number of stars.

...the decoration which is old and broken...

Slightly run-down and outdated rooms.

Bathroom was old and had broken and loose tiles on the floor, shower had to be fixed on day 1.

#### **3.2 Check-In Experience**

At check in, it was super frustrating. Only two receptionist for doing the check in of many people, with long queue. Still room not ready so we need to wait for 2 hours to get the key. But when we went to pick up the key, they made us to wait in the check in line again!!! Again in a long queue. All morning was gone with this simple process.

They did not let me access my room until after 2 am because of their failure.

We were not given the room we asked for.

Booked a junior suite had a family room.

Despite the request for a "quiet room," check-in was opposite the elevator; they asked for an additional payment to change the room. Upon check-in, the furniture that was specified during booking was missing.

And the check in was only available from 15:00 and not from 14:00 to 15:00 as it said on booking. We had to wait an hour.

Check in was excessively slow and complicated.

Upon arrival we were waiting to check-in at least 40 minutes, with three people exclusively from a large group (which sneaked) and when one finished it went inside and we stayed there.



When we finally got there, it takes a lot of time to write down the data and give us the cards, they should look for a faster system and avoid those queues, they look terrible and it's the first contact they make, the client already has problems.

I made the reservation for 4 rooms in October, the whole family was going with children, as they gave us a room in another building. None of them were equipped with cribs or extra beds, it took us several hours at the counter to get everything as contracted.

The check in time is too long and not fully staffed at rush ours, the customer has to wait for long time to check in or get help.

### **3.3 The Room**

The room was like a bird cage very small.

Rooms small.

The super small room with many things broken and very uncomfortable, the mattresses horrible, this hotel is certainly not 4 stars.

The beds slept badly and the air conditioning didn't only warm air.

I was opened in the room 3 times without even knocking the door. Twice from room service staff. And once another guest has a card on the same room as me! Attached was crowded, probably because my accommodation was a holiday time. But still crowded.

Didn't like: The room size ( for a family room)

Hotel room... not worth for what have u paid for. Very bad, small and I think more like 2 star hotel.. I got bite every night by bed bugs. Really uncomfortable. We paid €200/ night which is I got the better hotel in Seville with the same price.

Our room was very tiny, and a very terrible view.

Room was full of ants in the bathroom, wardrobe, bedroom floor.

The family room had only 2 beds made up for an adult and two teenage boys. We found a duvet in the wardrobe and made up another bed.

The rooms leave a lot to be desired for its price per night.

The floor of the flat had cracks. The kits in the bathroom are no longer white but grey and black, the toilet seat had a dip, the safe did not work, and the view from the balcony was on ventilation pipes and a dirty forecourt.

The bed was too small for two people.

Beds were spring beds, very uncomfortable.

The room with the extra bed left no space.

Tiny Dirty rooms.

Room was tiny for 2 adults to share.

### **3.4 Staff & Service Issues**

Staff not efficient to resolve issues

I was offered an upgrade for €50 (€25pn) for the exact same room just with a mini bar. This was refused and then refunded after refusing to change.

No respect.

Nobody to respond to problems.

Waiter very rude cleaning tables.

The women at the reception unpleasant and disrespectful.

A brutal lack of personnel. I really admire the staff of this hotel how they did the job of 3.

The staff are very rude and make you feel like you are a problem or in their way.

Unfriendly staff (especially in the restaurant area)

Saturated staff and because of this you had to queue for several things, such as checking in, there were only two people in reception for such a huge hotel.

Too few receptionist!!!! At check-in long rows!! The staff remain friendly but are overloaded, scandalous!

The first two days had a lot of lack of staff.

The staff didn't say hello.

The staff with a cold and distant treatment.

Bad service for the tourists, the female staff were very rude.

Staff not too friendly.

Some staff were not very helpful or friendly.

### **3.5 Cleanliness**

Tiny Dirty rooms.

I asked to change rooms as there was a pubic hair on the sink and mirror had not been wiped.

Generally dirty.

No clean.

Room floor dirty.

Unclean.

The rooms were dusty.

The cleanliness of the room leaves something to be desired.

Cleaning of the rooms could have been better.

### **3.6 Noise Issues**

Lots of noise.

And the music was so loud until 12 pm. Aren't they aware we aren't all Spaniard and many kids go to bed to a more sensible time? Another frustrating moment.

Lots of noise, loud music in hallways, voices, people drinking, in underwear.....we could not sleep.

Unbearable noise day and night. That was like assault. Sleeping was not possible. Restaurant noisy as a train station.

My room was above the hotel entrance. It was noisy there all night unfortunately even when I closed the window.

Noisy.

The communal areas are big open spaces which are noisy and feel like airport waiting areas.

Hotel not advisable if you are looking for a quiet family vacation.

A lot of noise from the hallway and the surrounding rooms.

The doors and windows are not tight, so you can hear every step in the hallway and also noises from outside.

Muddy and loud.

If you are like us on the side where you have neither seen the swimming pool nor the sea, so seen on the other building you will hear all the noise from the kitchen boiler room as if you were on the plane so sleep with the window closed if you are a light sleeper.

Lots of noise.

Very noisy, walls very thin.

### **3.7 Food & Beverage**

The plates at the breakfast were dirty.

My partner has returned home with food poisoning from consuming breakfast over a 2 nights stay.

Plates at breakfast dirty.

Food very very cheap and probably the only thing was good were the packed yogurt.

Nearly everything we tried was fried and tasted of bad oil, or tasted not good.

Floor used by guests as a garbage can. The walk to the buffet was where you were bumped into. Food was lukewarm, noodles were overcooked, and fish was very dry.

Salad came out of the plastic bag. Was refilled so unwashed at the buffet. No quality in the selection and taste of the food. Cheap processing.

No free drinks with half board. Not even 1 glass of water for dinner. Everything had to be paid separately. Simply impossible with these prices for half board. Coffee in the morning was inedible. Juice from the machine was stained sugar water. Rolls were half baked and dry.

By the way the food was horrible, and thank God we only took breakfast because from the 15th day we had breakfast we were with vomit and old people, and with gastroenteritis, the food could be terrible.

Didn't like: The standard of food

The menu for breakfast always same , could , hard and I cannot find any delicious there, but maybe every person have different taste, but for my taste which have been went to so many country and stay in so many hotel around the world. This is the disappointed one. Honestly I don't want to said this but I think this is pretty important for another guest who is have planned to stay in this hotel so they know what they will get.

There were not signs on the food saying what it was.

Also, make sure you know the difference between Full Board and All Inclusive before you book.

Menu not friendly for vegetarians. Cutlery and dining plates weren't hygienic.

Birds in eating area sometimes to fast took dirty dishes from table.

Instead of meal times being nice, it was like a hooligan football match, everyone cheering, yelling at opponent teams, staying at the hotel as they walked in the dining hall all under 30's. It was like being on an 18 to 30 holiday... not for us sadly were not old 50s, but this is just too rowdy.

The dishes in the dining room are dirty, water at lunch and dinner is only paid for.

Too much chaos at the breakfast buffet, everyone stormed together on the buffet, no clean plates, everything had to go fast although quality is sometimes more important than quantity. Cleaning ladies should really be schooled again as far as the cleanliness is concerned.

The food and buffet were regular.

At breakfast, lunch or dinner time it was a real struggle to get food

Little variety at the breakfast buffet.

Breakfast room looked a lot like a food barn! Too busy!

Out of every other bowl and the staff were too few, they didn't have time to either refill or clear the table.

There were birds flying inside the buffet area

The dining room was chaos. Waiters were not enough.

They charged us for the drink at the table (nobody explained at the reception time that we could leave the drinks to the room) and we had to look for the waiter ourselves to be charged.

The waiters did not give change, but assumed they would get a tip. They thanked politely and left. I had to wait 32 minutes at the buffet table for a drink (water) in the restaurant, which I don't think is entitled to a tip.

You had to pay for drinks at the buffet, there was no information about this in advance. I personally imagined that water is included in the price of the buffet.

I paid full board, nowhere does it specify that drinks are not included and they welcomed that they are not included without giving further explanation, when they tell me that it must be all-inclusive and nowhere do you choose that option.

The food was very bad and does not live up to the stars at all.

Food was appalling! The wine that was served for All Inclusive was horrible.

At 9 at night we went to dinner and they told us that they were already closed.

I think there should be more options to eat inside the restaurant.

The food was very very bad. The hotel was in good condition, but the food let it down. Nothing tastes of anything, the salad is crunchy because it has not been washed properly, there are no good vegetarian options, etc.

The food in the buffet was of very average standard, compared to other hotels I've stayed in.

### **3.8 Amenities**

Only hand soap and shower gel in the bathroom.

No shampoo or enough towels in the room.

QR code did not work.

TV channels did not work.

You literally need to pay for each facility, when you use the safety box you need to pay for it

We had no shampoo in the room, no bottle of water, no coffee machine and the AC was not functioning for 2 days. We ask for shampoo multiples times and it was not filled.

We only had 2 towels in our bathroom.

Hard work to get the tea and coffee replaced never had any milk, had to take it from breakfast back to room.

No kettle or glass in the room.

The air conditioning cooled little.

The air conditioning could not be adjusted.

Bad sleep as the pillows were only a small piece of cloth, had to be folded 3 times to get something resembling a pillow.

There is no air conditioning.

In the shower the water comes out with a very thin spray and difficult to regulate the temperature.

When we got to the room we didn't have the requested crib and we threw an hour calling the front desk to ask for it because they didn't take it.

The toilet was old discolored and the cistern did not work well, the water in the shower came out.

In the room there was not a single drawer and the gaps meant to put clothes with 5 hangers ... The door to the room did not close properly and you had to pull it like you were going to get it out of its place.

The toilet didn't work properly.

In order to open the door we had to spend 5 minutes trying to open it.

Bad air conditioning.

Often low to no pressure in the taps (especially awkward when you want to shower before leaving for the airport).

Had only one electricity tag in the whole room.

TV didn't work, super hard bed and pillows were hard as if they were just folded sheets.

Safe wasn't working in the room. I told reception. They said they would come fix it. An hour later I went back to reception. They said "the maintenance man has other jobs to be doing so you might have to wait all day". As a consequence I carried my wallet in my bag which was pickpocketed with 600 euro and bank cards in broad daylight. I told the hotel that it wouldn't have happened if safe had been working. It took maintenance 7 and half hours to come fix safe. The hotel kept saying they would look into it and ring me but I never heard. They never asked if we were OK for food or water. A member of staff said they would get onto headquarters to see if hotel had to take responsibility for the money that was taken and I have heard nothing back. There was absolutely no support from this hotel and I do hold them responsible. If they had fixed the safe I wouldn't have been carrying the money. I was very disappointed with the way the hotel has handled this.

Only one plug socket in whole room.

The room key never worked properly.

### **3.9 Parking**

No parking available and in order to get a spot you need an upgrade.

Not enough parking and I've been charged twice and can't get it resolved.

Car parking 14€ aday But if you left in the day and returned it was another 14€ rip off.

Paid car park.

No parking available and in order to get a spot you need an upgrade.

### **3.10 Swimming Pools**

Pool chairs super dirty and even one of the plastic chairs broken.

I thought there would be more slides in the pools.

The poolside was dirty and the drains smelly. Not enough loungers for everybody and the queue for the bar was long.

Impossible to get a chair at the pool, at 9am it opens so we can book and from 8am there is a queue of people waiting... Not to mention the people who throw the towel from their window. We had problems with the person managing the sunbeds, bad management and very bad ways, a real disaster that a hotel has these problems. They also allow foreigners to do what they want, smoking and drinking in the pool is an example, while lifeguards look the other way.

Difficult to get a place by the pool as people occupied all the places with towels.

The pool has very clear rules, including that you can not put mats in it, because the kids pool was literally from a supercrocodile and 5 girls which made it impossible for me to mess with my 5 month old baby and the worst thing is that the lifeguard was in front of it and like nothing. And we did not mention the issue of leaving the towels in the hammocks at 7 in the morning, that is already mission impossible.

The pool was too cold and should be heated as they are in most hotels with many stars.

We chose the hotel mainly for the variety of children's play that the hotel says it offers. However, on site the pools with games are closed.

and the spaces as in the photos with the play area are also closed. Nothing to do with covid since the games (fair type) are open and 2 paddling pools too.

The beach pool is very nice, but they need to fix the grass (a muddy area around) and the tiles are slippery.

...the grass got so muddy which wasn't pleasant to sit around.

Guests had done the normal and covered all the sun beds by 9am with their towels and gone back to their rooms.

### **3.11 The Entertainment**

In the pool area they have a show at night. Terrible one, not to say more.

We also weren't able to see any night time shows, which we would have loved to do and which was one of the reasons we chose this hotel. The problem was that there wasn't enough space for everyone and we couldn't compete with foreign people who have dinner at 7 and grab a seat. If there weren't so many people we wouldn't have had so many problems with all the services the hotel offered, which is why we chose it and those we couldn't enjoy due to the large number of people.

I liked the performances, the dance and the entertainments were all more than 65, we retired, I have nothing against it but we went in San valentin and we stayed two nights and three days and I expected something more romantic.

### **3.12 The Lifts**

Tiny lifts.

Broken elevator during every day.

Lifts ridiculously slow + small.

Elevators were always busy and you often had to wait a while for one to arrive (maybe three small lifts are a little few for the need)

### **3.13 Overcrowding**

The people surpassed the facilities by far. It was impossible to enter the pools, much less get a shade.

Queues for everything taking the elevator down was torture to get a free one.

Overcrowding.

Crowded.

It's overcrowded at meal times due to organisations using the hotel.

The beach chairs by the pool always overcrowded.

The queues to eat were huge and you had to wait a lot. The hotel was 100% occupied and does not have the facilities prepared for it.



Caribbean pool was absolutely ridiculously busy, people putting sunbeds wherever they wanted, crowding your space.

Extremely crowded. We couldn't use the pools because it was like 3 times the capacity of the area.

The reception area was constantly busy with queues of guests.

### **3.14 General**

I am not sure this meets the hotel group's standards. We have been to many hotels in this group but this was by far, the worst.

The pictures did not correspond to the reality.

In general we did not like the disorganization of the hotel.

Not a 4 star hotel.

This should be rated as a 3 star hotel at maximum.

## **4. The Representative Guest Review**

A guest representative is a “mystery shopper” who has booked into the hotel to check out the functionality and services offered.

### **4.1 The Booking**

The guest representative rang at 20.36 on 9<sup>th</sup> January 2024 to reserve a room for the following day. The phone rang for 50 rings without being picked up.

Tried again in the morning at 9.05, and the receptionist answered quoting 105 euros per night, whereas the booking.com rate was 79 euros per night.

The room was booked using booking.com

### **4.2 Check-In**

The receptionist Jorge noticed I was waiting while attending another guest and kindly acknowledged me by saying “one moment”.

Wearing a cardigan this partially hid Jorge’s name tag.

Jorge explained the following with a printed map:-

- Your room is to the left, take the elevator to the second floor and your room no. is 1210
- Lunch closes at 3 pm but after that time you can go to the IN&Out Bar for bar meals until buffet dinner which starts at 6 pm.
- There is no room service for meals
- The outdoor swimming pools are closed but there is a heated indoor one here (marking it on the map)
- You can scan the QR code at the back to get information on the hotel’s facilities
- Reception is available by dialing 9

### **4.3 Tea & Coffee Facilities**

Having noticed that the room did not offer tea&coffee facilities, the guest representative asked if it was possible for an upgrade in order to have such amenities. To which the reception said we can offer you a complimentary kettle and that he would contact catering about tea&coffee supplies.

Having previously called twice for this, on my third attempt the guest representative was put through to Carolina, who said she would call back in 5 minutes. Indeed Carolina did call back but the news was that catering do not offer tea&coffee supplies. Tea bags can be purchased for 2 euros but many guests go to the nearby mini market for supplies.

It was explained that at check-in, the guest representative had specifically requested to get an upgrade to have this, and the information that was given was misleading and disappointing. Whilst a solution was given, it was not correct. Carolina sympathised but there was nothing else she could do.

#### **4.4 Heating**

Finding the thermostat in the room, the dial and top button was moved but without effect. Thinking it was not working, the Representative Guest called reception again. To solve this, the guest representative was informed that a technician would come to investigate the problem.

After a 60 minute wait, without a technician's visit, the guest went for lunch. On the return the heating was fixed.

Then the Representative Guest saw a display tent on the bedside table explaining that for the heating to work, you need to move the dial by the bed, and the meaning of the thermostat codes. So to know how the thermostat functions you need to see the display tent on the bedside table but there was no further information by the thermostat saying the thermostat only works in coordination with the control at the side of the bed.

So what could have been explained by reception when asking about the heating, the event immediately was passed to the technician, which really could have been avoided. The disgruntled Representative Guest would not have had to wait for a non-appearing technician and would not have missed a full lunch.

#### **4.5 Blackout Curtains**

The blackout curtains were filthy and had holes. The light curtain had shades of yellow in places.

#### **4.6 Plugs**

The computer point. In order to plug in a computer you have to move a heavy room desk. Causes inconvenience. Also on moving the heavy room desk it shows a mirage of electrics and a dirty area.

When the guest representative tried to switch the TV on, nothing happened, Thinking it was the remote needing new batteries, reception was approached. They informed the Representative Guest that the technician will be sent to the room.

The technician appeared after 50 minutes. He also had to move the heavy desk and informed the guest representative that the plug socket that had been used for the computer was the incorrect plug socket. It should have been plugged in a lower position so that the TV plug could now be plugged in.

#### **4.7 Vending Machines**

It was odd to see a microwave between two display machines when none of the vending machines sold food to be heated.

Each vending machine had 50 product slots. With 2 vending machines, there were 100 product slots. 50% sold bottles of water at 2.50 euros each. 10 were for normal coke and another 10 for zero coke. The remaining slots were taken up with chocolate bar products and a few juices.

#### **4.8 The Breakfast Experience**

There were no bowls by the bowls of yoghurt.

Compliments for fried products such as ketchup and brown sauce were by the salad section instead of by the fried section.

British people drink tea with cold milk. There was no cold milk by the hot drinks section.

Both the coffee and the tea were sub standard.

#### **4.9 Difficulties with Entering/Closing the door**

The Representative Guest was staying in Room 1210. Generally took 5 mins to enter with the key card and the only way to close the door when leaving the room was to slam the door shut hard.

#### **4.10 The Key Card Folder**

The key card folder which holds the key card has a QR code on the back. This QR code cannot be read.

The QR code signs shown around the ground floor work fine.

## 5. Encounters

### In & Out Bar

**Alfonso** – room for much improvement. Did not lift chairs and table, instead scrapped them on the floor causing high pitched screech. Loved to gossip. More interested in venting his views or relating an incident to a work companion, causing the companion to be distracted.

**Antonio** – pleasant but had no name tag

**Juan** – barman - good, respectful & attentive

**Nacho** - OK

### Reception

**Jorge** – excellent receptionist but misinformed

**Carolina** – excellent

**Claudia** – a newbie that impressed, is going to make an excellent receptionist in the future

**Yerelin** – good

### Dining Room

**Juan, Juan & Juan.** Three different individuals with a Juan name tag.

Lady by yoghurts no name tag – did not understand English

**Miguel** at the omlette station – interaction with the guests could be improved

**David** – excellent, cleaning tables responded with “You’re welcome”

**Cristina** – excellent, cleaning tables responded with “Have a nice day”

Indoor heated swimming pool attendant – interaction with the guests could be improved

## 6. SWOT Analysis

<p><b>STRENGTHS</b></p> <p>Good facilities</p> <ul style="list-style-type: none"> <li>- range of swimming pools</li> <li>- indoor heated swimming pool</li> <li>- gym</li> <li>- baby creche facility</li> <li>- games</li> <li>- different bars</li> </ul> <p>Cheap in off-season</p> <p>Some well meaning staff</p>	<p><b>WEAKNESSES</b></p> <p>Uncontrolled overcrowding</p> <p>Cleanliness of rooms</p> <p>Room size</p> <p>Slow service especially of technicians</p> <p>Lack of clarity - inclusive vs full board</p> <p>Some rude &amp; inattentive staff members</p> <p>Lack of staff especially on reception</p> <p>Clearer signage - on food &amp; instructions</p> <p>Lack of info - QR not scannable</p> <p>Small slow lifts</p> <p>Dirty blackout curtains with holes</p> <p>Guests felt ripped off - parking, drinks</p> <p>Printed map with outdated info - salon closed</p> <p>Not all staff wear visible individual name tags</p>
<p><b>OPPORTUNITIES</b></p> <p>Training of all staff "Putting People First"</p> <p>Training to ensure congruent reception responses</p> <p>Systems in place to evaluate technicians</p> <p>Solve the conflict over reserving sunbeds</p> <p>Improve food quality</p> <p>Improve dining layout</p> <p>Better offering of entertainment</p> <p>Pre-empt problems - A/C, safe box</p> <p>Improve amenities - glass, kettle, water</p> <p>To offer clarity wherever possible</p>	<p><b>THREATS</b></p> <p>Outside threats</p> <ul style="list-style-type: none"> <li>- currency exchange rates</li> <li>- flight disruptions</li> <li>- tourism taxes</li> <li>- disease outbreaks</li> </ul> <p>Hotel competition in similar category</p> <p>Poor reviews dissuading potential customers</p> <p>Attracting sports groups dissuades family groups</p> <p>Unsafe slippery conditions could lead to legal action</p> <p>Over stressed staff may leave</p>

## **7. Recommendations**

In all cases these are suggestions for your evaluation.

### **7.1 Operational Systems**

In many cases it is a question of putting systems in place so that staff know what to do in particular circumstances, and that behaviour is constant for all staff in that particular job role.

Such systems should be managed by the head of the department both in design and implementation. Bringing on board staff members for their input in the development stage is a good idea as they are “on the floor” and have a direct insight into the circumstances they face.

#### **7.1.1 Risk Assessment**

The most important to come out of the Hospitality Audit may be that the hotel is risking legal action against a possible serious injury with slippery tiles around the swimming pool. One thing that could be done is have an accidents book, where all accidents are reported however small. Each time that First Aid Box is opened, the incident should be logged. Not only that but a management member should produce a summary of the incidents to a higher level management meeting so top management are aware of potential risks for evaluation and prevention. The slippery tiles in the pool area needs to be addressed, as well as checking legal coverage against possible claimants.

#### **7.1.2 Room Check**

A top management member should go to Room 1210 and check

- i) how easy it is or not to enter and close the door
- ii) check how he can connect to a computer without moving a heavy table
- iii) check how to connect to the television without moving a heavy table
- iv) review the condition of the blackout curtain and the thin normal white curtain
- v) the absent instructions by the AC controller to say switch on by the bed
- vi) the absent instructions by the safe to say what to do
- vii) how he can clean the outdoor furniture on the balcony
- viii) access to soap if on the bidet

then report to top management his findings for a course of action to remedy this in order to improve the guest experience.

### **7.1.3 Staff Issues**

#### **7.1.3.1 Reception**

Ensure you have at least 3 reception staff. Long queues are a major frustration for guests. Also evaluate how check-in can be done more rapidly as the length of time to check-in is also a major concern.

The reception staff are the first face of the hotel presented to a guest. The Representative Guest only has high praise for these staff members. But they need training so that they all give the same response at all times.

When someone wants an upgrade for tea&coffee facilities or another occurrence, there should be a procedure in place. The head reception staff member to whom enquires are asked by junior reception members should record them for a weekly meeting to go through how to respond to guest members and these instructions should be printed for further reference. The false promises to the Representative Guest should not have happened and procedures need to be in place to avoid such circumstances happening again.

#### **7.1.3.2 Staff Training**

Without doubt, your staff need training to understand the importance of the guest and to attend to his needs.

Whilst the Representative Guest assessed most of your staff to be excellent, there were others who distracted the workers from their role. There was an open under current of gossip about the guests, or other grievances and some actions were inappropriate.

It is suggested that all staff members at all levels should attend a training session on "Putting People First", and for any new staff members if possible to attend such a course as part of their induction.

For example there is also no reason why a guest should think a staff member is being rude or unpleasant, but unfortunately this has been recorded in reviews so it happens.

This training is essential to improve interactions with the guests.

#### **7.1.3.3 Staff Shortages**

The hotel is likely to be under staffed and stressed in the peak season. Plan ahead to tackle it.



## **7.1.4 Food and Beverage**

### **7.1.4.1 Layout**

In this section, look at the positioning of the items within the food area:-

- i. ketchup and brown sauce near the fried items not by the salads
- ii. bowls by the open yoghurt dishes
- iii. have fresh milk next to the hot drinks section for the tea drinkers

### **7.1.4.2 Birds**

There were complaints against birds accessing the food area. Other hotels have used huge nets to prevent this.

### **7.1.4.3 Food Quality**

Perhaps an assessment on the quality of food may be something to consider. There was nothing special. It was food for the masses, usually fried. Guests can spot low quality food and will comment disfavouredly on it.

### **7.1.4.4 Dining Experience**

The guest experience in the food hall during peak season is a train wreck. Consider what can be done to alleviate the queues, and mess, to provide a more pleasant dining experience.

Perhaps allow families with young children an earlier food time.

### **7.1.4.5 Chefs**

Ensure the chefs at their food work stations are more engaging with guests is an important consideration.

### **7.1.4.6 Change of Mindset**

All inclusive means the same as full board in all languages. Make it the same. Help avoid ambiguity and guests' frustration. Allow water to be included and maybe soft drinks. If this is not the case, guests feel ripped off and air their grievances, telling the world their woes. Evaluate cost vs reputation. Make the money on the wine and other alcoholic beverages. Perhaps introduce a monthly wine or cocktail offer.

The current perception of the guest is that “management don’t care and they are in it to screw us for all the money they can”. So consider if you want to change that image, and how to do so.

#### **7.1.5 Name Tags**

All people regardless of their category should be uniquely identifiable at all times. This is not the case at your hotel.

#### **7.1.6 Printing**

The printed map is a good way to offer some clear useful instructions to the guest if it is used in the correct way.

Consider

- i) remove promotion that is not current
- ii) add dining times
- iii) add pool opening times
- iv) consider what guests need to know and put it on the reverse of the printed sheet
- v) if the QR does not work on the key card holder, sort it out. Get a design that works, Investigate and solve. This is a known error yet nothing has been done.

#### **7.1.7 Swimming Pool**

A major cause of frustration was the reservation of sunbeds. Introduce a system to help alleviate this.

#### **7.1.8 Technicians**

The technicians’ duties need to be accounted for. Extensive wait times are unacceptable. Introduce Key Performance Indicators to record

- i. time of incident
- ii. how long it took the technician to arrive
- iii. how long the technician to complete his task
- iv. record if the guest is satisfied

Under the audit the technicians’ performance was highly suspect – tardiness & no apologies

A monthly review of the tasks they are assigned should be assessed. Then decide on what could be done to avoid their services in the first place. It is the lack of information and

incorrect information that causes guests' frustration. Hence the importance of training the reception staff on how to handle such enquiries to prevent an escalation to a technician.

Incidents are written in a book at reception which is a gold mine of information that could be **assessed**.

### **7.1.9 Entertainment**

Have a way of assessing what the guests think about the entertainment so you can identify your entertainment winners and losers. Keep the winners, recruit others to replace the losers.

### **7.2 Methodology**

- i. Assess areas you want to improve
- ii. Give responsibility to someone for it – gathering data, providing solutions (it does not have to be higher management)
- iii. Have a way to discuss those solutions
- iv. Implement
- v. Review and record the findings of the review

### **7.3 The Accumulative Effect**

The accumulative effect of small changes can have a positive accumulative effect in your reviews and the customer experience.

Decide what steps you want to take immediately and plan others for the future.

Wishing you a successful implementation to improve your Hospitality Index, future bookings and guests' consumer experience at your hotel.