From shift judgement to hotel-wide service excellence.

Listen to signals. **Align owners.** **Verify improvement.**

I would welcome a conversation about strengthening guest intelligence, team capability and corrective-action follow-through in a luxury property.

Service breaks between moments.

A single guest concern may involve three different definitions of “done”.

01

Guest heard

The guest receives a response.

02

Promise fulfilled

The agreed action is actually delivered.

03

Failure prevented

A tested improvement reduces the same risk.

A closed case is not automatically a verified improvement.

One loop. Three disciplines.

The objective: convert individual experience into repeatable daily practice.

GUEST

Listen for patterns

Reported experience and feedback

OPERATIONS

Make action clear

Owners, handovers and follow-through

PEOPLE

Help practice stick

Coaching and observable behaviours

No automatic outcomes. Every step needs ownership and evidence.

Six stages. Different evidence.

A practical change cycle — currently a pilot method, not a hotel-wide validated system.

01
Diagnose

02
Design

03
Engage

04
Practise

05
Verify

06
Embed

VIP handover redesign: introduced workflow; sustained impact not yet quantified.

Six workflows. Distinct responsibilities.

Duty Manager Workbench is a private, AI-assisted workbench — not live hotel software.

RESPOND
Duty Manager Casework

RECORD
MOD Case Polisher

COMMUNICATE
Guest Review Replies

INTERPRET
Voice of Guest Reporting

RECONCILE
Department Incident Reporting

LEARN
Guest Experience Learning

It drafts and analyses supplied inputs; it does not send, monitor or update PMS.

The value is follow-through.

No revenue, ROI or performance uplift is claimed without a measured baseline.

1

TRACE

What evidence supports the issue?

2

OWN

Who must act — and by when?

3

CHECK

Did it happen, and did it help?

Start small. Test what changes.

A controlled hotel pilot beats a fashionable but unverified “transformation”.

01

Select

One traceable issue

02

Baseline

Define eligible cases

03

Coach

Own the new behaviour

04

Review

Observe; adjust or stop

Example pilot: shift handovers for VIP welcome promises.

A reminder is not a control.

The comparison is between operating approaches — not against named products.

REACTIVE

“Case closed.”

“Team reminded.”

EVIDENCE-LED

“Promise delivered?”

“New behaviour observed?”

The aim is reliable practice, not a longer checklist.

The skills have travelled with me.

Operational credibility, delivered learning and independently developed tools.

Guest care

Escalations, handovers and guest communication

05 / 14 days / colleagues

Scenario-based Front Office programme delivered

08 + 10 SOPs / scripts

Prepared for Marriott pre-opening

06 workflows

Duty Manager Workbench developed