



Second Assignment (20 Points)

Case Study (from Chapter 3): Safety at the Downtown Hotel

It is 1975. Faramarz has recently purchased the Downtown Hotel, a 125-unit facility in downtown Central City, a very large city in the northeast. The Downtown Hotel was originally a Holiday Inn, built in the early 1960s and owned by the Holiday Inn parent company rather than a franchisee. Prior to that time, the strategy of Holiday Inns was to build only on the outskirts of town. But as the number of inns multiplied, the company decided that inns in downtown areas could be profitable. When the Central City Holiday Inn was built, it was located near the bustling central business district but in a neighborhood that was typical of the older northeast working-class ethnic neighborhoods. Although most Holiday Inns built in or near central business districts at that time were many stories tall, a zoning peculiarity on this site restricted the building to two levels.

At the turn of the decade, the Holiday Inn company began to suffer heavy losses and sold many units in its chain, including the hotel in Central City. By 1975 the neighborhood in which the hotel was located had become more dangerous, the inner-city central district was less desirable to businesses, and the hotel building had begun to look dated. Faramarz knew these facts but bought the property anyway; the price was right, and he anticipated that he could revitalize it. The building was still structurally sound and located next to an interstate highway. It still had a 50 percent occupancy rate, although the rate had been gradually falling over the past few years. Faramarz attributed the falling occupancy rate to poor management and facility deterioration; he thought he could do better.

Faramarz spent considerable money refurbishing the interior. When he was finished, the rooms were nicely decorated, the amenities appropriate for the market segment, and the exterior pleasant to look at.

The design of the hotel was typical of 1960s construction: two levels of rooms facing the street with exterior entrances to rooms on both levels, the guests on the second level entering their rooms from an open balcony facing the street. Guests parked their cars in front of the rooms in an unfenced lot. The original bushes and trees that were planted years ago were now fully mature and, in combination with the two-level building structure, gave the property a shaded country feel.

Now that he had enhanced the attractiveness of his building and its rooms, Faramarz wanted to develop a strategy to improve the Downtown Hotel's occupancy rate. His basic information source was guest comment cards and mystery shoppers. The common theme of their feedback was that while they appreciated the modernization and the country feel of the place, they somehow felt very unsafe here. Many guests said that they did not intend to return to the hotel on future visits to Central City. Faramarz could see that he had a problem but didn't know quite how to solve it.

Question 1. based on the ideas in the chapter 3 and what your own common sense tell you (and any interviews you might obtain with hotel personnel), please develop two strategies for making Faramarz's guests feel safer at the Downtown Hotel. (8 Points)

Additionally, after you carefully read the chapter 4, please write your answer to the below question:

Question 2. Please recall any organization in which you were heavily involved as an employee or as a student.

- 1) How would you describe the culture of that organization? (4 points)
- 2) What did the managers or leaders do or not do to cause the culture to be as you described it? (4 points)
- 3) What ideas in the chapter 4 could the managers or leaders have used to improve the organizational culture? (4 points)

Note)

- As per the question 1, please limit your answer with less than 800 words, whereby your answers should be less than 300 words for each of the three sub-questions under the question 2.



University of Southern Miss
College of Business

HTM 345: Customer Service Management

Setting the Scene for the Guest Experience

Chapter 3

Copyright © DELMAR Cengage Learning & Dr. Sungsoo Kim

MANAGING QUALITY SERVICE IN HOSPITALITY
How Organizations Achieve Excellence in the Guest Experience

Creating “The Show”

- Disney’s “the show”
- Physical aspects of service setting

Chapter 3 - Setting the Scene for the Guest Experience
Copyright © DELMAR Cengage Learning & Dr. Sungsoo Kim

Themes

- Theming
- Themes create fantasy
- To theme or not to theme?
- Maintaining fantasy illusion
 - Control and focus
 - Architecture
 - Sights and sounds

Chapter 3 - Setting the Scene for the Guest Experience
Copyright © DELMAR Cengage Learning & Dr. Sungsoo Kim

WHY IS THE ENVIRONMENT IMPORTANT?

Chapter 3 - Setting the Scene for the Guest Experience
Copyright © DELMAR Cengage Learning & Dr. Sungsoo Kim

Expectations

- Environmental influence
- First impression
- Restroom test

Chapter 3 - Setting the Scene for the Guest Experience
Copyright © DELMAR Cengage Learning & Dr. Sungsoo Kim

Guest Mood

- Environment sets and maintains mood
- Consistency
- Cleanliness
- Architecture
 - E.g., Main Street U.S.A. in Disney World

Chapter 3 - Setting the Scene for the Guest Experience
Copyright © DELMAR Cengage Learning & Dr. Sungsoo Kim

Employee Satisfaction

- Environment should be supportive and compatible
- Happy employees
- Organizational commitment to guest satisfaction and service quality
- Fun work setting

Chapter 3 - Setting the Scene for the Guest Experience
Copyright © DELMAR Cengage Learning & Dr. Sungsoo Kim

Setting as a Part of Service

- Service production “factory”
- Major part of what guest is paying for and seeking from guest experience
- Quality of environmental context’s affect on the following:
 - Quality of experience itself
 - Guest’s opinion of hospitality organization

Chapter 3 - Setting the Scene for the Guest Experience
Copyright © DELMAR Cengage Learning & Dr. Sungsoo Kim

Functional Value of the Setting

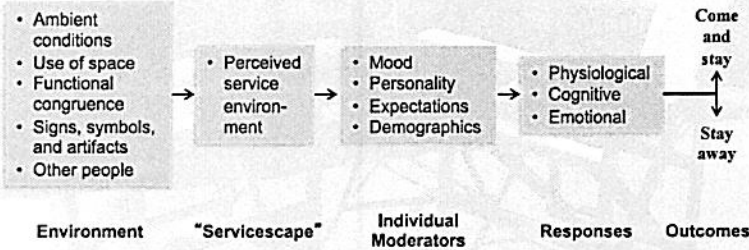
- **Safety**
 - Well lit
 - Uniformed employees
- **Ease of use**
 - Signage
 - Clear self-service technology directions

Chapter 3 - Setting the Scene for the Guest Experience
Copyright © DELMAR Cengage Learning & Dr. Sungsoo Kim

A MODEL: HOW THE SERVICE ENVIRONMENT AFFECTS THE GUEST

Chapter 3 - Setting the Scene for the Guest Experience
Copyright © DELMAR Cengage Learning & Dr. Sungsoo Kim

Guest Responses to Environmental Influences



Chapter 3 - Setting the Scene for the Guest Experience
Copyright © DELMAR Cengage Learning & Dr. Sungsoo Kim

Environmental Components

- Ambient conditions
- Spatial use
- Functional congruence
- Signs, symbols, and artifacts
- Other people
 - Employees
 - Other guests

Chapter 3 - Setting the Scene for the Guest Experience
Copyright © DELMAR Cengage Learning & Dr. Sungsoo Kim

Servicescape

- Definition
- Unique to each guest
- Differences in perceptions
- Factors that moderate individual responses

Chapter 3 - Setting the Scene for the Guest Experience
Copyright © DELMAR Cengage Learning & Dr. Sungsoo Kim

RESPONDING TO THE SERVICESCAPE

Chapter 3 - Setting the Scene for the Guest Experience
Copyright © DELMAR Cengage Learning & Dr. Sungsoo Kim

Psychological Responses

- The senses
- Information processing
- Rich and lean environments

Chapter 3 - Setting the Scene for the Guest Experience
Copyright © DELMAR Cengage Learning & Dr. Sungsoo Kim

Cognitive Responses

- Expectations and servicescape
- Nonverbal communication

Chapter 3 - Setting the Scene for the Guest Experience
Copyright © DELMAR Cengage Learning & Dr. Sungsoo Kim

Emotional Responses

- Degree of arousal
- Degree of pleasure/displeasure
- Try to create elements of arousal and pleasure to gain guest's emotional interest